

LECTURE PLAN

MBA

SEMESTER 3

VOL. II

FOR PRIVATE CIRCULATION

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LECTURE PLAN

INDUSTRIAL RELATIONS AND LABOUR LAWS

MS -233

COURSE OUTLINE
MBA III SEMESTER
INDUSTRIAL RELATIONS AND LABOUR LAWS - MS 233

L – 3 Credits - 3

OBJECTIVES:

The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

INTERNAL ASSESSMENT AND ASSIGNMENT **25 marks**

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

CONTENTS:

1. Introduction to Industrial Relations **(10 hours)**

- The Concept Industrial Relations
- Background to Industrial Relations
- Evolution of Industrial Relations in India
- The Dynamic Context of Industrial Relations: Globalization and the National Economy
- Responses to Competitive Pressures
- Changes in Employment Practices
- The Actors in Employee Relations: Management, Unions and the State
- Role of Trade Union in Industrial Relations
- Changing Profiles of Major Stakeholders of Industrial Relations in India

2. Interactions & Outcomes in Industrial Relations **(10 hours)**

- Employee Involvement & Participation: Concept, Objectives and Forms
- Ethical Codes
- Discipline & Grievance Management: Forms and Handling of Misconduct
- Collective Bargaining: Importance, Process of Negotiation and Recent Trends in Collective Bargaining
- Positive Employee Relations

3. Legal Framework of Industrial Relations **(12 hours)**

- Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication,

Legislation

- The Trade Unions Act 1926
- The Industrial Dispute Act 1947
- The Factory's Act 1948
- The Contract Labor Act, 1970
- The Payment of Bonus Act, 1965,
- The Industrial Employment (Standing Orders) Act 1972,
- The Minimum Wages Act 1948,
- Payment of the Wages Act 1936,
- The Workmen's Compensation Act 1923,
- The ESI Act 1948,
- The Employees' Provident Fund and Miscellaneous Provisions Act 1952,
- The Maternity Benefits Act 1961

4. Emerging Scenario of Industrial Relations

(10 hours)

- Industrial Relations & Technological Change
- Adjustment Processes and Voluntary Retirement Schemes
- Main Recommendations of the National Labor Commission
- International Labor Organization (ILO): Objectives, Structure and major role
- Managing Without Unions
- International Dimensions of Industrial Relations
- The Future Direction of Industrial Relations

STUDY MATERIAL FOR THE SUBJECT

The following should be the study material for the subject. The students are advised to go through the material for developing thorough understanding of the subject.

➤ TEXT BOOKS

1. **Authors' Names:** P.R.N. Sihna, InduBalaSinha, SeemaPriyadarshiniShekar
Title: Industrial Relations, Trade Unions, and Labour Legislation
Edition: Third Year: 2017
Publisher: Pearson (ibid 1)
2. **Author's Name:** B. D. Singh
Title: Industrial Relations and Labor Laws
Edition: First **Year:**2011
Publisher: Excel Books (ibid 2)
3. **Authors' Name:** S.C. Srivastava
Title: Industrial Relations and Labor Laws
Edition: Sixth **Year:**2013
Publisher: Vikas Publishing House Pvt. Ltd (ibid 3)

➤ REFERENCE BOOKS

1. **Author's Name:** P. K. Padhi
Title: Labor and Industrial Laws
Edition: Second **Year:** 2012
Publisher: Prentice-Hall of India Pvt. Ltd. (ibid 4)
2. **Author's Name:** C.S. VenkataRatnam
Title: Industrial Relations
Edition: Fifteenth Impression **Year:** 2011
Publisher: Oxford Higher Education (ibid 5)
3. **Author's Name:** R.C. Sharma
Title: Industrial Relations and Labour Legislation
Edition: First **Year:** 2016
Publisher: Prentice Hall of India Pvt. Ltd. (ibid 6)

➤ **WEBSITES**

1. www.ilo.org
2. <http://www.legalserviceindia.com/articles/dispute.htm>
3. http://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research%20Articles/GlobalOutlook_India_2016.pdf
4. <http://www.labour.nic.in>
5. <https://www.globallegalinsights.com/practice-areas/employment-and-labour-law/global-legal-insights---employment-and-labour-law-2017-5th-ed./india>

➤ **JOURNAL**

1. The Indian Journal of Industrial Relations

➤ **CLASS HANDOUTS**

LECTURES 1 – 4

CONCEPT OF INDUSTRIAL RELATIONS

OBJECTIVE:

To understand and appreciate various concepts, forms, theories, approaches of Industrial Relations and their evolving dynamics in the present business scenario as management of personnel is important for every organization.

CONTENTS:

- Meaning of Industrial Relations
- Definition of Industrial Relations
- Nature of Industrial Relations
- Features/Characteristics of IR
- Dominant Aspects of IR
 - Conflict
 - Cooperation
- Objectives of Industrial Relations
- Parties to IR
- Scope and Aspects of IR
- Forms of Industrial Relations
- Perspectives/Approaches to Industrial Relations
 - Unitary perspective
 - Pluralist perspective
 - Radical Marxist perspective
 - Psychological Approach
 - Sociological Approach
 - Human Relations Approach
 - Socio-ethical Approach
 - Gandhian Approach
 - System Approach
- Significance of IR
- Factors Affecting IR
- Conditions for Good IR
- Causes and Effects of Poor IR and Suggestions to improve IR
- Theories
 - Dunlop's system theory
 - Pluralist theory of Flanders

- Structural contradictions theory of Hyman
 - Human relations theory
 - Trusteeship theory
- Evolution of Industrial Relations
 - Evolution of Industrial Relations in India

ASSIGNMENTS FROM QUESTION BANK

UNIT I

SHORT ANSWER QUESTIONS: Q. 1 -10, 36, 37, 41-44

LONG ANSWER QUESTIONS: Q. 1 – 8, 27, 28, 30, 32, 34, 36-38

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 215-225
2. ibid 2, Page No. 4 – 7, 9 – 31
3. ibid 3, Page No. 19-29

REFERENCE BOOKS:

1. ibid 5, Page No. 22-36
2. ibid 6, Page No. 3-20

ARTICLES:

1. P. Sreenivasan, ManasRanjanTripathy(2014), “Employment Relations in Automotive Industry: Indian Experiences”, Indian Journal of Industrial Relations, Volume 49(3), pp. 499-512.
2. Premalatha. P. &Jagannathan. S(2016). “Organizational Civility: Assessing IR Competencies of HR Professionals”, Indian Journal of Industrial Relations”, Vol. 52(1) 2016, pp. 101 – 116.
3. Ray. P & Elembilassery .E, Depiction of Industrial Relations in Movies: An Exploratory Study, Indian Journal of Industrial Relations, Volume 53(2), 2017, pp. 346- 360

LECTURE 5

THE DYNAMIC CONTEXT OF INDUSTRIAL RELATIONS: GLOBALIZATION AND THE NATIONAL ECONOMY

OBJECTIVE:

Significant changes have taken place in the environment of Indian in the last decade. The rapid economic, technological, social, political and global changes have shifted the perspective of industrial relations in India. The motive of this lecture is to acquaint students with emerging trends of IR.

CONTENTS:

- Globalization
- Changes in workforce profile
- Changes in the Technological and Political-legal environment
- Changes in employment practices
- Responses to Competitive Pressures
- Future of IR

ASSIGNMENTS FROM QUESTION BANK

UNIT I

SHORT ANSWER QUESTIONS: Q 33, 39, 45

LONG ANSWER QUESTIONS: Q21 – 24, 31

SUGGESTED READINGS:

TEXT BOOK

1. ibid 3, Page No. 29-31

REFERENCE BOOKS

1. ibid 5, Page No. 41-54
2. ibid 6, Page No. 29-42

ARTICLES:

- 1 Ahmad J., (2012), Dynamics of Employment Relations & Employee Unionization in Banking Industry, Indian Journal of Industrial Relations, Volume 48 Issue 2, pp. 368-372.
- 2 Paul Santanu (2014), The Impact of Technology on Skill Development, Indian Journal of Industrial Relations: Economics and Social Development, Volume 49(3), pp. 401-408.
- 3 Bose. I. & Mudgal . R. K. “Industrial Relations in the Transnational Business Scenario: An Overview”, Indian Journal of Industrial Relations”, Vol. 51(3) 2016, pp.351 – 358.
- 4 Semenza. R & Hossain. M, Labor Justice in Global Manufacturing: New Actors for Revitalizing Industrial Relations, Indian Journal of Industrial Relations, Volume 52(4), 2017, Pg. 543- 557

LECTURES 6-9

THE ACTORS IN EMPLOYEE RELATIONS: MANAGEMENT, UNIONS AND THE STATE & ROLE OF TRADE UNION IN INDUSTRIAL RELATIONS

WORKERS ASSOCIATIONS

OBJECTIVE:

The key participants in the Industrial Relations system are employers, employees and the state. Interactions in the IR take place amongst these parties and together they determine the success or failure of the relations. This section would explain the characteristics and roles of the workers and their unions in employment relations.

CONTENTS:

- Meaning of Trade Unions
- Definition of Trade Unions
- Features of a Union
- Forms of unions
 - Classical
 - Neo-classical
 - Revolutionary change in the system
- Objectives of trade unions
- Functions of a Union
- Methods of unions
- Significance of trade unions
- Criticism of trade unions

- Strategies for building Responsible Trade Unionism
- Areas of union policy
- Types of unions
- Essentials for success of a Union
- Unions in India
- Approaches to trade unionism
 - Marxian class struggle theory
 - Webbs' theory of industrial democracy
 - Cole's theory of industrial unionism
 - Hoxie's theory of business union
 - Tannenbaum anti-technology theory
 - Common's pragmatic approach
 - Simon's theory of Monopolistic, anti-Democratic Trade Unionism
 - Perlman's theory of scarcity consciousness
 - Kerr and associates' protest theory
 - Mahatma Gandhi's Sarvodaya theory

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q18 – 20, 38,46, 47(UNIT II)

LONG ANSWER QUESTIONS: Q12 – 20, 35, 40, 39, 41-43(UNIT II)

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, 1-41, 176-192, 197-209
2. ibid 2, Page No. 33 – 52

REFERENCE BOOKS:

1. ibid 5, Page No. 126-140, 160-175
2. ibid 6, Page No. 157-211

ARTICLES:

- 1 Singh I. S., Kulkarni Vilas, “Trade Unionism in India - Perceptions and Future”, Indian Journal of Industrial Relations: Economics and Social Development, 2014, Volume 49, Issue 1, pp. 35-43.
- 2 Gamage Prasadini N., “Multiplicity of Trade Unions: Issues and Challenges in Sri Lanka”, Indian Journal of Industrial Relations: Economics and Social Development, Volume 49, Issue 1, 2014 , pp. 22-34
- 3 Hris.O, The Changing Role of State in Industrial Relations, Indian Journal of Industrial Relations, Volume 52(4), 2017, pp. 558 – 569
- 4 Mondal. B, Trade Unions Influence on Wages during 2004/05 - 2011/12: Evidence from NSS Rounds, , Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 400- 415
- 5 Rathod.H & Salwan.P, Trade Unions Influence on Wages during 2004/05 - 2011/12: Evidence from NSS Rounds, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 400 - 415
- 6 Smit. P & Gapola. L, Trade Unions Services & Member Satisfaction in Public Sector: A South African Scenario, Indian Journal of Industrial Relations, Volume 53(2), 2017, pp. 332- 345
- 7 Rashmi.M, Participation of Women in Trade Unions: A Study of Centre of Indian Trade Unions (CITU), Indian Journal of Industrial Relations, Volume 53(4), 2017, pp. 618- 629

LECTURES 10 - 12

CHANGING PROFILES OF MAJOR STAKEHOLDERS OF INDUSTRIAL RELATIONS IN INDIA

OBJECTIVE:

The key participants in the Industrial Relations system are employers, employees and the state. All of these have significant roles to play in carrying out the labor-relations. Interactions in the IR take place amongst these parties and together they determine the success or failure of the relations. This section would explain the characteristics and changing roles of the employers (management) and their federations in employment relations.

CONTENTS:

- Meaning
- Objectives
- Origin and Growth
 - Pre 1933 period

- 1933 – 46
- 1947 to present
- Nature
- Structure
 - Local organizations
 - Regional organizations
 - Industrial organizations
 - Central organizations
- Functions
 - Communication
 - Advisory
 - Representation
 - Education
 - Social responsibility
- Employers' associations in India
 - AIOE
 - EFI
 - AIMO
 - IOE
 - SCOPE
 - CIE

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q11 – 15, 46

LONG ANSWER QUESTIONS: Q 10, 11, 39

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 2, Page No. 62 – 73

REFERENCE BOOK:

1. ibid 6, Page No. 24-28

ARTICLES:

1. Bose Indranil, Mudgal R. K, “Employee Relations Climate in Leather Industry in Kolkata”, Indian Journal of Industrial Relations: Economics and Social Development, Volume 49, Issue 1, 2014 , pp. 13-21
2. Bose. I. &Mudgal R. K. “Changing Perspectives of Employment Relations in the Globalized World: A critical Review”, Indian Journal of Industrial Relations”, Vol. 52(1), 2016, pp. 50 – 57.

LECTURE 13

STATES’ INTERVENTION IN INDUSTRIAL RELATIONS

OBJECTIVE:

The key participants in the Industrial Relations system are employers, employees and the state. All of these have significant roles to play in carrying out the labor-relations. Interactions in the IR take place amongst these parties and together they determine the success or failure of the relations. This section would explain the role of the State in employment relations.

CONTENTS:

- Introduction
- Role of State in Industrial Relations
- Need for States’ Intervention
- Evolution of IR policies
 - Pre-independence era
 - Post-independence era
- IR Policies during the plan period
- Paradigm shift in IR policy of Government of India

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q16 – 17, 40

LONG ANSWER QUESTION: Q9

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 225-230
2. ibid 2, Page No. 74 – 75; 78 – 81

REFERENCE BOOKS:

1. ibid 5, Page No. 263-289
2. ibid 6, Page No. 22

ARTICLE:

1. Bathini .D, McDonaldization of Work in Indian Fast-food, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 386-399

UNIT-II

LECTURES 14 – 15

EMPLOYEE INVOLVEMENT & PARTICIPATION: CONCEPT, OBJECTIVES AND FORMS

OBJECTIVE:

Behavioral scientists emphasized the concept of socio-technical systems and propounded that an organization which takes into consideration human feelings and aspirations and associates employees with the process of management is likely to be more efficient and healthier as compared to an organization using the authoritarian ways of managing the employees. This lecture would thus, emphasize the importance of workers' participation in management (WPM) and throw light on the various modes of WPM in the Indian industry.

CONTENTS:

- Concept of WPM
- Objectives
- Importance
- Levels of WPM
 - Information sharing
 - Joint decision making

- Self-control
- Modes of WPM
 - Works committee
 - Joint management council
 - Collective bargaining
 - Co-partnership
 - Worker-director
 - Suggestion scheme
 - Grievance procedure
 - Quality circle
- Requisites of effective WPM
- WPM in India
 - Modes
 - Weaknesses
 - Measures for success

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q1, 4-12, 38, 39, 44

LONG ANSWER QUESTIONS: Q1-5, 28, 29, 36, 37

SUGGESTED READINGS:

TEXT BOOKS

1. ibid 1, Page No. 332-360
2. ibid 3, Page No. 715 - 730

REFERENCE BOOKS:

1. ibid 5, Page No. 532-548
2. ibid 6, Page No. 218--247

ARTICLES:

1. Sharma Baldev R., Raina A. D, “Employee Engagement Predictors in the Indian Segment of a Global Media Organization”, Indian Journal of Industrial Relations: Economics and Social Development, Vol 49 Issue 1, 2014 , pp. 1-12
2. Minz J. A Paul G.D, “Workers Participation in Management: Insights from a Case Study”, Indian Journal of Industrial Relations: Economics and Social Development, Vol 49 Issue 1, 2014, pp.55-66

LECTURES 16 – 17

DISCIPLINE & GRIEVANCE MANAGEMENT: FORMS AND HANDLING OF MISCONDUCT

OBJECTIVE:

Effective management of discipline and effective resolution of workers’ grievances is of utmost importance in any industry. This lecture aims at developing amongst students the understanding of these concepts.

CONTENTS:

- Discipline
 - Meaning
 - Nature
 - Aspects
 - Positive
 - Negative
 - Importance
 - Principles of Industrial Discipline
 - Disciplinary Action
 - Purpose and Objectives of Disciplinary Actions
 - Right to take Disciplinary Actions
 - Procedure
 - Punishment
 - Hot Stove Rule
- Misconduct
 - Meaning
 - Causes
 - Forms

- Remedial measures
- Grievance
 - Concept
 - Nature
 - Causes
 - Management Policies
 - Working Conditions
 - Personal Factors
 - Handling Grievances
 - Grievance Procedure
 - Open Door Policy
 - Step Ladder Procedure
 - Essence of Model of Grievance Procedure
 - Grievance procedure in the Indian Industry

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q13 – 20, 35, 36

LONG ANSWER QUESTIONS: Q6 - 8, 10 -13, 24, 25, 26, 35, 40

OTHER ASSIGNMENT:

1 ibid 2, Review Questions 11 – 16, Pg No. 293

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 317-327
- 2 ibid 2, Page No. 112 – 120

REFERENCE BOOKS:

1. ibid 5, Page No. 556-576
2. ibid 6, Page No. 257-303

ARTICLE:

1. Belliappa. J, Menstrual Leave Debate: Opportunity to Address Inclusivity in Indian Organizations, Indian Journal of Industrial Relations, Volume 53(4), 2017, pp. 604- 617

LECTURE 18

ETHICAL CODES

OBJECTIVE:

This lecture aims at introducing students with the Ethical Code as developed during the Fifteenth Indian Labor Conference held in July 1957.

CONTENTS:

- Evolution of the Code
- Principles of the Code
- Chief features of the Code
- Sanctions under the code
- Objectives of the Code of Discipline
- Code of discipline in Industry

ASSIGNMENT FROM QUESTION BANK

UNIT II

LONG ANSWER QUESTION: Q 9

CLASS NOTES

LECTURES 19 – 21

COLLECTIVE BARGAINING: IMPORTANCE, FORMS, PROCESS OF NEGOTIATION AND RECENT TRENDS

OBJECTIVE:

Collective bargaining (CB) is the very essence of peaceful industrial relations. Its importance in IR cannot be overlooked and hence developing an understanding of the concept of CB is necessary for the students.

CONTENTS:

- Meaning and Concept
- Features
- Objectives
- Subject matter of CB
- Significance and Importance
 - To employers
 - To employees
 - To society
- Functions
 - Social change
 - Industrial peace
 - Industrial democracy
- Types
 - Conjunctive Bargaining
 - Cooperative Bargaining
 - Productivity Bargaining
 - Composite Bargaining
 - Unit/Individual Bargaining
 - Concessional Bargaining
- Levels/Forms of CB
 - Single plant
 - Multi-plant
 - Multi-employer
- Process of CB
 - Negotiations
 - Implementation
- Effective CB
 - Prerequisites of CB
 - Conditions essential for effective bargaining
 - Suggestions for effective implementation of CB
- Negotiation

- Concept
- Importance
- Skill for Negotiation
- Tactics
- Process
- Essentials of good CB
- CB in India
 - Trends
 - Obstacles
 - Recommendations of NCL
- Recent trends in CB

ASSIGNMENTS FROM QUESTION BANK

UNIT II

SHORT ANSWER QUESTIONS: Q7, 21 – 30, 41, 42, 43

LONG ANSWER QUESTIONS: Q14 – 22, 23, 27, 34

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 294-317
- 2 ibid 2, Page No.: 91 – 94; 96 – 105; 105 – 109
- 3 ibid 3, Page No: 147-152

REFERENCE BOOKS:

1. ibid 5, Page No. 187-208
2. ibid 6, Page No. 102-142

ARTICLES:

1. Illesanmi.A, Dynamics of Collective Bargaining in Resolving Conflict in Employment Relations, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 372-385
2. Pathak. U & Budhiraja. S, Legal Provisions of Collective Bargaining: Contrasting India with Canada, China & Finland, Indian Journal of Industrial Relations, Volume 53(3), 2017, pp. 424- 436
3. Jomon. M & Chowdhury. A, Influence of Collective Bargaining on Employee Relations & Organizational Commitment, Indian Journal of Industrial Relations, Volume 53(2), 2017, pp. 302- 317

UNIT-III

LECTURE 22

SETTLEMENT MACHINERY FOR INDUSTRIAL DISPUTES: CONCILIATION, ARBITRATION & ADJUDICATION

OBJECTIVE:

The aim of this lecture is to acquaint students with the Dispute settlement mechanism and machinery available for this in India. The lecture would also discuss the IDA, 1947.

CONTENTS:

- Concept of Disputes of Disputes
 - Meaning of Disputes
 - Causes of Disputes
 - Severity of Disputes
 - Weapons of Labor and Management
 - Impact of Disputes
- Industrial Disputes in India
 - Meaning
 - Causes
 - Effects
- Dispute Settlement Machinery
 - Conciliation
 - Arbitration
 - Adjudication
- Industrial Disputes Act, 1947

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER QUESTION: Q53, 59

LONG ANSWER QUESTIONS: Q. 13, 14, 47, 49, 57

SUGGESTED READINGS:

TEXT BOOKS

1. ibid 1, Page No. 267-291
2. ibid 2, Page No. 129 – 135
3. ibid 3, Page No. 271-359

REFERENCE BOOKS:

1. ibid 5, Page No. 428-429
2. ibid 6, Page No. 52-72

ARTICLES:

1. BhupenSrivastava, MamtaMohapatra(2013), “Legitimacy to Employee Voice: Role of Process Intervention”, Indian Journal of Industrial Relations, Volume 49(2) pp.197-212.
2. Roy. K, Legislation & Reaction from the Street, Indian Journal of Industrial Relations, Volume 52(4), 2017, pp. 597- 608

WEBSITES

1. VijenderaVikram Singh Paul. “Right to Strike Under Industrial Disputes Act, 1947.” Legal Services India.com<<http://www.legalserviceindia.com/articles/dispute.htm>>
2. Deepak Miglani. “Industrial Disputes- How to be Settled.” Legal Services India.com<http://www.legalserviceindia.com/articles/ind_dis.htm>

LECTURES 23 – 28

LEGISLATION: THE TRADE UNIONS ACT 1926, THE INDUSTRIAL DISPUTE ACT 1947, THE FACTORY'S ACT 1948

OBJECTIVE:

The aim of these lecture(s) is to acquaint students with the legislative framework of the Indian IR and discuss in detail the objects and provisions of The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948 .

CONTENTS:

➤ Important Terms, Objectives, Scope, Clauses, Provisions of: -

1. The Trade Unions Act, 1926
 - Short title, extent and commencement
 - Registration of Trade Unions
 - Rights and liabilities of registered trade unions
 - ✓ Constitution of a separate fund for political purposes
 - ✓ Criminal conspiracy in trade disputes
 - ✓ Immunity from civil suit to certain cases
 - ✓ Right to inspect books of Trade Union
 - ✓ Rights of minors to membership of Trade
 - ✓ Disqualification of office bearers of Trade Union
 - ✓ Proportion of office-bearers to be concerned with the industry
 - ✓ Change of name
 - ✓ Amalgamation of Trade Union
 - ✓ Notice of change of name or amalgamations
 - ✓ Effects of change in name and of amalgamation
 - ✓ Dissolution
 - ✓ Returns
 - Regulations
 - Penalties and Procedure
2. The Industrial Dispute Act 1947
 - Objects and extent of the Act
 - Industry
 - Industrial Disputes
 - Definitions
 - Procedure for dispute settlement

- Conciliation machinery
 - Adjudication machinery
 - Procedure, powers and duties of authorities
 - Notice of change in conditions of service
 - Reference of disputes
 - Award and settlement
 - Strikes and lockouts
 - Lay-off and retrenchment
 - Transfer and closing down of undertakings
 - Unfair labor practices
 - Penalties
 - Miscellaneous
3. The Factories' Act 1948
- Factory
 - Objective and scope
 - Important definitions
 - Approval, licensing and registration of factories
 - The inspecting staff
 - Health, safety and welfare
 - Hazardous processes and related provisions
 - Working hours of adults
 - Holidays
 - Employment of young persons
 - Employment of women
 - Annual leave with wages
 - Special provisions
 - Penalties and procedure

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER QUESTIONS: Q. 1-7, 11-27, 48, 49, 50, 51, 56-58, 60, 61

LONG ANSWER QUESTIONS: Q. 1-6, 10-22, 43(a), 51-53, 55

OTHER ASSIGNMENT QUESTIONS: ibid 2 Page No. 293 Q. 1-17, Page No.328 1-8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 462-471, 236-263, 477-509, 379-410,
- 2 ibid 2, Page No. 231-245, 249-292, 297-327
- 3 ibid 3, Page No. 83-145, 172-204, 397-557

REFERENCE BOOKS:

- 1 ibid 4, Page No. 48-260, 561-589, 801—897
2. ibid 6, Page No. 73-91, 649-661, 749-759. 767-785

ARTICLES:

1. Gunjan Mohan Sharma, Jyothi M (2013), “Employee Strike at Bajaj Auto (Chakan Plant): A Chronology of Events”, Indian Journal of Industrial Relations, Volume 49(2), pg. 357-362
2. Basu,(2012) “ A Game Theoretic Approach to Conciliation-Adjudication Mode”, IJournal of Industrial Relations, Volume 47(3) 3 pp. 423-435
3. Smit. P. “Role of Trade Union Movement to Improve Regional Labor Standards within SADC” Indian Journal of Industrial Relations”, Vol. 51(4) 2016, pp. 517 – 530.
4. Mahmood. Z. “Trade Unions, Politics & Reform in India”, Indian Journal of Industrial Relations”, Vol. 51(4) 2016, pp. 531 – 549.
5. Chris. O. “Disputes Resolution through Social Dialogue: Evidence from Nigerian Organizations, Indian Journal of Industrial Relations”, Vol. 52(1) 2016, pp. 58 – 70.
6. Sarkar. A, RPWD Act, 2016: Fostering a Disability-friendly Workplace in Indian Organizations Indian Journal of Industrial Relations, Volume 53(4), 2017, pp. 591- 603

WEBSITE:

- 1 SonakshiVerma, “Strikes and Lockouts”, www.legalserviceindia.com/.../1455-Strikes-and-Lockouts.html

LECTURES 29 – 30

THE CONTRACT LABOR ACT, 1970 and THE PAYMENT OF BONUS ACT, 1965

The aim of these lectures is to acquaint students with the detail the objects and provisions of The Contract Labor Act, 1970 and The Payment of Bonus Act, 1965.

1. The Contract Labor Act, 1965
 - Scope, Objectives and Definitions
 - Liability of a Principal Employer
 - Responsibility of a Contractor
 - Imperatives of a Contract Labour
 - Public Policy Agenda
 - HR Agenda

2. The Payment of Bonus Act, 1965
 - Eligibility
 - Disqualification for bonus
 - Payment of minimum bonus
 - Payment of maximum bonus
 - Proportionate reduction in bonus
 - Computation of working days
 - Set-on and set-off of allocable surplus
 - Special provisions for new establishments
 - Customary interim bonus
 - Deduction from bonus
 - Time limit for the payment of bonus
 - Application of the act to public-sector establishments
 - Reference of disputes related to bonus
 - Maintenance of registers, records, etc.
 - Penalty
 - Bonus linked with productivity
 - Expenditure from bonus payment
 - Employees exempted from the act

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q. 43-46, 63, 64

LONG ANSWER QUESTIONS: Q. 37-41, 44 (b), 54

OTHER ASSIGNMENT QUESTIONS: ibid 2 Page No. 507 Q. 1-2, Page No.328 10-12

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page No 447-462, 370-380

REFERENCE BOOKS:

1 ibid 4, Page No. 265-310, , 352-380

2 ibid 6, Page No. 714-723, 731-743

ARTICLES:

1 Pankaj Kumar (2013)),” A Structural Analysis of Indian Contract Labor Laws”, Indian Journal of Industrial Relations, Volume 49(2) pp.185-196

2 Babu .Sharath. I. &Baig. Nahid. S. “Contract Labor (Regulation & Abolition) Act, 1970 – Role of the Trade Unions & Challenges”, Indian Journal of Industrial Relations”, Vol. 52(1) 2016, pp. 37 – 49.

WEBSITE:

1 Zadu.R.P, “Contract Labour”, legalservicesindia.com/article/article/contract-labour-951-1.html

LECTURES 31 – 34

THE INDUSTRIAL EMPLOYMENT ACT, 1972, THE MINIMUM WAGES ACT, 1948, THE PAYMENT WAGES ACT, 1936.

The aim of these lectures is to acquaint students with the detail the objects and provisions of the Industrial Employment Act, 1972, the Minimum Wages Act, 1948, the Payment Wages Act, 1936.

1. The Industrial Employment Act, 1972
 - Introduction

- Submission of draft standing orders
- Certification of standing orders
- Appeal
- Date of operation of standing orders
- Register of standing orders
- Posting of standing orders
- Duration and modification of standing orders
- Payment of subsistence allowances
- Certifying officers and appellate authorities to have powers of civil court
- Penalties and procedures
- Interpretation, etc of standing orders
- Disciplinary action for misconduct

2. The Payment of Wages Act, 1948

- Coverage
- Definition of factory and industrial establishments
- Responsibility for payment of wages
- Fixation of wage periods
- Time of wage payment
- Deductions
- Fines
- Claims
- Penalties
- Contracting out
- Payment of undisbursed wages

3. Minimum Wages Act, 1936

- Fixing Minimum wages
- Minimum rate of wages
- Procedure for fixing and revising minimum wages
- Working hours
- Overtime
- Employers' obligation
- Exemptions
- Content of minimum wages
- Different categories

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER QUESTIONS: Q. 41-42, 45(UNIT II)

LONG ANSWER QUESTIONS: Q. 23-36, 38-40, 43(b)

OTHER ASSIGNMENT QUESTIONS: ibid 2 Page No. 381 Q. 1-6

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No 514-531, 413-426, 429-445
- 2 ibid 2, Page No 329-362
- 3 ibid 3, Page No. 669-712

REFERENCE BOOKS:

- 1 ibid 4, Page No. 429-456, 494-535, 537-560
- 2 ibid 6, Page No. 628-649, 760-767

ARTICLES:

1. Chheda. K. &Patnaik. A. “Wage Differentials in India’s Construction Industry”, Indian Journal of Industrial Relations”, Vol. 52(1) 2016, pp. 1 – 16.
2. Sarkar. S & Lai. Y, Do High FDI Indian Firms Pay Low Wages & Have Higher Output, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 432 - 442
4. Datta. S, Murthy. V & Paul. B, Working & Living Conditions of Women Domestic Workers: Insights from a Survey Indian Journal of Industrial Relations, Volume 53(3), 2017, pp. 390 - 403

LECTURES 34 – 38

THE EMPLOYEE'S COMPENSATION ACT, 1923, THE ESI ACT 1948 AND THE EMPLOYEES' PROVIDENT FUND AND MISCELLANEOUS PROVISIONS ACT, 1952.

The aim of these lectures is to acquaint students with the detail the objects and provisions of The Employee's Compensation Act, 1923, The ESI Act 1948 And the Employees' Provident Fund and Miscellaneous Provisions Act, 1952.

CONTENTS:

1. The Employee's Compensation Act, 1923
 - Introduction
 - ✓ The Doctrine of Assumed Risks
 - ✓ The Doctrine of Common Employment
 - ✓ The Doctrine of Contributory Negligence
 - Objects of the Act
 - Broad Features of the Act
 - Applicability of the Act
2. The ESI Act, 1948
 - Introduction
 - Administration
 - ESI benefits
 - ✓ Medical Benefits
 - ✓ Sickness Benefit
 - ✓ Maternity Benefit
 - ✓ Disablement Benefit
 - ✓ Dependent's Benefit
 - ✓ Funeral Benefit
 - Contributions
 - Salient Provisions of ESI scheme
 - ✓ Benefits not to be combined
 - ✓ Bar of Benefits under other enactments
 - ✓ Bar against Dismissal or Punishment during period of sickness
 - ✓ Employees' Insurance Court
 - Exemption from the Application of the ESI Act
 - Schedules
3. Employee Provident Fund Act & Miscellaneous Provisions Act, 1952
 - Introduction

- Objects of the Act
- Applicability of the Act
- Exemption from Application of the Act
- Broad Features of Act
- The Employees' Provident Fund Scheme
 - ✓ Administration of the fund
 - ✓ Class of Employees entitled and required to join Provident Fund
 - ✓ Contributions
 - ✓ Investment
 - ✓ Advances/Withdrawals
 - ✓ Final Withdrawal
- The Employees' Family Pension Scheme
 - ✓ Retention of Membership
 - ✓ Family Pension Fund
- Employees' Deposit- Linked Insurance Scheme
 - ✓ Application of the Scheme
 - ✓ Contribution to the Insurance Fund
 - ✓ Administrative Expenses
 - ✓ Nomination
 - ✓ Benefit Payable under the Scheme
 - ✓ Exemption from the Scheme
- The Employees' Pension Scheme, 1995
- Determination and Recovery of Money Due from and by Employers
 - ✓ Determination of money due
 - ✓ Provisions for review, determination of escaped amount and constitutions of tribunals
 - ✓ Mode of recovery of money due form employers
 - ✓ Recovery of money by employers and contractors
 - ✓ Measures for recovery of amount due from employer
 - ✓ Priority of payment of contributions over other debts
- Employer not to Reduce Wages
- Transfer of Accounts
- Protection against Attachment
- Power to Exempt
- Inspector

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER QUESTIONS: Q. 30-40,62

LONG ANSWER QUESTIONS: Q. 24-35, 44(a), 53, 56

OTHER ASSIGNMENT QUESTIONS: ibid 2 Page No. 466 Q. 4-12,

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No 558-572, 594-618, 623-640
- 2 ibid 2, Page No 386-425

REFERENCE BOOKS:

- 1 ibid 4, Page No. 590-634, 647-729, 734-793
- 2 ibid 5, Page No. 313-318
- 3 ibid 6, Page No. 825-868

ARTICLE:

1. P. Sreenivasan, ManasRanjanTripathy, "Employment Relations in Automotive Industry: Indian Experiences" Indian Journal of Industrial Relations: Economics and Social Development, Volume 49(3), 2014, pp. 499-512
2. Joseph Jerome, Performance Assessment Arrangements & Justice in Employer-Employee Relations, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 353-371

LECTURE 39

THE MATERNITY BENEFITS ACT, 1961

The aim of this lecture is to acquaint students with the detail the objects and provisions of The Maternity Benefits Act, 1961

CONTENTS:

The Maternity Benefits Act 1961

- Scope and coverage
- Definitions
- Prohibition of employment
- Maternity benefit

- Leave and nursing breaks
- Inspectors
- Miscellaneous
- Penalties and offences

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER QUESTIONS: Q 8-10

LONG ANSWER QUESTIONS: Q 7-9

OTHER ASSIGNMENT:

1 ibid 2, Q. No. 13-15, Pg No. 446

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 577-588
- 2 ibid 2, Page No. 430-434

REFERENCE BOOK:

1. ibid 6, Page No. 868--876

LECTURE 40

INTERNATIONAL LABOR ORGANIZATION (ILO): OBJECTIVES, STRUCTURE

OBJECTIVE:

This lecture would talk about the International Labor Organization and its impact on the Indian IR.

CONTENTS:

- Introduction

- Origin and History
- Mission and Objectives
- ILO Constitution
- Membership
- Fields of Action
- Finance
- Working of the ILO
- 1. International Labor Conference
- 2. Governing Body
- 3. International Labor Office
- Impact of ILO on Indian IR

ASSIGNMENTS FROM QUESTION BANK

UNIT IV

SHORT ANSWER QUESTIONS: Q 4 – 9, 17-21

LONG ANSWER QUESTIONS: Q 7 – 12, 17, 22, 23

OTHER ASSIGNMENT:

1 ibid 2, Q. No. 3 – 6, Pg No. 230

SUGGESTED READINGS:

TEXT BOOK

1 ibid 1, Page No. 714-739

REFERENCE BOOKS:

- 1 ibid 5, Page No. 720-734
- 2 ibid 6, Page No. 536-556

ARTICLES:

1. Baig .N. S. & Babu. S. I. “A Critique on the ILOs Core Labor Standards”, Indian Journal of Industrial Relations”, Vol. 51(3) 2016, pp. 359 – 370.

2. D. Koti. J. & Janaki “ILO, WTO & Indian Industrial Relation”, Indian Journal of Industrial Relations”, Vol. 51(3) 2016, pp. 371 – 385.
3. Biswas.S & Bose. I, International Employment Laws, Standards, Recommendations & HRM Indian Journal of Industrial Relations, Volume 53(3), 2017, pp. 404- 409

WEBSITE

1 www.ilo.org

LECTURE 41

INDUSTRIAL RELATIONS & TECHNOLOGICAL CHANGE AND THE FUTURE DIRECTION OF INDUSTRIAL RELATIONS

OBJECTIVE:

With the changes in the business environment and the growth in technology the system of industrial relations has also witnessed transformations. The aim of this lecture is to identify the impact that technological changes have had on the IR and study the future of IR.

CONTENTS:

- Impact of Technology on IR
 - Introduction
 - Employee response to technological changes
 - Impact of rationalization and automation in India
- Future of IR

ASSIGNMENTS FROM QUESTION BANK

UNIT IV

SHORT ANSWER QUESTIONS: Q1 -3, 11 – 13,16, 22

LONG ANSWER QUESTIONS: Q1 – 6, 19, 21, 24, 26

SUGGESTED READINGS:

REFERENCE BOOKS:

- 1 ibid 5, Page No. 613 – 624, 64-652
- 2 ibid 6, Page No. 447-452

ARTICLES:

1. Howe John (2016) “Labour regulation now and in the future: Current Trends and Emerging Themes” Journal of Industrial Relations, volume 59(2), 2017 pp. 209–224
<http://journals.sagepub.com/doi/full/10.1177/0022185616671352>
2. Kabra. G, Mukerjee. H & Tripathi. V, Transforming Human Resource Management Processes through Intelligent Systems, Indian Journal of Industrial Relations, Volume 53(4), 2017, pp. 707- 710

LECTURE 42

ADJUSTMENT PROCESSES AND VOLUNTARY RETIREMENT SCHEMES

OBJECTIVE:

With the changes in the business environment and increase in competition has also resulted in organizations cutting excess costs through various retirement schemes. The aim of this lecture is to identify the role of Voluntary retirement schemes and the adjustment processes taken up by the organizations.

CONTENTS:

➤ **Voluntary/Early Retirement Schemes (VRS)**

- Cost-Benefit Analysis of VRS
- Costs and Benefits to the employees
- Costs and Benefits to the Community
- Legal Aspects
- Key Considerations
- Factors Helping and Hindering VRS
- How to go about VRS
 - Main Recommendations of the Second National Labor Commission
 - Managing Without Unions
 - International Dimensions of Industrial Relations

ASSIGNMENTS FROM QUESTION BANK

UNIT IV

SHORT ANSWER QUESTIONS: Q1 -3, 11 – 13, 52(Unit 3)

LONG ANSWER QUESTIONS: Q1 – 6

SUGGESTED READINGS:

REFERENCE BOOK

1 ibid 5, Page No. 613 – 624, 64-652

ARTICLES:

- 1 Mulla Z. R et. al, “Engineers Voluntary Turnover: Application of Survival Analysis”, Indian Journal of Industrial Relations: Economics and Social Development, Volume 49 Issue 2, 2013, pp. 328-341.
- 2 Rathod.H & Salwan.P, Plugging Resource Gap through Open Innovation by an Emerging Economy Multinational, Indian Journal of Industrial Relations, Volume 52(3), 2017, pp. 416- 43
- 3 Elembilassery . V, Organizing Informal Labor in India: Alternate Perspectives Indian Journal of Industrial Relations, Volume 53(3), 2017, pp. 437- 448

LECTURE PLAN

TRAINING AND DEVELOPMENT

MS-235

**COURSE OUTLINE
MBA III SEMESTER
TRAINING AND DEVELOPMENT
MS 235**

L - 03, Credit - 03

OBJECTIVE:

This course aims at educating students on the importance of training needs and issues of Human resource development in the organization. The person involved in updating management skills pose issues of design and delivery and review of training requirements.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

1. Class Test-I - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

COURSE CONTENTS:

Unit-1 Introduction: Training and Development In An Organization (10 Hours)

- Scope and Relevance of Training and development
- The Changing Organizations
- HR and the Training Functions
- Models of Training;
- Systematic Model
- Transitional Model
- The Learning Organization
- Training as Consultancy
- Understanding Learning Concepts
- The Learning Organization

Unit-II Training Needs Analysis (10 Hours)

- The Process and Approaches of TNA
- Team Work for Conducting training Needs Analysis
- TNA and Training Process Design

Unit-III Training Design & Evaluation (12 Hours)

- Understanding & Developing the OBJECTIVE of Training
- Facilitation of Training with Focus on Trainee
- Training with Focus on Training Design
- Facilitation of Transfer with Focus on Organization Intervention
- Training Methods
- Implementation and Evaluation of Training Programme

Unit-IV Management Development (10 Hours)

- Approaches to Management Development
- Sources of Knowledge/ Skill acquisition
- Types of management Development Programmes EDP's /
- Seminars and Conferences, Symposia
- Career management
 - Traditional Career vs. Protean Career,
 - Models of Career Development,
 - Challenges in Career Management
 - Onboarding,

- Dual Career Paths,
- Plateauing, and
- Managing Career Breaks

STUDY MATERIAL FOR THE SUBJECT

➤ MAIN TEXT BOOK

- 1) **Author's Name(s):** Nick Blanchard & Thacker (ibid 1)
Title: "Effective Training Systems, Strategies & Practices"
Edition: Fifth, Year: 2014
Publisher: Pearson Education.

REFERENCE BOOKS

- 1) **Author's Name(s):** S.K Bhatia (ibid2)
Title: Training and Development
Edition: Second Edition, 2013
Publisher: Deep & Deep publication
- 2) **Author's Name(s):** Raymond A Noe& Amitabh DeoKodwani (ibid 3)
Title: Employee Training and Development
Edition: Fifth Edition, 2014
Publisher:Tata McGraw Hill Education Private Limited
- 3) **Author's Name(s):**Tapomoy Deb (ibid 4)
Title: Training & Development- Concepts & Applications.
Edition: First, 2012
Publisher: Ane Books India Ltd.
- 4) **Author's Name(s):** Irwin L. Goldstein & J Kevin Ford (ibid 5)
Title: Training in organizations,
Edition: Fifth (2012)
Publisher: Cengage Learning

➤ **JOURNALS**

1. Journal of Management Research
2. Saaransh, RKG Journal of management
3. International Journal of Management
4. Vikalpa, The Journal of Decision Makers
5. HR Magazine
6. NICE, Journal of Business
7. Advances in Developing Human Resources
8. Human Resource Development Review

➤ **WEBSITES**

1. http://www.ispi.org/pdf/suggestedReading/Miller_Osinski.pdf
2. <http://ezinearticles.com/?Six-Types-of-Training-and-Development-Techniques&id=1944536>

LECTURES 1-3

BASICS OF EMPLOYEE TRAINING AND DEVELOPMENT

OBJECTIVE:

To discuss the forces influencing the need for training at workplace and designing the training process accordingly. The objective of these lectures is to acquaint the students with the basics of training and development.

CONTENTS:

- Training and development in an organization.
 - Knowledge
 - Skills
 - Attitude
 - Education
 - Learning
 - Development
 - Computer skills
 - Customer service
 - Diversity
 - Ethics
- The Training Process
 - Organization vision and perspective plans
 - Mission
 - Strategies
 - OBJECTIVE
 - Divisional business plans
 - Assessment of Training Needs
 - Setting Training OBJECTIVE
 - Designing training programmes
 - Implementation of training programmes
 - Evaluation of results and Feedback for Action

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q1 - 5, 11, 12 – 14, 16-20,26,27

LONG ANSWER QUESTIONS: Q 1 – 5, 7, 8 – 12, 22 – 23, 29, 30, 33, 34, 41-45,46,47

OTHER ASSIGNMENTS:

1. ibid 3, Page No. 46, Q. & 13.

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No. 2-17

REFERENCE BOOKS:

1. ibid 2, Page No. 3-39
2. ibid 3, Page No. 5-32
3. ibid 5, Page No. 1-22

ARTICLES:

1. Denise M. Cumberland, Training and Educational Development for “Vetrepreneurs”, Advances in Developing Human Resources, December 22, 2016; pp. 88–100.
2. Wendy E. A. Ruona, Evolving Human Resource Development, Advances in Developing Human Resources, July 27, 2016; pp. 551–565.
3. Porinita Banerjee and DrShivajiN.Borhade , 2016. A Study On Importance Of Training Programmes and Its Impact on SHG Members with Special Reference to Pune City, International Journal of Management,.Vol.7, issue:3, pp.27-33.
4. CA. (Dr.) ShitalJhunjhunwala “Women On Boards – The Statistics Speak”, , The Chartered Accountant, Jan. 13, Vol. 61, No. 7, pp. 140 – 143
5. ,”NeelamSarawat, GyanPrakash, Saaransh, “Changing Side Of Indian Culture With Reference To Power Distance Dimension Of HofstedeModelRKG Journal of management, Vol. 3, No. 2, Jan. 12, pp. 64 – 68
6. Amit Kumar Jain, Saaransh, “Employee Engagement”, RKG Journal of Management, Vol. 3, No. 2, Jan. 12, pp. 81 – 86
7. William, David Brice, “The Effects Of Ethnic Culture On Managerial Attitudes And Practices: A Survey In Hong Kong, Taiwan And China”, International Journal of Management, Vol. 29, No. 2, Part 2, March 2012, pp. 267 – 278

8. Dr. Manjunath, K.R. and Dr. Jalaja, K.R., “Talent Acquisition And Talent Management – A Strategic Tool For Business Turnaround”, The Management Accountant, Vol. 48, No. 3, March 13, pp. 290 – 294
9. Sonia Gupta, TussharMahajan, “An Analytical Study of Drivers Of Employee Engagement Among Executives Of A Manufacturing Organization: With Special Reference to Handicraft Industry In Moradabad Region”, Saaransh, Vol. 3, No. 2, Jan. 12, pp. 87 – 92.
10. Barbara Ostrowski martin, KlodianaKoromitro& Tony C.M.Lam, “Training Methods: A Review & Analysis”, HRD Review, Vol.1 3, No. 1, Mar 2014, pp. 31 – 35.
11. Bella L. Galperin and Terri R. Lituscy“Human Resource Development in service Firms across cultures”, Human Resource Development Review, Vol 13, No. 3, September 2014. pp. 336-368.

LECTURES 4-6

HR AND HRM

OBJECTIVE:

To inculcate the students with the concepts of HR,HRM and HRD and role of them in bringing HR interventions in the organization.

CONTENTS:

- Uniqueness of Human Resource
- Organizing Training for HRM Competencies
- Upcoming issues in human resources Management
- Six sigma Intervention in HR Profession
- Human Resource Development
- Role of HRD manager and Facilitator

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q6, 7, 8,9,28

LONG ANSWER QUESTIONS: Q 3, 6, 10, 13, 14, 15,48

OTHER ASSIGNMENT:

1 ibid 1 Page No. 25, Q1, 3

SUGGESTED READING:

REFERENCE BOOK:

1 ibid 2, Page No. 263-305

ARTICLE:

Impact of Training Practises on Employee Performance in Software Industry - A Study on HOV Service Limited in Chennai,A. Eronimus, T. Rajeswari

LECTURES 7-11

TRAINING METHODS

OBJECTIVE:

The lectures in this section are devoted to understand the types and importance of training methods. The focus is to make students the suitability of the training methods in different workplace situations.

CONTENTS:

- On the job Training Methods
- Off- the job Training Methods
- Off- the job Training simulation Methods
- Off- the job Training Experiential Methods
- Training Methods, Training climate,
- Training Techniques
- Checklist
- Self-Directed and "Other-Directed" Training
- Self-Directed Training
- Other-Directed Learning

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 15, 25, 26, 32,33,29

LONG ANSWER QUESTIONS: Q 1, 2, 11, 14,49,50

OTHER ASSIGNMENT:

1. ibid 1, Page No. 282, Q1, 2, 3,4
2. ibid 3, Page No. 301, Q1, 2, 4, 8.

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 207-255

REFERENCE BOOKS:

- 1 ibid 2, Page No. 49-83
- 2 ibid 3, Page No. 273-300
- 3 ibid 4, Page No. 42-56
- 4 ibid 5, Page No. 249-264

ARTICLE:

1. S. Balasubramanian& V. Antonu Joe Raja, “HRM Practices of small and medium software business organisations”, International Journal of Business Research and Technology, Volume 4, No.2 July- Dec 2014, pp. 69-73

LECTURES 12-15

BASIC REQUIREMENTS IN DEVELOPING TOOLS OF TRAINING

OBJECTIVE:

The objective of these lectures is to enable the students to understand the basic requirements and parameters to be selected for short listing the training methods in order to avoid any mistakes.

CONTENTS:

- Basic Requirements of Learners

- Basic Requirements of Supervisors
- Developing the Training and Development Plan
- Selecting Training and Development Goals
- Basic Principles About Adult Learning When Selecting Methods
- Basic Mistakes to Avoid When Selecting Methods
- Basic Considerations to Build More Learning into the Training and Development Plan
- Basic Considerations to Build More Learning into Our Lives

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 4-6,30

LONG ANSWER QUESTION: Q 16,50

OTHER ASSIGNMENT:

1 ibid 1 Page No. 90, Q2,3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.150-198, 59-60.

REFERENCE BOOKS:

1. ibid 5, Page No. 22-32
2. ibid 4, Page No. 167-180

LECTURES 16-17

BASIC STEPS FOR REQUIREMENTS OF LEARNERS

OBJECTIVE:

These lectures will focus on the essential terminology generally used by learners in training and development along with discussion on informal and formal training and development.

CONTENTS:

- Different Terms in Training and Development
 - Information
 - Knowledge
 - Skills
 - Task
 - Job
 - Role
 - Learning
 - Continuous Learning
- Informal/Formal and Self-Directed/Other-Directed Training and Development Processes
- The decision about what approach to take to training depends on several factors.
- Informal and Formal Training and Development
 - Informal Training and Development
 - Formal Training and Development
 - Formal, Systematic Training and Development

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

LONG ANSWER QUESTION: Q 3,48

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.34-42

REFERENCE BOOKS:

1 ibid 4, Page No. 219-223

2. ibid 5, Page No. 22-30

LECTURES 18-19

FORMAT OF DESIGNING THE TRAINING PROGRAM

OBJECTIVE:

The objective of these lectures is to impart knowledge about designing effective training and development package for the employees. The trainer needs to follow proper guidelines to design an effective and low cost training package.

CONTENTS:

- Identifying Objective
- writing a good learning objective
- The trainee
- The training Designer
- The trainer
- The Evaluator
- Individual Differences in KSAs
- Motivation of trainee
- Employee Training Programs
- Small Organizations Can Often Operate Programs for Low Cost
- Framework to Design Your Training Plan

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

LONG ANSWER QUESTIONS: Q 18, 24, 32, 35,

UNIT III

SHORT ANSWER QUESTIONS: Q 1 – 4, 7, 8, 14 & 15

LONG ANSWER QUESTIONS: Q 10, 21, 22,44,45,46

OTHER ASSIGNMENT:

1 ibid 1, Page No. 203, Q3, 4, 5, 6, 8, 9.

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No.150-198

REFERENCE BOOKS:

1. ibid 4, Page No. 157-180
2. ibid 5, Page No. 28-30

ARTICLES:

1. PihShuw Chen, Jin-Ton Chih, “The Relation Between Learner Motivation And Satisfaction With Aspects Of Management Training”, International Journal of Management, Vol. 29, No. 2, Part 1, June 2012, pp. 545 – 561
2. Maura Sheehan, “Investment in Training & Development in Times of Uncertainty”, Advances in Developing Human Resources, Vol.16, No. 1, Feb 2014, pp. 13 – 33.
3. BevathiTuraga, Managing Difficult Workplace Conversations, IUP Journal of Soft Skills, Vol. XI, No. 1 March 2015, pp. 15-34.
4. AgoesRahyuda, Jawad Syed, and EbrahimSaltani, Role of Relapse Prevention and Goal Setting in Training Transfer Enhancement, Human Resource Development Review, ,Vol 13, No. 4, Dec 2014, pp. 181- 206 .

WEBSITES:

1. www.learnricher.com
2. Website: www.naukrihub.com

LECTURES 20

FACILITATION OF LEARNING: FOCUS ON TRAINING

OBJECTIVE:

The objective of this lecture is to develop the strategic knowledge and social learning.

CONTENTS:

- Social learning theory

- Strategic knowledge
- Conditions of practice
- Maximize similarity
- Vary the situation
- General principles
- Other considerations to facilitate transfer
- Supervisor support
- Peer support
- Trainer support
- Reward system
- Climate and culture
- Elaboration theory
- Gagne-briggs theory
- Focus on small business
- Evaluation
- Identification of alternative methods of instruction

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 5, 6

LONG ANSWER QUESTIONS: Q 1-3, 5, 6, 15,16, 28,44

OTHER ASSIGNMENT

1 ibid 1, Page No.90, Q3, 4, 6.

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 60-89

REFERENCE BOOKS:

1. ibid 3, Page No. 146-185
2. ibid 5, Page No. 104-109
3. ibid 4, Page No. 61-140

LECTURES 21-23

TYPICAL WAYS OF LEARNING

OBJECTIVE:

The objective of these lectures is to enlighten students about learning theories and methods. The training modules are incomplete without understanding the typical ways of learning.

CONTENTS:

- Apprenticeships
- Career Counseling
- Coaching
- Continuing Professional Development
- Courses
- Distance Learning
- Internships
- Job Assignments
- Job Rotations
- Lectures
- Management Development Program
- Mentoring

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 12 - 13

LONG ANSWER QUESTIONS: Q 11-14,48

OTHER ASSIGNMENT:

1 ibid 1, Page No. 225, Q1, 2, 3

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No: 206-255

REFERENCE BOOKS:

1. ibid 4, Page No. 28-30
2. ibid 5, Page No. 274-302

ARTICLES:

1. Khalil Dirani, Understanding the Process of Transfer of Training in a Military Context Marching Into New Roles, *Advances in Developing Human Resources*, January 1, 2017; pp. 101–112.
2. Anna Blackman, Gianna Moscardo, David E. Gray, Challenges for the Theory and Practice of Business Coaching: A Systematic Review of Empirical Evidence, *Human Resource Development Review*, November 20, 2016; pp. 459–486.
3. Andreas Widmann, Gerhard Messmann, Regina H. Mulder, The Impact of Team Learning Behaviors on Team Innovative Work Behavior, A Systematic Review, *Human Resource Development Review*, November 20, 2016; pp. 429–458.
4. Diya Das, “Effects Of Identity Variables And Job Performance On Employee Intentions To Leave: A Study Of Indian Call Centers”, *International Journal of Management*, Vol. 29, No. 1, Part 2, March 2012, pp. 368 – 378.
5. Roy McLarty, Mikulas Pichanic, Jitka Srpova, “Factors Influencing The Performance Of Small To Medium Sized Enterprises: An Empirical Study In Czech Republic”, *International Journal of Management*, Vol. 29, No. 3, Part 1, Sept. 2012, pp. 36 – 47.
6. “West meets East? Identifying the Gap in Current Cross- Cultural; Training Research”, Kyoung-Ah Mam, Yonjoo Chop & Mimi Lee, *HRD Review*, Vol. 13, No. 1, Mar 2014, pp. 36 – 57.
7. Carol Cutler White, An Integrative Literature Review to Introduce Socio- Networked Learning: A new theoretical framework for HRD, *Human Resource Development Review*, Vol 13, No. 3, September 2014. 336-368.
8. Meera Alagaraja, A conceptual Model of Organizations as Learning – Performance Systems: Integrative review of Lean Implementation Literature, *Human Resource Development Review*, Vol. 13, No. 2, June 2014, pp. 207-233.

LECTURES 24-27

NEED FOR PLANNING OF TRAINING PROCESS

OBJECTIVE:

The following set of lectures aim at making students understand the Planning of training and development in an organization. The organization must analyze the need of training from the employees' as well as company's perspective.

CONTENTS:

- Planning
- Organizational analysis
- Operational analysis
- Person analysis
- Gathering data for TNA : Final thoughts
- Goals - Selecting Training and Development Goals
- Determine the Goals Yourself
- Set Realistic Expectations
- Select the most Important Sources of Suggestions Supervisors and Subordinates
- Integrate Results Expected from the Learner with Goals in the Performance Plan

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 1 – 4, 10

LONG ANSWER QUESTIONS: Q 1 – 14, 20 –24, 26, 27, 32, 33,45

UNIT III

LONG ANSWER QUESTION: Q 30,31,32,34,44

OTHER ASSIGNMENT:

1. ibid 1, Page No. 144, Q3, 4, 5.

SUGGESTED READING:

TEXT BOOK:

1. ibid 1, Page No 94-129.

REFERENCE BOOK :

1. ibid 5, Page No. 34-83

LECTURES 28-30

WHEN TO CONDUCT TRAINING NEED ANALYSIS

OBJECTIVE:

The different approaches to TNA will be discussed in these lectures.

CONTENTS:

- Training and Non-training needs
- Approaches to TNA
 - Proactive TNA
 - Reactive TNA
 - Reactive vs Proactive TNA
- Assistance for small business

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 5 – 9, 11, 12, 17 & 18

LONG ANSWER QUESTIONS: Q 15 – 19, 26-30

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No 129-139

REFERENCE BOOKS:

1. ibid 3, Page No. 109-137
2. ibid 4, Page No. 145-165

ARTICLES:

1. A Proactive Model for Training Needs Analysis, Geoff Anderson (Lecturer at the School of Adult and Language Education, University of Technology, Sydney, Australia)
2. Development of Training Needs Analysis in Organization, Rachmat Hartoyo, Hady Efendy

LECTURES 31-33

IMPLEMENTATION AND EVALUATION OF TRAINING

OBJECTIVE:

Evaluation of the training programme is very important in order to improvise the existing training programme. The following lectures deliver the reasons, basis and need for evaluating the training programme.

CONTENTS:

- Rationale for Evaluation
- Resistance to training Evaluation
- Preparation
- Types of Evaluation Data collected
- Process Data
- Outcome Data

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWERS QUESTIONS: Q. 15,16

LONG ANSWER QUESTIONS: Q18, 20, Q 23, 24, 25, 30, 31

OTHER ASSIGNMENT:

1. ibid 1, Page No.356, Q 1,2,3, 4, 5

2. ibid 3, Page No 261, Q1, 2, 3

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No 325-348

REFERENCE BOOKS:

1. ibid 3, Page No. 226-261
2. ibid 4, Page No. 181-194
3. ibid 5, Page No. 138-174

ARTICLES:

1. Barbara Ostrowski Martin, Klodiana Kolomitro and Tony C.M. Lam, Training Methods: A review and Analysis, HRD Review, VOL. 13, NO. 1, March 2014, pp. 11-35.
2. Counselling as a Tool for Healing the Wounded Soul of Devadasi Sex Worker: Development of Counselling Training Programme, N. Janardhana, B. Manjula, A. Muthuraju, H.G. Virupaksha

LECTURES 34-36

MANAGEMENT DEVELOPMENT

OBJECTIVE:

The focus of these lectures is to enable the students to understand the concept of management development and sources of knowledge and skill acquisition. The lectures focus on the need and requirement of such Management Development Programmes in today's dynamic corporate industry.

CONTENTS:

- Why Management Development?
- Approach to Management Development
- Characteristics of managers
- Management Development Implications
- Externally based Training
- Corporate Training

- Types of Management Development Programs
- Training for Executive- level Management

ASSIGNMENTS FROM THE QUESTION BANK:

UNIT IV

SHORT ANSWERS QUESTIONS: Q. 4, 5, 6,7,8,9

LONG ANSWERS QUESTIONS: Q1-15

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 447, Q 1,2, 3, 4, 5
- 2 ibid 3, Page No: 399, Q8, 9, 10.

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No: 420-447

REFERENCE BOOKS:

1. ibid 3, Page No. 567-571
2. ibid 4, Page No: 28-30.

ARTICLE:

1. Kristopher J. Thomas, Workplace Technology and the Creation of Boundaries: The Role of VHRD in a 24/7 Work Environment, Advance in Developing Human Resource, Volume 16, No. 3, August 2014, pp. 281-295

LECTURES 37-40

CAREER MANAGEMENT

OBJECTIVE:

These lectures aim to enable students to understand the concept of career management as a retention strategy in accordance to the changing face of today's human resource.

CONTENTS:

- Career management
 - Traditional Career vs. Protean Career
 - Models of Career Development
 - Challenges in Career Management
 - Onboarding
 - Dual Career Paths
 - Plateauing and
 - Managing Career Breaks

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

LONG ANSWERS QUESTIONS: Q16-23

OTHER ASSIGNMENT:

1. ibid 3 Page No. 525, Q 3,4,5.

SUGGESTED READINGS:

REFERENCE BOOKS:

1. ibid 2, Page No. 169-176
2. ibid 3, Page No. 461-523

ARTICLES:

1. Sean t. Lyons, Eddy S. Ng. and Linda Schweitzer, Changing Demographics and shifting nature of careers: Implications for resource and Human Resource Development, HRD Review, Vol 13, No. 2, June 2014, pp. 181- 206.
2. Dwayne G. Ford, Talent Management and Its Relationship to Successful Veteran Transition Into the Civilian Workplace, Practical Integration Strategies for the HRD Professional, Advances in Developing Human Resources, December 12, 2016; pp. 36–53
3. Tomika W. Greer, Career Development for Women Veterans Facilitating Successful Transitions From Military Service to Civilian Employment, Advances in Developing Human Resources, January 1, 2017; pp. 54–65.

4. Amir HedayatiMehdiabadi, Jessica Li, Understanding Talent Development and Implications for Human Resource Development: An Integrative Literature Review, Human Resource Development Review, July 4, 2016; pp.263–294.
5. The Strategic Human Resource Management (HRM) and Its Impact on Organisational Excellence, Tapas Kumar Pattanayak, Kshetramohan Sahoo

LECTURE PLAN

PERFORMANCE MANAGEMENT

MS-231

COURSE OUTLINE MBA III SEMESTER PERFORMANCE MANAGEMENT – MS 231

L - 3 Credits - 03

OBJECTIVES:

The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

INTERNAL ASSESSMENT AND ASSIGNMENT

40 marks

1. Class Test-I – (Individual Presentation/Viva-Voice/Report) 15 marks
2. Class Test-II - (Written Test) 15 marks
3. Class Assessment + Attendance 10 marks

COURSE CONTENTS:

UNIT-1 Introduction: Foundations of Performance Management

- Concept and Philosophy underlying Performance
- Significance, Objectives of Performance Management
- Pre-Requisites, and Characteristics of Effective Performance Management
- Performance Management Vs Performance Appraisal
- Performance Management and Strategic Planning
- Performance Management Process-Conceptual Model
- Overview of Strategies for Performance Management

(12 Hrs.)

UNIT-2 Planning and Implementation of Performance Management

- Overview of Performance Planning
- Defining Performance and Selecting a Measurement Approach
- Developing Job Descriptions
- Defining Performance Standards
- Key Result Areas
- Competencies and Skills,
- Characteristics of Effective Performance Metrics

(10 Hrs.)

UNIT- 3 Performance Appraisals and Monitoring

- Methods of Performance Appraisal
- Designing Appraisal Forms
- Implementing Performance Appraisal Process
- Performance Review Discussions;
- Improving Quality of Performance Ratings
- 360 Degree Appraisal
- e- Appraisal
- Performance Monitoring
- Performance Management Documentation
- Annual Stock Taking, Performance Management Audit

(10 Hrs.)

UNIT- 4 Other Performance Management and Development Issues

- Coaching, Counseling and Mentoring
- Potential Appraisal, Competency Mapping; Performance Related Pay
- Implementing Performance Management System: Strategies and Challenges
- Role of HR Professionals in Performance Management
- Ethical and Legal Issues
- Appraisal and Management Practices in Indian Organizations (10 Hrs.)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of databases, and students are advised to go through the material for thorough understanding of the subject:

The students will be encouraged to actively interact in classes in order to get a thorough knowledge of the existing performance management system and understand the importance of such systems in organizations.

➤ MAIN TEXT BOOK

1. **Author's Name(s):** A.S Kohli, T Deb (ibid 1)
Title: Performance Management

Edition: IX Year: 2012
Publisher: Oxford University Press

➤ **REFERENCES:**

1. **Author's Name(s)** SoumendranarainBagchi (ibid 2)
Title: Performance Management.
Edition: I Year: 2013
Publisher: Cengage Learning
2. **Author's Name(s)** Tapomoy Deb (ibid 3)
Title: Performance Appraisal and Management.
Edition: First Edition
Publisher: Excel Books
3. **Author's Name(s)** DewakarGoel (ibid 4)
Title: Performance Appraisal and Compensation Management.
Edition: II Year: 2012
Publisher: PHI

➤ **JOURNALS**

1. Human Capital
2. Global Business Review
3. Harvard Business Review
4. HRM Review
5. HR Magazine

LECTURES 1-2

CONCEPT OF PERFORMANCE APPRAISAL AND MANAGEMENT

OBJECTIVE:

The objective of these lectures is to make the students understand the basics and concept of performance Appraisal Management

CONTENTS:

- Concept and Philosophy underlying Performance Management

- Definition of Performance Management
- Concept and Perspective of Performance Management
- Philosophy behind Performance Management
- Pre- requisites of Performance Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWERS QUESTIONS: Q1, 2

LONG ANSWERS QUESTIONS: Q1, 2, 3, 4, 5

OTHER ASSIGNMENTS:

- 1 ibid 1 Page No. 81, Q 2 (CRQ), Q1(CTQ)
- 2 ibid 2 Page No. 17, Q 3(RQ)

SUGGESTED READINGS:

TEXTBOOK:

- 1 ibid 1, Page No. 62-67

REFERENCE BOOKS:

- 1 ibid 2, Page No. 19-24 (Case Study)
- 2 Hand Outs given in a class

ARTICLE:

- 1 Padma Rajeshwari Nandi, “Striving towards Sustainability”, Human Capital, Vol.16, No.1, June 2012, pp.16-18.

WEBSITE:

- 1 <http://www.phf.org/flyers/performancemanagement.pdf>

LECTURES 3-5

FUNCTIONS AND OBJECTIVES OF PERFORMANCE APPRAISAL

OBJECTIVE:

The objective of these lectures is to study the characteristics, objectives and significance of s of Performance Management.

CONTENTS:

- Characteristics of Performance Management
- Objectives of Performance Management
- Significance of Performance Management
- Principles of Performance Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWERS QUESTIONS: Q1, 2, 8, 14

LONG ANSWERS QUESTIONS: Q1, 5

OTHER ASSIGNMENTS:

- 1 ibid 1 Page No. 262, Q 5, 7 (CRQ)
- 2 ibid 2, Page No. 17, Q 2 (DQ)

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 2, Page No. 25-33

ARTICLE:

1. Brad Shuck, “The Jingle Jangle of Employee Engagement: Further Exploration of Emerging Construct and Implications for Workplace Learning and Performance”, , Rajashi Ghosh, HRD Review, Vol. 12, No. 1, March 2013

WEBSITE:

1 http://www.mindtools.com/pages/article/newTMM_71.htm

LECTURES 6-7**PERFORMANCE APPRIASAL AND PERFORMANCE MANAGEMENT****OBJECTIVE:**

The objective of these lectures is to make understand the students the difference between performance appraisal and performance management.

CONTENTS:

- Moving from performance appraisal to performance management
 - Many a times appraisal is based on hunches, opinions and reflects what appraiser can readily recall since real performance measurement takes time and follow up.
 - Employees are often less certain about where they stand after the appraisal than before it.
 - Employees don't know what constitutes performance or what precisely is expected out of them.
 - Many a time's employees don't take appraisals seriously because they feel it is an annual or six monthly rituals undertaken by the organization.

- Performance Management and Strategic Planning

ASSIGNMENTS FROM QUESTION BANK:**UNIT 1**

SHORT ANSWER QUESTIONS: Q1, 3, 13

LONG ANSWERS QUESTIONS: Q3, 4

OTHER ASSIGNMENTS:

1 *ibid*5, Page No. 89, Q 7, 8, 9, 11

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No.50-52

ARTICLE:

1. Fox Adrienne “Help Managers Shine”, , HR Magazine, February 2013, pp. 43-48

LECTURES 8-10

PERFORMANCE MANAGEMENT PROCESS

OBJECTIVE:

The objective of these lectures is to explain the performance management process through conceptual model

CONTENTS:

- Performance Management Process
 - Managing Performance
 - Reviewing Performance
 - Rewarding Performance
 - Developing Performance

- Systems Model of Performance Management
 - Inputs
 - Processes
 - Linkages
 - Outputs

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWERS QUESTION: Q4

LONG ANSWERS QUESTIONS: Q2, 3, 11

OTHER ASSIGNMENTS:

- 1 ibid 3, Page No. 89, Q 8, 9

SUGGESTED READING:

REFERENCE BOOK:

- 1 ibid 3, Page No. 76-87

ARTICLES:

- 1 MeinertDori, "Performance Management: Reinvesting Revenue", HR Magazine, April 2015, pp. 36-45
2. Chauhan, Swati and Sharma, M., "Performance Management System: An Analysis." International Journal of Managerial Studies and Research, Vol. 2, No. 9, October 2014, pp. 105-107

LECTURES 11-13

OBJECTIVE:

The objective of these lectures is to enable the students to understand the concept of performance planning, its characteristics, objectives, importance, process and barriers to performance planning.

CONTENTS:

- Overview of Performance planning
 - Meaning of Performance planning
 - Definition Performance planning
 - Developing Performance Plan
 - Characteristics of Performance planning
 - Objectives of Performance planning
 - Importance of Performance planning
 - Process of Performance planning
 - Barriers to Performance planning

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWERS QUESTION: Q 3

LONG ANSWERS QUESTIONS: Q 2, 11

OTHER ASSIGNMENT:

1 ibid 3, Page No. 262, Q 5, 6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 125-150

ARTICLE:

1. Heidi Grant Haivorson and E Torry Higgins ,“Managing yourself (Do you play to win or to not loose?” , HBR, March 2013, pp. 117-120

LECTURES 21-23

DEFINING PERFORMANCE AND SELECTING A MEASUREMENT APPROACH

OBJECTIVE:

The objective of these lectures is to explain the students the meaning of performance and the criteria to measure it.

CONTENTS:

- Defining performance
- Approaches to define Performance
 - Traits based approach
 - Behavioural- based approach
 - Tasks- based approach

- Results- based approach
- Developing Job Description
- Deciding the correct method

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWERS QUESTIONS: Q2, 15

LONG ANSWERS QUESTIONS: Q5, 11

OTHER ASSIGNMENT:

1 ibid 2, Page No. 85, Q 1,2,3

SUGGESTED READINGS:

REFERENCE BOOKS:

- 1 ibid 2, Page No. 74-85
- 2 ibid 2, Page 88 (Case study)

ARTICLE:

- 1 Kamboj Sonia,” Predicting Emotional Intelligence and Work Performance: A Financial Sector Study”, Effulgence; Vol. 12, No.1, Jan-June 2014.

LECTURE 23-24

IMPLEMENTATION OF PERFORMANCE MANAGEMENT

OBJECTIVE:

The objective of these lectures is to make students understand the concept of implementation of Performance Management

CONTENTS:

- Bottlenecks in Implementing Performance Management

- Lack of management commitment
 - Lack of performance oriented culture
 - Lack of proper management tools and techniques
 - Lack of ownership
 - Lack of flexibility of the system
- Strategies for effective implementation of performance management
- Top management agreement, commitment and leadership
 - Building a performance oriented work culture
 - Manager's participation and accountability
 - Training and feedback
 - Banchmarking best practices
 - De linking reward administration system
 - Communications and feedback
 - Information infrastructure
 - Organisational behavior improvement

ASSIGNMENTS FROM QUESTION BANK:

UNIT-II

SHORT ANSWERS QUESTION: Q2

LONG ANSWERS QUESTIONS: Q1, 11, 12

OTHER ASSIGNMENT:

1 ibid 1, Page No. 301, Q 1, 3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 281-295

LECTURES 25-27

DEVELOPING PERFORMANCE STANDARDS

OBJECTIVE:

The objective of these lectures is to make students understand the concept of developing Performance standards.

CONTENTS:

- Developing Performance standards
 - Setting performance criteria
 - Characteristics of performance criteria
 - Principles of setting performance criteria
 - Process of setting performance criteria
 - Specify tasks and results
 - Set standards or targets
 - Determine the measures
 - Outline time scale
 - Prioritize goals
 - Rate goal performance
 - Support goal achievement
- Methodologies of performance planning
 - Key performance areas
 - Key result areas
 - Task and target identification
 - Goal setting exercises

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q6, 12

LONG ANSWERS QUESTION: Q17

OTHER ASSIGNMENT:

1 ibid 1, Page No. 161 Q 2, 3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 140-152

ARTICLE:

- 1 Bagri S C and Kala Devkant, “ Key Performance Indicators in Hospitality Industry”, Saarabsh, Vol.4, No.2, January 2013

LECTURES 28 - 29**EFFECTIVE PERFORMANCE METRICS****OBJECTIVE:**

The objective of this lecture is to enable students to understand the concept of Performance Metrics

CONTENTS:

- Performance Metrics
 - Meaning
 - Characteristics
 - Types
 - External
 - Internal

ASSIGNMENTS FROM QUESTION BANK:**UNIT II****LONG ANSWERS QUESTIONS: Q18****SUGGESTED READINGS:****REFERENCE BOOKS:**

- 1 ibid 1, Page No.154-156.
- 2 ibid 2, Page No.109-112
- 3 Hand Outs given in a class.

ARTICLES:

- 1 Kathrym Tyler, Who will stay and who will go, HR Magazine, December 2011, pp. 101-103.

3. AlagarajaMeera and Shuch Brad, “Employee Organisational Assessment: Employee Engagement Linkages and Impact on Individual Performance-A Conceptual Model”, HRD Review, Vol.14, No.1, March 2015, pp 17-37

LECTURES 29-30

PERFORMANCE APPRAISAL

OBJECTIVE:

Performance Appraisal is commonly employed to understand how well a candidate can undertake his responsibilities in future too. These lectures intend to make the students understand the concept, characteristics, objectives, principles and process of Performance Appraisal.

CONTENTS:

- Meaning of Performance Appraisal
- Characteristics of Performance Appraisal
 - Data generation system
 - Strategy formulation tool
 - Integration device for HR systems
 - Legally defensible document
 - Motivational tool
- Objectives of Performance Appraisal
 - Feedback on individual performance
 - Basis for self evaluation
 - Setting and monitoring performance objectives
 - Rationale basis of HR related decisions
 - Maintaining fair play and justice
 - Identifying potentialities
 - Assessing effectiveness of HR policies
 - Retaining top talents
 - Fostering team spirit
 - Increasing individual accountability and ownership
- Principles of Performance Appraisal
 - Establish clear job descriptions
 - Give performance feedback
 - Provide performance counseling
 - Continuous communication

- Performance Appraisal Process
 - Defining objectives
 - Defining performance expectations
 - Designing performance appraisal system
 - Implementing performance appraisal system
 - Performance appraisal review
 - Post performance appraisal actions

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWERS QUESTIONS: Q6, 10,15

LONG ANSWERS QUESTIONS: Q 23-26

OTHER ASSIGNMENT:

1 ibid , Page No. 91, Situation Based Test

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1. Page 169-236

REFERENCE BOOKS:

1 ibid 2, Page No.213-219 (Case studies)

2 ibid 3,Page No. 70-80

ARTICLES:

1 Anita Sinai Guha, “Tapping hidden potential of women leaders”, Human Capital, Vol.16, No.1, June 2012, pp. 54-58.

2 Kim Woocheol, Kolb Judith A, “The Relationship between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda”, HRD Review , Vol. 12, No 3, September 2013, pp. 34 - 44

- 3 S. Jansirani, R. Hatrikrishnan, D. Jaya kani, A. Saisathya, “A Study on Performance Appraisal System at Wipro Infrastructure Engineering Pvt Ltd”, IOSR Journal of Business and Management, Vol. 9, No. 3 (Mar. - Apr. 2013), pp. 08-23

LECTURES 31-32

TYPES AND METHODS OF PERFORMANCE APPRAISAL

OBJECTIVE:

The objective of these lectures is to make students understand the types of performance appraisal and the traditional and modern methods of performance appraisal.

CONTENTS:

- Types of Performance Appraisal
 - Close-ended
 - Open-ended
- Methods of performance appraisal
 - Traditional methods
 - Rating scale
 - Checklist
 - Lectures
 - Rating scales
 - Checklists
 - Forced choice method
 - Forced distribution method
 - Critical incident method
 - Behaviorally anchored scales
 - Field review method
 - Performance tests and observations
 - Annual confidential reports
 - Essay method
 - Cost accounting approach
 - Comparative evaluation approach
 - Modern methods
 - Management by objectives
 - 360-Degree appraisal
 - Psychological appraisals

- Assessment centers
 - Checklist
 - Lectures
 - Management Development Program
 - Mentoring
 - On-Line Training
 - On-the-Job Training
 - Other-Directed Learning
 - Orientation to New Jobs or Roles
 - Peer-Based Methods
 - Professional Organizations
 - Self-Directed Learning
- Pitfalls of Performance Appraisal

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWERS QUESTIONS: Q 14

LONG ANSWERS QUESTIONS: Q 16-19

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 243, Q 1(CRQ), 2(CTQ)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.190-210

REFERENCE BOOKS:

1 ibid 2, Page No.186-209

2 ibid 3, Page No. 100-124

LECTURES 33-35

PERFORMANCE MONITORING

OBJECTIVE:

The objective of these lectures is to make the students understand the concept, rationale of Performance monitoring

CONTENTS:

- Performance Monitoring
 - Meaning
 - Characteristics
 - Objectives
 - Importance
 - Process
- Performance management documentation
 - Planning
 - Managing
 - Appraisal
 - Monitoring
- Annual stock taking
 - Introduction
 - Stock taking performance
 - Process of Judgment Vs Process of Analysis
 - Stocktaking discussions
 - Delivering efficient feedback
- Performance management audit

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWERS QUESTION: Q 2

LONG ANSWERS QUESTION: Q 15

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 272 (Case Study)
- 2 ibid 1, Page No. 272. Q 1(CRQ), Q4 (CTQ)

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.244-270

LECTURES 36-38

OTHER PERFORMANCE MANAGEMENT AND DEVELOPMENT ISSUES

OBJECTIVES:

The objective of these lectures is to make students understand the concept of understanding ongoing mentoring, counseling and coaching required by organization for their growth and development.

CONTENTS:

- Counselling
 - Introduction
 - Concept
 - Principles
 - Performance counseling steps for higher job performance
 - Identifying the performance problem
 - Getting employee comments
 - Agreeing on a solution
 - Action plan
 - Feedback on improvement
 - Performance counseling skills
 - Communication skills
 - Motivation skills
 - Diagnostic skills
 - Skills for managing feelings
- Mentoring
 - Manager as a mentor
 - Functions of mentoring
 - Assist the employee
 - Provide support
 - Playing role model
 - Advising protégés
 - Rendering counseling
 - Developing the protégés

- Phases of mentoring
 - Initiation
 - Cultivation
 - Separation
 - Re-definition
- Coaching

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWERS QUESTION: Q13

LONG ANSWERS QUESTIONS: Q 10, 18

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 121, Q 1,3(CRQ), Case Study
- 2 ibid 3, Page No. 242, Q1, Q4(R&DQ), Q1(CTQ)

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 109-120

REFERENCE BOOK:

- 1 ibid 3, Page No. 227-239

ARTICLES:

1. YamkovenkoBogdon and Hatala John, “ Feedback-sseeking and Social Networking Behaviours During Job Search: A Conceptual Model”, HRD Review, Vol 13, No.1, March 2014
2. Swati Bhasin ,“Show them career growth”, , Human Capital, Vol 16, No.8, January 2013, pp. 18-23.
3. Kathryn Tyler, “Organistaional and Employee Development: Calling in a Coach” HR, Magazine September 2014, pp. 50-54

4. Dev Raj Adhikari, (2010) "Human resource development (HRD) for performance management: The case of Nepalese organizations", International Journal of Productivity and Performance Management, Vol. 59, No. 4, 2010 pp.306-324, <https://doi.org/10.1108/17410401011038883>.

LECTURES 39-40

COMPETENCY MAPPING AND PERFORMANCE – RELATED PAY

OBJECTIVE:

To make students understand the concept of Competency mapping and Performance – related pay and help them understand the intricacies of performance and pay.

CONTENTS:

- Overview of Competency mapping
 - Definition of competency
 - Definition of competency mapping
 - Methods of competency mapping
 - Past performance based approach
 - Job focused method
 - Value based method
 - Competency mapping and linkage to performance planning
- The link between performance management and pay
 - Significance of pay-for-performance plans to organisations
 - Types of pay for performance plans
 - Individual or piece rate
 - Group
 - Organisational
 - Failure of pay for performance plans

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWERS QUESTIONS: Q5, 11

LONG ANSWERS QUESTION: Q14

SUGGESTED READINGS:

REFERENCE BOOKS:

- 1 ibid 2, Page No.279-287
- 2 ibid 3, Page No. 279-286

LECTURES 41-42

IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS

OBJECTIVE:

The objective of these lectures is to make students understand the performance management system and role of HR in it.

CONTENTS:

- Performance management system
 - Introduction
 - Elements
 - Organizational objectives and strategies
 - Organization's competitive position
 - Assessment of organizational performance needs
 - Setting organizational performance expectations
 - Establishing performance management process
 - Measuring effectiveness of performance management
 - Improvement in competitive position of the organization
 - Objectives
 - Functions
 - Characteristics
- Role of HR Professionals in Performance management
 - Seven sins of HR professionals
 - Seven rules of excellence for HR professionals
 - Value creation for organizational excellence
 - Effective strategic roles for HR professionals
 - Appraising HR functions
 - Future roles of HR professionals

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWERS QUESTION: Q5

LONG ANSWERS QUESTIONS: Q19, 21

OTHER ASSIGNMENT:

1. ibid 1, Page No. 108, Q3,7(CRQ), Q2(CTQ)

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No. 82-100
Page No. 277-297
Page No. 335-366

REFERENCE BOOK:

1. ibid 5, Page No. 254-262

ARTICLE:

1. Zulfiqar Murtaza, An Empirical study of Competency Mapping of the employees in the Tourism Sector in Jammu And Kashmir-An Executive Level Perspective, Journal of Business Management & Social Sciences Research, Vol. 4, No.2, February 2015.

LECTURES 43-45

ETHICAL AND LEGAL ISSUES IN PERFORMANCE MANAGEMENT

OBJECTIVES:

The objective of these lectures is to make students understand about the ethical and legal issues in performance management

CONTENTS:

- Ethical issues
 - Favoritism
 - Rating errors
 - Managerial malpractices
 - Passing the buck
 - Internal conflict
 - Organizational politics
- Legal issues
 - Discrimination
 - Inappropriate performance standards
 - Unaware of tools and techniques of performance appraisal system
 - Personal biases and prejudices
 - Appeals procedure
- Appraisal and management practices in Indian organisations

OTHER ASSIGNMENT:

1 ibid 1, Page No. 425, Q 5(CRQ),Q3(CTQ), Case Study

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 420-428

REFERENCE BOOK:

1 ibid 3, Page no 150-152

LECTURE PLAN

ENTERPRISE SYSTEMS

MS-243

COURSE OUTLINE

MBA-III SEMESTER

ENTERPRISE SYSTEM- MS 243

L - 3 Credits - 03

OBJECTIVE:

This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

INTERNAL ASSESSMENT AND ASSIGNMENT

25marks

- | | |
|---------------------------------------------------------------|----------|
| 1. Class Test-I – (Individual Presentation/Viva-Voice/Report) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. Enterprise Systems

(8 Hours)

- An Overview, Business and Enterprise Systems
- Types of Enterprise Systems
- Enterprise System Architecture
- Enterprise System Development
- Enterprise System Implementation Strategies and Challenges
- Enterprise System Integration

B. ERP: System Perspective

(12 Hours)

- Features of ERP
- ERP Components
- MIS Integration
- ERP drivers, ERP and E-Commerce, ERP Culture
- ERP and CRM
- ERP and SCM
- ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors
- Trends in ERP, Future Directions in ERP.

C. SCM (12 Hours)

- **SCM:** An Introduction, Concepts, Issues in Supply Chain Management
- Customer Focus and Distribution Management

- Logistics Framework – Concept, Objective and Scope
- SCM Technologies – EDI, Internet Enabled SCM, E-Marketplaces, Online Auctions, Collaborative Planning, Forecasting and Replenishment (CPFR);

D. CRM (10 Hours)

- **CRM:** An Introduction, Concepts of Relationship Management
- e-CRM as a Strategic Marketing Tool, Elements of e-CRM,
- CRM Process, Models of e-CRM,
- CRM Planning and Implementation, CRM Applications, Trends in CRM.

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for and students are advised to go through the material for thorough understanding of the subject:

➤ **MAIN TEXT BOOK**

1. **Author's Name(s):** Luvai Motiwala
Title: Enterprise Systems for Management
Edition: Second **Year:** 2008
Publisher: Pearson Education (ibid 1)
2. **Author's Name(s):** David Olson and Subodh Kesharwani
Title: Enterprise Information Systems: Contemporary Trends and Issues
Edition: Second **Year:** 2007
Publisher: World Scientific.Pub (ibid 2)

➤ **REFERENCE BOOKS**

1. **Author's Name(s):** Edward Peelan
Title: Customer Relationship Management
Edition: First **Year:** Reprint 2009
Publisher: Pearson Education (ibid 3)
2. **Author's Name(s):** Alexis Leon
Title: Enterprise Resource Planning Demystified
Edition: Third **Year:** Reprint 2015
Publisher: Tata McGraw Hill (ibid 4)

LECTURE 1-3

OBJECTIVE:

The objective of these lectures is to make the students understand the concept of enterprise resource systems.

CONTENTS:

Information Systems in Organizations
 Role of IS in the Enterprise
 Information Silos and Systems Integration
Enterprise Systems
 Role of ES in Business
 Enterprise System Components
 Benefits and Limitations of ES
ES Implementation
 ES Life Cycle
 ES Implementation Strategies
 Software and Vendor Selection
 Operations and Post-Implementation
People and Organization
 Project Management
 Role of Consultants
 Change Management
 Business Process Reengineering
Types of Enterprise Systems

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q1, 2

LONG ANSWER TYPE QUESTIONS: Q1,9

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 4-7

LECTURE 4-5

OBJECTIVE:

The objective of these lectures is to make the students understand the concept of Enterprise System Architecture

CONTENTS:

Modules

- Production Module
- Purchasing Module
- Inventory Management Module
- Sales and Marketing Module
- Finance Module
- Human Resource Module

Architecture & Types of Architectures

- T1vo-Tier Architectures
- Web-Based Architectures
- Service-Oriented Architectures

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q3,9

LONG ANSWER TYPE QUESTIONS: Q3,7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 61-76

LECTURE 6-7

OBJECTIVE:

The objective of these lectures is to make the students understand the concept of Enterprise System Development

CONTENTS:

Systems Development Life Cycle

Traditional SDLC

Rapid SDLC

ERP Implementation Life Cycle

Traditional ERP Life Cycle

Rapid ERP Life Cycles

ERP Life Cycle versus SDLC

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q4,5, 8

LONG ANSWER TYPE QUESTIONS: Q5,10

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 87-107

LECTURE 8-9

OBJECTIVE:

The students will understand the concept of Enterprise System Implementation Strategies and their Challenges

CONTENTS:

Third Party Products

- Strategic Partners

- Middleware

- Support

Database Requirements

- Understanding Transactional and Reporting Needs

- Selecting the Database

- Staffing and Database Administration

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q4

LONG ANSWER TYPE QUESTIONS: Q4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 117-120

LECTURE 10

OBJECTIVE:

The objective of these lectures is to make the students understand the concept Enterprise System Integration

CONTENTS:

Systems Integration

- Logical vs Physical SI

- Steps in Integrating Systems

- Benefits of System Integration

- Limitations of System integration

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q6

LONG ANSWER TYPE QUESTIONS: Q 4,6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 47-51

ARTICLES:

1. Hawking, Paul & Sellitto, Carmine. (2017). A Fast-Moving Consumer Goods Company and Business Intelligence Strategy Development. *International Journal of Enterprise Information Systems*. 13. 22-33. 10.4018/IJEIS.2017040102.
2. Rezaie, S., Mirabedini, S. J., & Abtahi, A. (2018). Designing a Model for Implementation of Business Intelligence in the Banking Industry. *International Journal of Enterprise Information Systems (IJEIS)*, 14(1), 77-103. doi:10.4018/IJEIS.2018010105
3. Jain, V. K., Kumar, S., & Mahanti, P. (2018). Sentiment Recognition in Customer Reviews Using Deep Learning. *International Journal of Enterprise Information Systems (IJEIS)*, 14(2), 77-86. doi:10.4018/IJEIS.2018040105.
4. Yaokumah, W., & Amponsah, R. A. (2017). Examining the Contributing Factors for Cloud Computing Adoption in a Developing Country. *International Journal of Enterprise Information Systems (IJEIS)*, 13(1), 17-37. doi:10.4018/IJEIS.2017010102
5. Sarabadani, J., Jafarzadeh, H., & ShamiZanjani, M. (2017). Towards Understanding the Determinants of Employees' E -Learning Adoption in Workplace: A Unified Theory of Acceptance and Use of Technology (UTAUT) View. *International Journal of Enterprise Information Systems (IJEIS)*, 13(1), 38-49. doi:10.4018/IJEIS.2017010103

LECTURE 11

OBJECTIVE:

The lecture will provide an introduction to the ERP systems

CONTENTS:

- What is ERP?
- Need for ERP systems
- Evolution of ERP
 - Inventory Management and Control
 - Materials Requirement Planning(MRP)
 - Manufacturing Requirements Planning(MRP-II)
 - Enterprise Resource Planning(ERP)
 - Extended ERP(ERP II)
- Components of ERP
 - People
 - Hardware
 - Database
 - Model base
 - Processes
- Role of ERP in Business
- Advantages of ERP
- Limitations of ERP

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q1,2

LONG ANSWER TYPE QUESTIONS: Q1, 3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 4, Page 14-24, 29-36

REFERENCE BOOK:

1 ibid 1, Page 3-16

LECTURE 12

FEATURES OF ERP

OBJECTIVE:

ERP is a software package developed for optimum use of resources of an enterprise in a planned manner. ERP integrates the entire enterprise starting from the supplier to the customer, covering logistics, financial and human resources more. The objective of the lecture is to discuss the features of ERP.

CONTENTS:

- Features of ERP
 - Integrated Management Information
 - Creating Master Data
 - Data Management
 - Linking between different transactions
 - Reporting
 - Business Intelligence
 - Transaction entries

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q2,4

LONG ANSWER TYPE QUESTIONS: Q4,5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 4, Page 52-63

WEBSITES:

- 1 <http://www.vkinfotek.com/erp/erp-features.html>
- 2 <http://www.citeman.com/891-features-of-enterprise-resources-planning-erp.html>
- 3 <http://www.diku.dk/~henglein/3gERP-workshop-2008/papers/fosser-leister-moe-newman.pdf>

LECTURE 13

ERP DRIVERS

OBJECTIVE:

The objective of the lecture is to understand that how an ERP can positively impact the organization and what are the key drivers for its implementation.

CONTENTS:

➤ ERP Drivers

- Enhanced Technology for the Institution
- Efficiency in processes
- Integrated, Consistent Information
- Easier Reporting
- User Friendliness of the system
- Access to data
- Ability to Provide Better Customer Service
- Increased Functionality
- Better Communications Across the Institution
- Increased Security of Data

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q6,7

LONG ANSWER TYPE QUESTION: Q8

SUGGESTED READING:

WEBSITES:

1. <http://www.collegiateproject.com/articles/ERP%20Benefits.pdf>
2. <http://istart.com.au/wp-content/uploads/2015/07/Epicor-Implementation-Best-Practices-for-ERP-Success-WP-ENS.pdf>

LECTURE 14

TRENDS IN ERP

OBJECTIVE:

Like all technologies, ERP's are constantly evolving. To succeed, modern ERP's must encompass integrating with other software, including e-business applications, broaden the range of users, and most importantly, it must be Internet based. The objective of the lecture is to identify latest trends in ERP to compete in today's market.

CONTENTS:

- Trends in ERP
 - Cloud ERP
 - Open Source ERP
 - Mobile ERP
 - Social ERP
 - Big data and Business Intelligence

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q8

LONG ANSWER TYPE QUESTION: Q9,10

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 2, Page 332-335

WEBSITES:

- 1 <http://www.slideshare.net/ssuser5dd8bf/top-five-future-trends-in-erp-20886353>
- 2 http://www.infomotion.com.au/wp-content/files/Top_10_ERP_Trends.pdf
- 3 <http://go.panoramaconsulting.com/rs/panoramaconsulting/images/2015%20ERP%20Report.pdf>

ARTICLES:

- 1 Rapidvalue, "Mobilizing Oracle Applications ERP-An Approach For Building Scalable Mobility Solutions, www.rapidvaluesolutions.com/.../Mobilizing-Oracle-Applications-ERP
- 2 Jin hyeung Kim , Jung Rock Do and Young Chan Choe ,” A Study of Success and Failure in ERP Implementation: The Case of the Agricultural Products Processing Center”, International Journal of Service Science and Technology, Vol.8, No.7(2015), http://www.sersc.org/journals/IJUNESST/vol8_no7/18.pdf

LECTURE 15

MIS INTEGRATION

OBJECTIVE:

With internal and external MIS-integrated ERP software operating for the entire organization, the flow of information between different departments becomes faster, more convenient, and reliable. The lecture elaborates upon the MIS integration with ERP.

CONTENTS:

- Need of MIS integration with ERP
- ERP Model of Integrated Management Information
- Limitations that an integrated system overcomes
 - Delays
 - Mistakes and errors
 - Inefficient storage space

- Low productivity
- Rigidity

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q9

LONG ANSWER TYPE QUESTIONS: Q10

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 4, Page 5-10

WEBSITES:

- 1 <http://software.ezinemark.com/what-a-mis-integrated-enterprise-resource-preparing-system-addresses-7d327a2e668b.html>
- 2 <http://www.articlesbase.com/accounting-articles/limitations-that-a-management-information-system-40mis41-integrated-enterprise-resource-planning-erp-system-overcomes-5477310.html>
- 3 <http://www.ddegjust.ac.in/studymaterial/mba/itm-420.pdf>
- 4 <http://uwcisa.uwaterloo.ca/Biblio2/Year/2007/IT%20%20Research%20Paper%20on%20ERP.pdf>

LECTURE 16

ERP IMPLEMENTATION LIFECYCLE

OBJECTIVE:

ERP lifecycle provides an important guideline and a methodology for understanding the need, implementation and maintenance of an ERP system. The lecture provides an overview of ERP implementation lifecycle.

CONTENTS:

- What is ERP Implementation Lifecycle
 - Phases of ERP Lifecycle

- Pre-implementation phase
 - Establishing the need for ERP system
 - Feasibility analysis
 - Selection of the appropriate ERP package
 - Hiring of the consultant
- Implementation phase
 - Preparation of implementation plan
 - Analysis of business process
 - Customization of ERP package
 - Acquisition of IT Infrastructure
 - Conversion of data
 - Testing
 - Go live
 - Change management
- Post-implementation phase
 - Evaluation of ERP system
 - Maintenance of ERP system

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 4

LONG ANSWER TYPE QUESTIONS: Q2, 5

SUGGESTED READINGS:

REFERENCE BOOKS:

1 ibid 4, Page 124-134

LECTURE 30

ERP IMPLEMENTATION METHODOLOGY

OBJECTIVE:

The implementation methodology allow customers the flexibility to tailor an implementation project to meet their specific needs, while still providing the structure and guidance required to

successfully implement the ERP package. The lecture discusses the major ERP implementation strategies.

CONTENTS:

- ERP Implementation Choices
 - Vanilla implementation
 - Comprehensive implementation
 - Middle-of-the-road
- ERP Conversion strategies
 - Big Bang strategy
 - Parallel strategy
 - Phased strategy
 - Pilot run strategy
 - Hybrid strategy

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q8

LONG ANSWER TYPE QUESTIONS: Q9, 10

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 18-22

REFERENCE BOOKS:

1 ibid 4, Page 149-157

WEBSITES:

1 <http://blog.softwareadvice.com/articles/manufacturing/erp-implementation-strategies-1031101/2> <http://cordis.europa.eu/fp7/ict/ssai/docs/future-cc-2may-finalreport-experts.pdf>

LECTURES 17

ERP AND E-COMMERCE

OBJECTIVE:

Integrating E-Commerce storefronts with ERP systems enable enterprises to streamline business processes, including inventory management, order fulfillment, customer relations, and accounting, as well as item information and product pricing. Integrating E-Commerce and ERP allows for a complete process of buying and selling. The aim of the lectures is to discuss the integration of ERP with E-commerce along with its benefits and challenges.

CONTENTS:

- Concept of E-Commerce
- Types of E-commerce
 - B2C
 - B2B
 - C2C
 - B2E
 - G2C
 - G2G
- E-Commerce Sales Life Cycle Model
 - Searching for an item
 - Selection and negotiation
 - Purchasing
 - Product and service delivery
 - After Sales Service
- E-commerce Technology Infrastructure
 - Hardware
 - Software
 - Web Server software
 - E-commerce software
- ERP and E-commerce Applications
 - ERP and Customer Orders
 - ERP and Vendor Managed Inventories
 - ERP and Build to Order
 - ERP and Links with Re-sellers
 - ERP and Banking Transactions

- ERP and E-commerce challenges
 - New Business Model
 - Business Processes Re-engineering Readiness
 - Channel Conflicts
 - Legal and Regulatory Environment for E-commerce
 - Security and Privacy

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 4, Page 255-260

LECTURE 18

ERP and CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

OBJECTIVE:

Customer relationship management (CRM) is a model for managing a company's interactions with current and future customers. It involves using technology to organize, automate, and synchronize sales, marketing, customer service, and technical support. The lecture focuses on the integration of ERP with CRM in order to communicate with customers and collect data about them.

CONTENTS:

- What is CRM
- Components of CRM
 - Operational CRM
 - Analytical CRM
 - Collaborative CRM
- Challenges of CRM
- ERP and CRM system

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q3

LONG ANSWER TYPE QUESTIONS: Q7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 4, Page 76

LECTURE 19

ERP AND SUPPLY CHAIN MANAGEMENT (SCM)

OBJECTIVE:

ERP & Supply Chain Management extends beyond the four walls of the factory to include a company's trading partners – suppliers and customers. It is the company architecture for formal business systems and best in class business processes, practices and procedures. The lecture discusses how integration of ERP and SCM effectively plan all the resources in the business enterprise.

CONTENTS:

- What is SCM
- Drivers of SCM
 - Facilities
 - Inventory
 - Transportation
 - Information
- Benefits of SCM
- Challenges of SCM
- ERP and SCM system

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q3

LONG ANSWER TYPE QUESTIONS: Q8

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 281-300

REFERENCE BOOK:

1 ibid 4 , Page 76

WEBSITE:

1 <http://www.buker.com/erp-enterprise-resource-planning>

LECTURES 20

ERP SELECTION ISSUES

OBJECTIVE:

Evaluation and selection of ERP package is an essential criterion for successful ERP implementation. Quality of selection will have a long term impact on the processes of the organization. It is also not easy to switch to another product with concomitant scale of investment and complexities. This evaluation and selection process should be properly directed. The lectures provide an overview of various parameters for ERP package selection and the vendor selection process.

CONTENTS:

- Importance of Vendor Selection
- Vendor Selection Process
 - Identification of Requirements

- Preparation of Database of ERP Vendors and ERP Packages
- Matching user Requirements to ERP Product Features
- Request for Bids/Proposal
- Vendor Analysis and Selection
- Negotiation and Contract Agreement
- Delivery and Implementation
- Post Implementation Review
- ERP selection issues
 - Whom to Buy From
 - What consultant can add
 - Locking and Leasing Options
 - Troubleshoot Early

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page 26-28

REFERENCE BOOKS:

- 1 ibid 4, Page 139-147

WEBSITES:

1. [1 ifm.ac.tz/staff/bajuna/courses/ERP/ERP%20Selection.ppt](http://ifm.ac.tz/staff/bajuna/courses/ERP/ERP%20Selection.ppt)
2. <http://www.diku.dk/~henglein/3gERP-workshop-2008/papers/fosser-leister-moe-newman.pdf>

LECTURE 21

ERP PRE AND POST IMPLEMENTATION ISSUES

OBJECTIVE:

ERP can provide significant improvements in efficiency across a company, but only when implemented correctly. Otherwise, an ERP system could be a curse and drag the whole enterprise into spiraling inefficiency. Planning for ERP systems and their implementations requires an integrated approach to meet the requirements of various functional areas. The lecture provides an insight of pre and post implementation issues of ERP that may occur during the implementation lifecycle.

CONTENTS:

- Pre-Implementation Issues
 - Functionality
 - Technology
 - Implement ability of the Solution
- Post-Implementation Issues
 - Problem of transformation due to ERP
 - Enhancement of ERP functions
 - Organizational reaction to change
 - Organizations non adherence to the started principles
 - Inflating resources for ERP implementation
 - Emergencies

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1, Page 161-169

WEBSITE:

- 1 <http://www.slashdocs.com/xnrry/erp-pre-post-implementation-issues-kinshu.html>

LECTURES 22

ERP VENDORS

OBJECTIVE:

Vendors are the people who have developed the ERP packages. They are the people who have invested huge amounts of time and effort in research and development, to create the packaged solutions. The lectures discuss the major ERP vendors along with their profile and the modules.

CONTENTS:

- ERP Vendors
 - SAP(Systems, Applications and Products in Data Processing)
 - Baan
 - Oracle
 - JD Edwards
 - QAD
 - PeopleSoft
 - SSA

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SUGGESTED READINGS:

REFERENCE BOOKS:

- 1 ibid 2, Page 173-176
- 2 ibid 4, Page 590-594

WEBSITES:

- 1 <http://www.ddegjust.ac.in/studymaterial/mba/itm-420.pdf>
- 2 <https://msbfile03.usc.edu/digitalmeasures/doleary/intellcont/empirical%20benefits-1.pdf>

LECTURES 23

FUTURE DIRECTIONS IN ERP

OBJECTIVE:

Today ERP is still evolving, adapting to developments in technology and the demands of the market. The lectures provide an overview of emerging trends of ERP.

CONTENTS:

- Future directions in ERP
 - New markets
 - New channels
 - Faster implementation methodologies
 - Easier customization tools
 - Business models and BAPIs
 - Application platforms
 - New business segments
 - New business segments
 - Need-based applications
 - Expenditures
 - Reduction in implementation time
 - Open source, web-enabled and wireless technologies
 - Enterprise application integration
 - Market snapshot
 - Shifting revenue models
 - The SOA factor
 - ERP II
 - Cloud computing
 - RFID

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 4, Page 274-279

WEBSITES:

1 <http://gotze.eu/itu/TheFutureofERP.pdf>

LECTURES 24-26

SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

To explain the principles of supply chain management and the issues considered while devising supply chain management in the business world.

CONTENTS:

- Concept of Supply Chain Management
- Business Drivers in Supply Chain Management
 - Inventory
 - Transportation
 - Facilities
 - Information
- Multi-tier system of supply chain management
- Building a supply chain
- The pyramid of Supply Chain Management
- Purchasing function and Supply Chain Management
- Principles of Supply Chain Management
 - Segment Customers Based on service Needs
 - Customize the logistics Network
 - Plan Based on market demand
 - Enhance ability to meet customer requirement
 - Improve relationship with the suppliers
- Forces Shaping Supply Chain Management
 - Consumer Demand

- Globalisation
- Competition
- Information and Communication
- Government Regulation
- Environment
- Electronic Supply Chain Management
 - Implementation of E-SCM
 - Advantages of E-SCM
 - Issues relating to ESCM

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 1,2,3,4

LONG ANSWER QUESTIONS: Q1,2,3,4

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 281-287

LECTURES 27-29

SCM TECHNOLOGIES

OBJECTIVE:

These lectures provide an overview of various technologies of SCM

CONTENTS:

- Introduction to business modules SCM Technologies
- EDI
- Internet Enabled SCM
- E-Marketplaces
- Online Auctions

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q5,6,7

LONG ANSWER TYPE QUESTION: Q 5,6,7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 288-294

WEBSITES:

- 1 <http://www.ddegjust.ac.in/studymaterial/mba/itm-420.pdf>
- 2 <http://www.engpaper.com/cloud-computing-research-paper-20.htm>

LECTURES 30

OBJECTIVE:

Collaborative Planning, Forecasting and Replenishment (CPFR)

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q8,9,10

LONG ANSWER TYPE QUESTIONS: Q8,9,10

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 2, Page 3-16

ARTICLES:

1. Jan Stentoft, Christopher Rajkumar, (2018) "Balancing theoretical and practical relevance in supply chain management research", *International Journal of Physical Distribution & Logistics Management*, Vol. 48 Issue: 5, pp.504-523, <https://doi.org/10.1108/IJPDLM-01-2018-0020>
2. Johannes Wollenburg, Alexander Hübner, Heinrich Kuhn, Alexander Trautrimms, (2018) "From bricks-and-mortar to bricks-and-clicks: Logistics networks in omni-channel grocery retailing", *International Journal of Physical Distribution & Logistics Management*, Vol. 48 Issue: 4, pp.415-438, <https://doi.org/10.1108/IJPDLM-10-2016-0290>
3. Ila Manuj, John T. Mentzer, (2008) "Global supply chain risk management strategies", *International Journal of Physical Distribution & Logistics Management*, Vol. 38 Issue: 3, pp.192-223, <https://doi.org/10.1108/09600030810866986>
4. Stanley Frederick W.T. Lim, Xin Jin, Jagjit Singh Srari, (2018) "Consumer-driven e-commerce: A literature review, design framework, and research agenda on last-mile logistics models", *International Journal of Physical Distribution & Logistics Management*, Vol. 48 Issue: 3, pp.308-332, <https://doi.org/10.1108/IJPDLM-02-2017-0081>
5. Roy Larke, Mark Kilgour, Huw O'Connor, (2018) "Build touchpoints and they will come: transitioning to omnichannel retailing", *International Journal of Physical Distribution & Logistics Management*, Vol. 48 Issue: 4, pp.465-483, <https://doi.org/10.1108/IJPDLM-09-2016-0276>
6. Hannah J., Stolze, Diane A. Mollenkopf, LaDonna Thorton, Michael J. Brusco & Daniel J. Flint (2018), "Supply chain and marketing integration: tension in frontline social networks." *Journal of Supply Chain Management*, Vol. 54.

LECTURES 31-33

OBJECTIVE:

The objective of these lectures is to provide an Introduction to CRM, Concepts of Relationship Management and CRM Process.

CONTENTS:

- Customer relationship management
 - The definition of CRM
 - CRM building blocks
 - Applications and success of CRM
 - CRM as an integral business strategy
 - The nature of the CRM strategy

- The context of the CRM strategy
- The results of a successful CRM strategy
- CRM Process

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q1,2

LONG ANSWER TYPE QUESTIONS: Q1,2,3

SUGGESTED READINGS:

REFERENCE BOOKS:

1 ibid 3, Page 33-43

LECTURES 34-36

OBJECTIVE:

The objective of these lectures is to make the students understand the concept of e-CRM as a Strategic Marketing Tool, Elements of e-CRM and Models of e-CRM.

CONTENTS:

- Introduction of E-CRM
- Need of E-CRM
- Benefits of E-CRM
- Framework of E-CRM
- Key Features of E-CRM
- Models of e-CRM
- Six 'E's in E-CRM
- E-CRM Applications
- Similarities and Differences +between CRM and E-CRM
- Components of E-CRM
- Trends in ECRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q3,4,5,6

LONG ANSWER TYPE QUESTIONS: Q4,5,6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page 14-24, 29-36

REFERENCE BOOKS:

1 ibid 4 ,Page 50-63

LECTURES 37-39

OBJECTIVE:

The objective of these lectures is to make the students understand the concept of CRM Planning and Implementation in the organizations.

CONTENTS:

- CRM readiness assessment
 - CRM maturity assessment
 - Reviewing stage of CRM maturity
 - Identifying barriers to CRM success
- CRM readiness audit
 - The overview CRM audit
 - The comprehensive CRM audit
 - Determining key CRM priorities
- CRM change management and project management
 - Change management
 - A framework for change management
 - Key issues in CRM change management

- Project management
- A framework for project management
- The nature of projects
- Delivering business benefits
- Key issues in CRM project management
- Employee engagement
- Selecting employees
- Developing employees
- Engaging and empowering employees
- CRM training and development

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q8,9,10

LONG ANSWER TYPE QUESTIONS: Q8,9

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, 29-36

REFERENCE BOOKS:

1 ibid 3, Page 68-83

LECTURES 40-41

OBJECTIVE:

The objective of these lectures is to discuss CRM Applications with the students.

CONTENTS:

- Sales force automation (SFA)
- Enterprise marketing automation (EMA)

- Customer service and support (CSS)

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q10

LONG ANSWER TYPE QUESTIONS: Q10

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page 57-65

REFERENCE BOOK:

- 1 ibid 3, Page 118-133

ARTICLES:

1. Ardyan E., Sugiyarti G. (2018), "The influence of e-CRM capability and co-information sharing activity on product competitiveness and marketing performance of small and medium-sized enterprises", *International Journal of Electronic Customer Relationship Management*, Vol.11, No.2, pp.158 - 178
2. Najmi A.; Waqar Ahmed W. (2018), "Assessing channel quality to measure customers' outcome in online purchasing", *International Journal of Electronic Customer Relationship Management*, Vol.11, No.2, pp.179 - 201
3. Leonardo Aureliano-Silva, Suzane Strehlau & Vivian Strehlau (2018) The Relationship between Brand Attachment and Consumers' Emotional Well-Being, *Journal of Relationship Marketing*, 17:1, 1-16, DOI: 10.1080/15332667.2017.1391058
4. Ida Hidayanti, Lalu Edy Herman & Naili Farida (2018) Engaging Customers through Social Media to Improve Industrial Product Development: The Role of Customer Co-Creation Value, *Journal of Relationship Marketing*, 17:1, 17-28, DOI: 10.1080/15332667.2018.1440137
5. Youngtae Choi, Andrew Thoeni & Michael W. Kroff (2018) Brand Actions on Social Media: Direct Effects on Electronic Word of Mouth (eWOM) and Moderating Effects of Brand Loyalty and Social Media Usage Intensity, *Journal of Relationship Marketing*, 17:1, 52-70, DOI: 10.1080/15332667.2018.1440140

LECTURES 42

OBJECTIVE:

The objective of this lecture is to discuss the ongoing trends in CRM.

CONTENTS:

- Social CRM
- Big data CRM
- Cloud Data CRM
- Mid market CRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q8

LONG ANSWER TYPE QUESTIONS: Q10

ARTICLES:

1. <http://www.destinationcrm.com/Articles/Web-Exclusives/Viewpoints/6-CRM-Trends-to-Watch-in-2018-122717.aspx>
2. <http://www.destinationcrm.com/Articles/CRM-News/CRM-Featured-Articles/Customer-Experience-Customer-Success-Takes-Engagement-to-the-Next-Level-125078.aspx>
3. <http://www.destinationcrm.com/Articles/CRM-News/CRM-Across-the-Wire/Smart-Communications-to-Scale-Support-on-Amazon-Web-Services-124953.aspx?CategoryID=530>

LECTURE PLAN

DATABASE MANAGEMENT SYSTEMS

MS-247

COURSE OUTLINE
MBA-III SEMESTER
DATABASE MANAGEMENT SYSTEMS- MS 239

L - 3 Credits - 03

OBJECTIVES

The purpose of this course is to enable the students to know the basic concepts of databases and their implementation.

INTERNAL ASSESSMENT AND ASSIGNMENT

25marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I – (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. BASICS OF DBMS

(6 Hours)

- Purpose
- Advantages and Disadvantages of DBMS
- Data Models
- Schemas and Instances
- DBMS Architecture and Data Independence
- Types of DBMS
 - Hierarchical
 - Network
 - Relational
 - Object-oriented and Object relational

B. ER-Model and SQL

(10 Hours)

- ER-Model:
 - Basic concepts
 - Design Issues
 - Mapping Constraints
 - Keys
 - E-R Diagram
 - Design of an E-R Database Schema
 - Reduction of E-R Schema to Tables

- SQL:
 - Background
 - Basic Structure
 - Set Operations
 - Aggregate Functions
 - Null Values
 - Nested Sub Queries
 - Derived Relations
 - Views
 - Modification of Database
 - Joined Relations
 - Data Definition Language
 - Domain Constraints
 - Referential Integrity

C. ORACLE and PL/SQL

(10 Hours)

- Oracle:
 - Basic Architecture
 - Data Definition
 - Data Manipulation
 - LIKE Operator
 - String Commands
 - Numeric Function
 - Date Function
 - Translate and Decode Function
- Introduction to PL/SQL
 - Conditional Logic
 - Loops
 - Go to Statements
 - Exceptional Handling
 - Triggers
 - Procedures
 - Functions
 - Cursor
 - LOB's

D. NORMALIZATION and TRANSACTION PROCESSING

(9 Hours)

- Normalization:

- Structure of Relational Databases
- Relational Algebra
- Functional Dependencies
- Normal forms
 - NF1
 - NF2
 - NF3
 - BCNF
 - Multivalued Dependencies and Fourth Normal Form
 - Join Dependencies and Fifth Normal Form.
- Transactions:
 - ACID Properties
 - Transaction State
 - Concurrency Control
 - Locks
 - Deadlock Condition
 - Two-Phase Locking protocol

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Database Management Systems and students are advised to go through the material for thorough understanding of the subject.

TEXT BOOKS:

- 1 **Author's Name(s):** Korth ,Silberschatz
Title: Database System Concepts
Edition: 6th **Year:** 2011
Publisher: Tata McGraw Hill (ibid 1)

2. **Author's Name(s):** Elmsari and Navathe
Title: Fundamentals of Database Systems
Edition: 7th , **Year:** 2016
Publisher: Pearson Education (ibid 2)

REFERENCE BOOKS:

1. **Author's Name(s):** Date C.J
Title: An Introduction to Database Systems
Edition: 8th **Year:** 2013
Publisher: Narosa Publishing (ibid 3)

2. **Author's Name(s):** Ullman J.D
Title: Principles of Database Systems
Edition: 3rd**Year:** 2013
Publisher: Galgotia Publications (ibid 4)

4. **Author's Name(s):** Tickoo Sham and Raina Sunil
Title: Learning Oracle 11g: A PL/SQL Approach
Edition: 1st **Year:** 2014(Reprint)
Publisher: Pearson Education (ibid 5)

5. **Author's Name :** P.S.Gill
Title :“ Database Management Systems”
Edition:2nd **Year :** 2015(Reprint)
Publisher: IK International Publishing (ibid 6)

➤ **JOURNALS**

1. International Journal of Database Management Systems (IJDMS), AIRCC
2. ACM Transactions on Database Systems 16
3. SIGMOD Record
4. PCQUEST, November 2014

LECTURE-1

UNIT-I

BASIC CONCEPTS OF DATABASE MANAGEMENT SYSTEMS

OBJECTIVE:

The objective is to introduce the basic concepts of database management systems and it also presents a list of capabilities that should be provided by the DBMS software to the DBA, database designers, and users, to help them design, administer and use a database.

CONTENTS:

- Basics of Database Management Systems
 - Introduction to data, database & database Management Systems
 - Database Users
 - Database applications
 - Advantages of using the Database Approach
 - Characteristics of the Database Approach
 - Types of Databases and Database Applications
 - When Not to Use Databases

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q1, 2, 3, 5,37,38,39

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 1- 14
- 2 ibid 2, Page No. 3-28

REFERENCE BOOK:

- 1 ibid 6, Page No. 1-6

ARTICLES:

- 1 YahiaChabane, Launentd’Orazio, Le Gruen - Wald, Baraa Mohammad, Christophe Reej, ”Medical Data Management in the S4Seo Project”, SIGMOD Record, June 2013, Vol. 42, No. 2 , pp. 48-53.
- 2 StephaneBressan.Chee Yong Chan, Wynne Hsu, Mong-Li Lee ,Tok –Wang Ling, Beng Chin Ooi, Kian-LeeTan, AnthaonyK.h. Tunj, “Database Research at the National University of Singapore”, SIGMOD Record , June 2013, Vol 42, No. 2 , pp. 48-53.
- 3 Accenture Big Success with Big Data Survey, “Big Success with Big Data”, PCQUEST, Nov. 2014, pp. 11-13.
- 4 Felix Naumann, “Data Profiling Revisited”, SIGMOD Record, December 2013, Vol. 42, No. 4, pp. 40-49.
- 5 Stavros Christodoulakis, Minos Garofalakis, “Data Management Research at the Technical University of Crete”, SIGMOD Record, December 2013, Vol. 42, No. 4, pp. 61- 69.

LECTURES 2-4

CONCEPTUAL DATABASE DESIGN

OBJECTIVE:

The objective is to introduce conceptual modeling which is a very important phase in designing a successful database application.

CONTENTS:

- Data Models and Their Categories
 - Data Model Operations
 - Data Model Structure and Constraints
- History of Data Models
- Schemas, Instances, and States
 - Database Schema
 - Schema Diagram
 - Schema Construct
 - Schemas versus Instances
 - Database Schema vs. Database State
- Three-Schema Architecture
- Data Independence
 - Logical Data Independence
 - Physical Data Independence

- DBMS Languages and Interfaces
 - Data Definition Language (DDL)
 - Data Manipulation Language (DML)
- Database System Utilities and Tools
- Centralized and Client-Server Architectures
 - Centralized DBMS
 - Two Tier Client-Server Architecture
 - Three Tier Client-Server Architecture
- Classification of DBMSs
 - Based on the data model used
 - Other classifications

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q2, 3, 4, 6,7,18,19,24,25, 40, 41, 42,

LONG ANSWER QUESTIONS: Q 1, 2, 3,4,5,8, 32, 33, 34,

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 24-31
2. ibid 2, Page No. 29-53

REFERENCE BOOK:

1. ibid 6 Page No. 7-19

ARTICLES:

1. AdreenGuitte, HabeinHacid, Ceeile Favre, Djamel A. Zighed, “ Information Diffusion In Online Social Networks : Summary”, SIGMOD Record, June 2013, Vol 42,No. 2 , pp. 17-28.
2. Hyunjung Park, Richard Pang, AdityaParmeshwaran, Hector Garcia-MolinamNeokliesPolyzotes, Jennifer Widom, “An Overview and Query Language; Query Processing and Optimization”, SIGMOD Record , June 2012, Vol. 41,No. 4 , pp. 22-27.
2. T.Deng,W.Fan,F.Geerts ,”Capturing Missing Tuples and Missing Values” ACM Transaction on DataBase Systems Vol 41. No. 2 pp. 86-133

LECTURES 5-6

DATABASE DESIGN

OBJECTIVE:

The objective of these lectures is to understand the Data Modeling Using the Entity-Relationship (ER) Model which is popular high level conceptual data modeling software design it is common to use data flow diagram, sequence diagram, scenarios and other techniques to specify functional requirements.

CONTENTS:

- Overview of Database Design Process
 - Two main activities
 - Database design
 - Applications design
 - Example Database Application (COMPANY)
- ER Model Concepts
 - Entities and Attributes
 - Types of Attributes
- Entity Types, Value Sets, and Key Attributes
- Relationships and Relationship Types
 - Relationship type vs. relationship set
 - Weak Entity Types
 - Constraints on Relationships
 - Many-to-one (N:1) Relationship
 - Many-to-many (M:N) Relationship Displaying a recursive relationship
 - Attributes of Relationship types
 - Notation for Constraints on Relationships
 - Alternative (min, max) notation for relationship structural constraints
 - The (min,max) notation for relationship constraints
 - Relationships of Higher Degree
 - Discussion of n-ary relationships
- ER Diagrams - Notation
- ER Diagram for COMPANY Schema
- Alternative Notations – UML class diagrams, others
- Data Modeling Tools

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q8, 9, 26, 27-36,

LONG ANSWER QUESTIONS: Q6, 7, 18, 22,35,36

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 259-290

2 ibid 2, Page No. 57-91

REFERENCE BOOK:

1 ibid 6, Page No. 21-28

LECTURES 7-9

ENHANCED ER

OBJECTIVE:

The objective of these lectures is to understand the Enhanced Entity-Relationship (EER) Modeling for representing the in depth relation between different entities.

CONTENTS:

- EER stands for Enhanced ER or Extended ER
- Formal Definitions of EER Model
- EER Model Concepts
 - Includes all modeling concepts of basic ER
 - Additional concepts:
 - subclasses/superclasses
 - Representing Specialization in EER Diagrams
 - specialization/generalization
 - categories (UNION types)
 - attribute and relationship inheritance

- Attribute Inheritance in Superclass /Subclass Relationships
- Specialization
- Generalization
- Constraints on Specialization and Generalization
- Displaying an attribute-defined specialization in EER diagrams
- The additional EER concepts are used to model applications more completely and more accurately
 - EER includes some object-oriented concepts, such as inheritance
- Alternative diagrammatic notations

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q8, 9, 26

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 295-303
- 2 ibid 2, Page No. 103-131

REFERENCE BOOK:

- 1 Ibid 6 Page No 29-44

ARTICLES:

1. **1.Jhon C.** Ryan “Data modelling using ERD with Crow Foot Notation”, downloaded from <https://www.codeproject.com/Articles/878359/Data-modelling-using-ERD-with-Crow-Foot-Notation,2015>
2. Alexandre Torres, RenataGalante, Marcelo Pimenta, “ENORM: An Essential Notation for Object-Relational Mapping”, SIGMOD Record, June 2014, Vol. 43, No. 2, pp. 23-28.

LECTURES 10-12

UNIT II

RELATIONAL MODEL, LANGUAGES & SYSTEMS

OBJECTIVE:

The objective of these lectures is to discuss the modeling concepts data structures and constraints provided by the relational model of data.

CONTENTS:

- Relational Model Concepts
 - Informal Definitions
 - Example of a Relation
 - Key of a Relation
 - The Schema (or description) of a Relation
 - Formal Definitions – Tuple
 - Formal Definitions – Domain
 - Formal Definitions – State
 - Characteristics Of Relations
- Relational Model Constraints and Relational Database Schemas
 - Relational Integrity Constraints
 - Key Constraints
 - Relational Database Schema
 - Entity Integrity
 - Referential Integrity
 - Displaying a relational database schema and its constraints
 - Other Types of Constraints
- Update Operations and Dealing with Constraint Violations
 - INSERT a tuple.
 - DELETE a tuple.
 - MODIFY a tuple.
 - Possible violations for each operation

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 1,3,5,8,38,39

LONG ANSWER QUESTIONS:

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 57-104
- 2 ibid 2, Page No. 146-166

REFERENCE BOOK:

- 1 ibid 6, Page No 95-108

ARTICLE:

1 M.Nagendran and K.S. Chandan ,EfficientProcessig of Skyline-Join Queries over Multiple data Sources, ACM Transaction on DataBase Systems Vol 40. No. 2 pp. 85-136

LECTURES 13-14

ER AND EERR-TO-RELATIONAL MAPPING.

OBJECTIVE:

The objective of these lectures is to present the procedure to create a relational schema from an entity relationship or enhanced ER schema.

CONTENTS:

- ER-to-Relational Mapping Algorithm
 - Step 1: Mapping of Regular Entity Types
 - Step 2: Mapping of Weak Entity Types
 - Step 3: Mapping of Binary 1:1 Relation Types
 - Step 4: Mapping of Binary 1:N Relationship Types.

- Step 5: Mapping of Binary M:N Relationship Types.
- Step 6: Mapping of Multivalued attributes.
- Step 7: Mapping of N-ary Relationship Types.
- Mapping EER Model Constructs to Relations
 - Step 8: Options for Mapping Specialization or Generalization.
 - Step 9: Mapping of Union Types (Categories).

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

LONG ANSWER QUESTION: Q6

SUGGESTED READINGS:

TEXTBOOK:

1 ibid 2, Page No. 226-239

LECTURES 15-17

RELATIONAL ALGEBRA AND CALCULUS

OBJECTIVE:

The objective of these lectures is to introduce the Relational Algebra and Calculus. It provides a formal foundation for relational model operations and it is used as a basis for implementing and optimizing queries in relational database management systems.

CONTENTS:

- Relational Algebra
 - Unary Relational Operations
 - SELECT (symbol: σ (sigma))
 - PROJECT (symbol: π (pi))
 - RENAME (symbol: ρ (rho))
 - Relational Algebra Operations From Set Theory
 - UNION (\cup), INTERSECTION (\cap), DIFFERENCE (or MINUS, $-$)
 - CARTESIAN PRODUCT (\times)
 - Binary Relational Operations

- JOIN (several variations of JOIN exist)
 - DIVISION
- Additional Relational Operations
 - OUTER JOINS, OUTER UNION
 - AGGREGATE FUNCTIONS (These compute summary of information: for example, SUM, COUNT, AVG, MIN, MAX)
- Relational Algebra Expressions
- Examples of Queries in Relational Algebra
- Relational Calculus
 - Tuple Relational Calculus
 - Domain Relational Calculus
- Example Database Application

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q10 - 15 ,Q 18-21, 40,41,42

LONG ANSWER QUESTIONS: Q1, 3, 4, 5, 9,23, 24, 25, 26, 27

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 217-248
- 2 ibid 2, Page No. 173-212

REFERENCE BOOK:

- 1 ibid 7, Page No 57-83

ARTICLES:

- 1 RabiaNuray-Turan, Dmitri V. Kalashnikov, SharadMehrotra,“Attribute and Object with Probabilistic Attribute”, ACM Transactions on Database Systems, Feb. 2012, Vol. 37, No. 1, pp. 3:1-3:41.
- 2 Guoliang Li, Dong Deng, JianhuaFeng, “A partition Based Method for String Similarity Joins with Edit Distance Constraints”, ACM Transactions on Database Systems, June 2013 , Vol. 38, No. 2, pp. 9:1- 9:33

- 3 Hweehwa Pang, Xuhua Ding, “Privacy-Preserving Ad-Hoc Equi-Join on Outsourced Data” , ACM Transactions on Database Systems, September 2014, Vol. 39, No. 3, Article 23, pp. 23:1-23:40
- 4 H.Pang, X.Ding, ”Privacy Preserving Ad-Hoc Equi-Join Outsourced Data” ACM Transaction on DataBaseSystemsVol 39. No.3 pp. 143-183

LECTURES 18-20

SQL- A RELATIONAL DATABASE LANGUAGE

OBJECTIVE:

The objective of these lectures is to describe the aspects of the SQL database language, the standard for relational databases. it describes the SQL statements for data definition, schema modification, queries, views and updates. It also describes how common constraints such as key and referential integrity are specified.

CONTENTS:

- Data Definition, Constraints and Schema Changes
 - Used to CREATE, DROP, and ALTER the descriptions of the tables (relations) of a database
 - Create table
 - Drop table
 - Alter table
 - CREATE SCHEMA
 - REFERENTIAL INTEGRITY OPTIONS
 - Retrieval Queries in SQL:Selection and Projection
 - Simple SQL Queries
 - Aliases, * and DISTINCT, Empty WHERE-clause
 - Use of *
 - Use of distinct
 - Set operations
 - Nesting of queries
 - Correlated nested queries
 - The exists function
 - Nulls in SQL queries
 - Joined relations feature in sql2
 - Grouping
 - The having-clause

- Substring comparison
- Arithmetic operations
- Order by
- Specifying updates in SQL
- Insert
- Delete
- Delete
- Update
- Check examples
- SQL triggers
- Views in SQL
- Specification of views
- SQL views: an example
- Using a virtual table
- View using aggregation

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q1 - 9 ,

LONG ANSWER QUESTIONS: Q10-12,

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 113-150
- 2 ibid 2, Page No. 245-292

REFERENCE BOOKS:

- 1 ibid 6, Page No 85-94

ARTICLES:

- 1 Jan Chomkki, Paolo Ciaccia, NiccoloMeneegheette, “Skyline Queries Front and Back”, SIGMOD Record , September 2013, Vol. 42, No. 3 , pp. 6-17.

- 2 Larissa R .Lautent, Marcelo M .Scheidt, Carina F- Donneles, “ Web Table Taxonomy nad Formalization “ , SIGMOD Record , Sept, 2013, Vol. 42, No. 3 , pp. 28 – 33.
- 3 Andrew Eisenberg, “X Query 3.0 is Nearing Completion “ , SIGMOD Record, September 2013, Vol. 42, No. 3, pp. 34-41.
- 4 NdapandulaNakashole, GerhandWeibum, FalianSuchanek,” Discovery Semantic Relations from the web and Organizing them with PATTY” SIGMOD Record , June 2013, Vol. 42, No. 2, pp. 29-35.
- 5 Ke Yi, Lu Wang, Zhewei Wei, “ Indexing for Summary Queries: Theory and Practice”, ACM Transactions on Database Systems, January 2014, Vol. 39, No. 1, Article 2, 2:2-2:38
- 6 BarzanMozafari, Kai Zeng, Loris D’antoni, Carlo Zaniolo, “ High-Performance Complex Event Processing over Hierarchical Data”, ACM Transactions on Database Systems, November 2013, Vol. 38, No. 4, Article 21, pp. 21:1-21:39.
- 7 EyadSaleh, AhamadAlsadeh,AhmedKayed and ChristophMeinel ,” Processing over encrypted data”, SIGMOD Record , September 2016,Vol 45, No.3,pp. 5-16

UNIT III

LECTURES 21-23

ORACLE ARCHITECTURE

OBJECTIVE:

The objective of these lectures is to describe the main components of the ORACLE dbms architecture and its logical and physical data structures. it also discusses Database Storage, Oracle Software Structures, Shared Database Access Mechanism, and Database Protection.

CONTENTS:

- Oracle Database Architecture
 - Client/Server Architecture
 - Multier Architecture
 - Physical Database Structure
 - Logical Database Structure
- Schemas and Common Schema Objects
 - Tables
 - Indexes
 - Views
 - Cursor
 - Triggers

- Sequences
- Packages
- Oracle Database Features
- Database Design

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTION: Q27-31 , 42,43,44

LONG ANSWER QUESTIONS: Q1-Q3, Q19, Q20-25, Q 31-35, 36, 37

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 1157-1189

REFERENCE BOOKS:

1 ibid 4, Page No. 739-763

2 ibid 5, Page No. 1-2 - 1-13

LECTURES 24-26

OBJECTIVE:

PL/SQL is a programming language that interacts with Oracle database and it is stored directly in the database. In these lectures introduction to PL/SQL will be provided.

CONTENTS:

- Introduction to PL/SQL
 - PL/SQL Variables and Data Types
 - Data Type Conversions
 - DBMS-OUTPUT Package
 - PL/SQL Control Structure
 - Variable Attribute
 - PL/SQL Composite Data Types

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

LONG ANSWER QUESTIONS: Q4, Q5, 38, 39, 40

SUGGESTED READING:

REFERENCE BOOK:

1 ibid 6, Page No. 95-113

LECTURES 27-29

OBJECTIVE:

The normal flow of a PL/SQL program is disrupted sometimes due to the occurrence of an abnormal condition while executing a program. These lectures describe how these conditions can be handled. It also explains how cursors can be used to retrieve and manipulate data in a database and how triggers are stored in and managed by the oracle database.

CONTENTS:

- Exception Handling in PL/SQL
 - Exception Handling
 - Exception Section
 - Types of Exceptions
 - Pre-defined System Exceptions
 - Undefined Exceptions
- Cursors and Triggers
 - Cursor
 - Implicit Cursors
 - Explicit Cursor
 - Cursor FOR Loop
 - For UPDATE statement
- Trigger
 - Parts of Trigger
 - Row level Trigger
 - Statement level Trigger
 - Before and After Trigger

- Trigger Syntax
 - BEFORE INSERT Trigger
 - AFTER INSERT T Trigger
 - Deleting Triggers
 - Trigger Events
- PL/SQL Subprograms
 - Subprograms : Advantages and Disadvantages of Subprograms
- Procedures
 - Calling a Procedure
 - Parameter Mode
 - Deleting a Procedure
- Functions
 - Calling a Function
 - RETURN Statement
 - Deleting a Function

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q27 - 31 , 45, 46

LONG ANSWER QUESTIONS: Q6-Q10, Q12, Q13, Q14-Q18, Q20-Q25

SUGGESTED READING:

REFERENCE BOOK:

1 ibid 6, Page No. 7-2 - 9-22

UNIT IV

LECTURES 30-31

RELATIONAL DATA BASE DESIGN

OBJECTIVE:

The objective of these lectures is to discuss several pitfalls in relational database design and to describe the normalization process for achieving good designs by testing relations for undesirable types of problematic functional dependencies.

CONTENTS:

- Informal Design Guidelines for Relational Databases
 - Semantics of the Relation Attributes
 - Redundant Information in Tuples and Update Anomalies
 - Insertion anomalies
 - Deletion anomalies
 - Modification anomalies
 - Null Values in Tuples
 - Reasons for nulls
 - Spurious Tuples
- Functional Dependencies (FDs)
 - Definition of FD
 - Inference Rules for FDs
 - Equivalence of Sets of FDs
 - Minimal Sets of FDs
 - Computing the Minimal Sets of FDs
 - Examples of FD constraints
- Normal Forms Based on Primary Keys
 - Normalization of Relations
 - Practical Use of Normal Forms
 - Definitions of Keys and Attributes Participating in Keys
 - First Normal Form
 - Second Normal Form
 - Third Normal Form
 - General Normal Form Definitions (For Multiple Keys)
 - BCNF (Boyce-Codd Normal Form)
 - A relation that is in 3NF but not in BCNF

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER QUESTION: Q14-17

LONG ANSWER QUESTIONS: Q1-Q5, Q9.Q42-45

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 323-338
- 2 ibid 2, Page No. 339-374

REFERENCE BOOK:

- 1 ibid 3, Page No. 269-279,283-310.
- 2 ibid 6, Page No. 145-186

LECTURES 32-33

CONCURRENCY CONTROL TECHNIQUES

OBJECTIVE:

The objective of these lectures is to discuss number of concurrency control techniques that are used to ensure the non-interference or isolation property of concurrently executing transactions.

CONTENTS:

- Purpose of Concurrency Control
- Two-Phase locking
 - Essential components
 - The algorithm
 - Basic
 - Conservative
- Dealing with Deadlock and Starvation
 - Deadlock prevention
 - Deadlock detection and resolution
 - Deadlock avoidance
 - Starvation
- Timestamp based concurrency control algorithm
 - Timestamp
 - Basic Timestamp Ordering
 - Strict Timestamp Ordering

- Thomas's Write Rule
- Granularity of data items and Multiple Granularity Locking
- Limitations of CCMs
- Index Locking
- Lock Compatibility Matrix
- Lock Granularity

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER QUESTIONS: Q 1,2,3,4,12-14,15,16-20,49-51, 61,62

LONG ANSWER QUESTIONS: Q14-Q35, 42, 43,44, 45, 46

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 661-708
- 2 ibid 2, Page No. 644 - 669

REFERENCE BOOKS:

- 1 ibid 5, Page No. 417-437
- 2 ibid 6, Page No. 230-249

ARTICLES:

- 1 Goetz Graefe, "A Survey of B-tree Logging and Recovery Techniques", ACM Transactions on Database Systems, Feb. 2012, Vol. 37, No. 1, pp. 1:1-1:35.
- 2 Fei Li, Hongzhi Wang, Jianzhong Li, "A Survey on Tree Edit Distance Lower Bound Estimation Techniques for Similarity Join on XML Data" SIGMOD Record, December 2013, Vol. 42, No. 4, pp. 29-39.

LECTURES 34-35

LOSSLESS (NON-ADDITIVE) JOIN DEPENDENCY PRESERVATION

OBJECTIVE:

The objective of these lectures is to discuss several normalization algorithms using additional type of dependencies like multi-valued dependencies, join dependencies etc.

CONTENTS:

- Designing a Set of Relations
 - The Approach of Relational Synthesis (Bottomup Design)
- Properties of Relational Decompositions
 - Relation Decomposition and Insufficiency of Normal Forms
 - Dependency Preservation Property of a Decomposition
 - Lossless (Non-additive) Join Property of a Decomposition
- Algorithms for Relational Database Schema
- Multivalued Dependencies and Fourth Normal Form
 - Inference Rules for Functional and Multivalued Dependencies
- Join Dependencies and Fifth Normal Form
- Inclusion Dependencies
- Other Dependencies and Normal Forms

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWERS QUESTIONS: Q8, 9, 10,11,12,13, 63, 64, 65

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 338-367
- 2 ibid 2, Page No. 382- 410
- 3 ibid 5, Page No. 329-332

ARTICLE:

- 1 Hung Q. Ngo, Christopher Re and AtriRudra, “Skew Strikes Back: New Developments in the Theory of Join Algorithms”, ACM SIGMOD record, December 2013, Vol. 42, No. 4, pp. 5-15.

LECTURE PLAN

EXPORT-IMPORT POLICY, PROCEDURES AND DOCUMENTATION

MS - 243

COURSE OUTLINE
MBA-III SEMESTER
EXPORT-IMPORT POLICY, PROCEDURES AND DOCUMENTATION
MBA-243

L - 3 Credits - 3

OBJECTIVE:

The purpose of this course is to familiarize students with policy, procedures, and documentation relating to foreign trade operations, and to train them to handle the export-import business.

INTERNAL ASSESSMENT AND ASSIGNMENT **40 marks**

- | | |
|--------------------------------------------------------------|----------|
| 1. Class Test-I – (Individual Presentation/Viva-Voce/Report) | 15 marks |
| 2. Class Test-II - (Written Test) | 15 marks |
| 3. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. Policy Framework for India's Foreign Trade in Pre- and Post-Liberalization Era

- Export-Import Policy
- Infrastructural Support for India's Foreign Trade
- Policy formulating
- Consultative and Deliberative Bodies
- Export Promotion Councils
- Commodity Boards and Product Development Authorities
- Support Organizations and Services – IIFT, ITPO
- Export Inspection Agencies
- Indian Council of Arbitration
- FIEO
- Commercial Representatives Abroad
- State Governments and their Role in Trade Promotion
- Canalization Policy and Role of Public Sector Organizations (10 Hours)

B. Setting Up Export Company

- IEC number
- RCMS from Export Promotion Council
- Benefits and Costs
- Export Sales Contracts – Terms/Conditions

- Terms of Shipment
- Processing of Export Order (05 Hours)

B1 Documentation

- Proforma Invoice
- Commercial Invoices and its Attestation
- Packing List
- Inspection Certificate
- Certificate of Origin
- Shipping Bills
- AR4 Form
- Mate's Receipt
- GR From
- Marine Insurance Policy
- ECGC Policy
- Bill of Exchange
- Bank Realization Certificate
- Bill of Lading
- Airway Bill
- BSP Certificate / Spl Consular Invoice and Other Related Documents

(07 Hours)

C. Methods and Terms of Payments for Exports

- Credit and Foreign Exchange Risks
- Procedure for Filing Claims
- Quality Control and Pre-shipment Inspection
- Excise and Custom Clearance
- Export Incentives
- Major Incentives and Procedures for Claiming Them
- Procurement for Exports – Planning and Methods of Procurement for Exports
- Custom Clearance of Imports – Regulations and Procedures
- Managing Risks Involved in Importing
- Duty Exemption Schemes
- Objectives
- Benefits
- Procedures and Documentation
- Schemes for Import of Capital Goods
- Procedures for New/Second Hand Capital Goods (10 Hours)

D. Foreign Trade Financing and Insurance Schemes

- Pre- and Post-shipment Export Credit Schemes
- Import Financing Schemes
- Role of EXIM Band and Commercial Banks
- Export Credit and Foreign Exchange Covers
- Export Credit and Guarantee Corporation (ECGC)
- Financial Guarantees
- Export/Trading/Star Trading/Superstar Trading Houses
- Objective
- Criteria and Benefits
- Procedures and Documentation
- Policy for EOU/FTZ/SEZ units
- Objectives
- Criteria and Benefits
- Procedures and Documentation

(10 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics from Books and Computers and students are advised to go through the material for thorough understanding of the subject:

➤ MAIN TEXT BOOKS:

1. **Author's Name(s):** Nabhi Kumar Jain
Title: How to Export
Edition: 17th , **Year:** 2009
Publisher:Nabhi Publication (ibid 1)
2. **Author's Name(s):** M. I. Mahajan
Title: Export - Do it yourself
Edition: 18th , **Year:** 2012
Publisher: Jain book Depot (ibid 2)
3. **Author's Name(s):** C. Rama Gopal
Title: Export-import Procedures
Edition: 1st , **Year:** Reprint 2012
Publisher:Newage International Publishers (ibid 3)
4. **Author's Name(s):** Nabhi Kumar Jain
Title: How to Import
Edition: 16th , **Year:** 2009
Publisher:Nabhi Publication (ibid 4)
5. **Authors Name(s):** R.LVarshney&B.Bhattacharyya
Title: International Marketing-An Indian Perspective
Edition: 23rd **Year:** 2010
Publisher: Sultan Chand & Sons (ibid 5)

➤ REFERENCE BOOKS

1. **Author's Name(s):** UshaKiranRai
Title: Export-Import and Logistics Management
Edition: 2nd **Year:** 2010
Publisher: PHI Learning Pvt Ltd. (ibid 6)

2. Author's Name(s): C. Jeevanandam

Title: International Trade: Policy, Practices, Procedures & Documentation

Edition: 1st, **Year:** 2012

Publisher: Sultan Chand & Sons

(ibid 7)

➤ **JOURNALS:**

1. Impex Times
2. Foreign Trade Review
3. DIAS Technology Review, The International Journal For business & IT,
4. BVIMR Management Edge,
5. Margin Journal of Applied Economic Research,
6. RBI Monthly Bulletin
7. FIIB Business Review
8. Review of Professional management
9. The Management Accountant
10. Mint- the Wall Street Journal
11. Global Business Review
12. The IUP Journal of Applied Economics
13. Foreign Trade Policy 2015-2020

➤ **WEBSITES:**

- www.dgft.gov.in
- www.dgft.delhi.nic.in
- www.commerce.nic.in
- www.livemint.com
- eximguru.com
- www.rbi.org.in
- www.legaldesire.com
- www.ndtv.com
- www.moneycontrol.com
- www.economist.com

LECTURE 1

POLICY FRAMEWORK FOR INDIA'S FOREIGN TRADE IN PRE- AND POST LIBERALIZATION ERA

INTRODUCTION

OBJECTIVE:

The objective of this lecture is to introduce the students about the foreign trade policy of India in Pre and Post liberalization Era. It also familiarizes the students with policy and procedures of the documentation relating to trade operations. Students should get an overview of complexities of exports, government support and legal formalities to be completed for exports organization for increasing international business.

CONTENTS:

- Exports-Meaning
- Indian Exports-Growth Potential and Perspective
- Role and purpose of different export documents.
- Aligned documentation system(ADS)
- Advantages of ADS
- Types of Documents
 - Commercial
 - Regulatory
- Classification of commercial and regulatory documents
 - Documents related to goods
 - Documents related to shipment
 - Documents related to payment
 - Documents related to inspection
 - Documents related to excisable goods
 - Documents related to foreign exchange regulations-legal regulated documents

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 1, 4, 5, 28, 29, 30, 31, 32, 33, 51, 52, 53,60

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 3, 22, 23, 24, 28, 29, 30

LONG ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 34, 39, 40

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No.1
2. ibid 3, Page No.11-30

REFERENCE BOOK:

1. ibid 7, Page No.4.1-4.17

ARTICLES:

1. K.C.Chakrabarty, “Transit Path for Indian Economy: Six Steps for Transforming the Elephant into a Tiger” RBI Bulletin, Jan. 2013, Pg. 3-11
2. BahniBaranGhosh&Debashish Sur, “The Impact of globalization on India’s Technology Regime of Qualitative Exploration of India’s Original Manufacturing Industries”, The IUP Journal of Applied Economics, Vol. XIV, No. 2, April 2015,
3. Raghuram G. Rajan, “India in the Global Economy”, RBI Bulletin , April 2016, Pg.61-68
4. Why there is Need of Export and Import Policy in India? – Legal Desire www.legaldesire.com, Feb 1, 2017
5. Economics for Everyone - India's Foreign Trade Policy (FTP/EXIM) www.indiainfoline.com, May 25, 2017
6. Govt of India: Handbook of procedures, import and export promotion, New Delhi

WEBSITE:

1. www.dgft.gov.in
2. www.livemint.com
3. www.indiainfoline.com

LECTURES 2-3

EXPORT – IMPORT POLICY

OBJECTIVE:

The objective of these lectures is to understand the export import policy for the year 2002-2007, 2004-2009 and 2009-2014. The students will understand the highlights of the export import policy for previous years and the changes in export import policy initiated by Government to meet their objectives.

CONTENTS:

- Highlights of Export -Import Policy – 2002-2007.
- Highlights of Foreign Trade Policy – 2004-2009.
- Highlights of Foreign Trade Policy – 2009-2014
 - Policy measures for fiscal incentives
 - Institutional changes
 - Procedural rationalization
 - Enhanced market access and diversification of export markets
 - Technological up gradation
- Objectives of EXIM Policy.
- Main elements of EXIM Policy.
- Legal framework of EXIM Policy 2009-2014.
- Legal framework of EXIM Policy 2015-2020
 - Consolidated Merchandise Exports from India Scheme (MEIS) Announced as per FTP-2015
 - Services Exports from India Scheme (SEIS) Announced as per FTP-2015
 - Duty exemption schemes
 - Duty drawback schemes
 - Policy for EOU
 - Guidelines for EPCG
 - Changes for SEZ
 - Export Promotion Schemes
 - Market and Product diversification
 - Thrust product/Thrust Market – a new focus by Government
 - New policy initiative for different sectors of economy like agriculture, handloom, handicraft, gems and jewelers and leather etc
 - Market access initiative
 - Infrastructural support for Government institutions
 - Technological up gradation
 - EPCG relaxation.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 12, 13, 15, 23, 38, 57

SHORT ANSWER TYPE QUESTIONS: Q 4, 11, 12, 15, 22, 24, 25, 29, 30, 34

LONG ANSWER TYPE QUESTIONS: Q5, 6, 7, 16, 19, 25, 41

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 2-7, 166-171
- 2 ibid 2, Page No. 206-220

REFERENCE BOOK:

- 1 ibid 7, Page No.1.14-1.16

ARTICLES:

- 1 “Strategy to Increase Exports” by Department of Commerce, Govt. of India, Foreign Trade Review, Vol.XLVI, No. 1, April-June 2011, Pg.58-111
- 2 Highlights of New Foreign Trade Policy
- 3 India’s Foreign Trade : 2014-2015, RBI Bulletin, April 2015, Pg. 97-100
- 4 RBI Exchange control Manual (Revised)
- 5 Govt. of India, Export Import Procedures (Revised)

WEBSITES:

- 1 www.dgft.gov.in ,
- 2 www.dgft.delhi.nic.in
- 3 www.moneycontrol.com

LECTURES 4-5

INFRASTRUCTURAL SUPPORT FOR INDIA’S FOREIGN TRADE: POLICY FORMULATING, CONSULTATIVE AND DELIBERATIVE BODIES, EXPORT PROMOTION COUNCILS & COMMODITY BOARDS

OBJECTIVE:

The objective of these lectures is to make the students understand about institutional infrastructural support of Govt. of India for export promotion/development.

CONTENTS:

- Institutional infrastructure for export promotion.
 - Department of Commerce of the Ministry of Commerce and Industry
 - Deliberative and Consultative organizations
 - Commodity specific organization
 - Service Institutions
 - Government trading organizations
 - Agencies for export promotion at the State level

- Role, functions and objectives of institutional support for export promotion for assisting exporters to increase export
- Export promotion councils
 - Objectives of EPC
 - Functions of EPC
 - Types of EPC
- Commodity boards
 - Objectives of Commodity boards
 - Functions of Commodity boards
 - Types of Commodity boards
- Marine products Export Development Authority
 - Functions
 - Products Covered
- Agricultural and Processed Food Products Export Development Authority
 - Functions
 - Products covered

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 2, 3, 7, 11 , 40, 41,42,43,44,45, 55

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 8, 12, 13, 14, 21, 25, 26, 32

LONG ANSWER TYPE QUESTIONS: Q 7, 8, 9, 10, 14, 23, 26, 29, 32, 35, 38, 39, 40, 43

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No.184-186
2. ibid 5, Page No.167-183

REFERENCE BOOK:

1. ibid 7, Page No.18.1-18.12

ARTICLES:

1. Nagendra Kr. Maurya & J.V. Vaishampayan, “ Measuring Protection in Indian Industries” Foreign Trade Review, Vol. XLV, No. 4, Jan. –March 2011, pp. 3- 35
2. N.A. Khan and Santanu Chowdhury Trade liberalization and Poverty: An Indian Perspective”, The IUP Journal of Applied Economics, Vol. XII, No. 2, April 2013
3. Sushil Kr. Rai, “Impact of Exports and Imports on Growth Rate of India: An Empirical Enquiry”, Pacific Business Review International Volume VIII, issue VI, December 2015 pp. 53- 58
4. GST to make exports more competitive: Commerce Secretary, (Rita Teotia), The Economic Times, JUN 24, 2017
5. Upender, M “Long Run Equilibrium Between India’s Exports And Imports During”, Journal of Applied Econometrics and International Development, Jun 24, 2017.

WEBSITE:

1. www.commerce.nic.in
2. www.economictimes.com

LECTURE 7

SUPPORT ORGANIZATION AND SERVICES-IIFT, ITPO,

OBJECTIVE:

The objective of this lecture is to understand the concept of different support organizations set up by Government of India to assist the exporters for increasing exports. Support organizations assist exporters in all segments of export development, promotions like participation in trade fair, training, export development etc.

CONTENTS:

- Role, objectives and functions of ITPO for export development and export promotion
- Role and function of IIFT for providing export training for export promotion, procedures and market information.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 10, 15, 16, 28, 39, 46, 47, 48, 49, 50

SHORT ANSWER TYPE QUESTIONS: Q 5, 9, 19, 22, 27

LONG ANSWER TYPE QUESTIONS: Q 9, 10, 30, 35

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No.184-186
2. ibid 4, Page No.174-176

REFERENCE BOOK:

1. ibid 7, Page No.18.7-18.9

WEBSITE:

- 1 www.commerce.nic.in
- 2 eximguru.com

LECTURE 8

EXPORT INSPECTION AGENCY

OBJECTIVE:

The objective of this lecture is to explain to student's role of compulsory export inspection by Government of India for maintaining quality control for pre-shipment inspection.

CONTENTS:

- Role, objectives and functions of Export Inspection Agency.
- Procedure for pre-shipment inspection.
- Methods of registration and in-process quality control.
- Different schemes for export inspection.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 21, 22, 24, 59, 60

SHORT ANSWER TYPE QUESTIONS: Q 7, 20, 22, 18, 28, 29

LONG ANSWER TYPE QUESTIONS: Q9, 13, 17, 34, 40, 41

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page No.96-102

REFERENCE BOOKS:

- 1 ibid 6, Page No.178-179
- 2 ibid 7, Page No.12.1-12.9

ARTICLES:

“Exim Policy 2015-20, Electronic Data Interchange (EDI) in DGFT”, How to Import Export .com,
Oct. 25, 2016

WEBSITE:

- 1 www.commerce.nic.in
- 2 eximguru.com
- 3 How to Import Export .com

LECTURE 9

INDIAN COUNCIL OF ARBITRATION (ICA)

OBJECTIVE:

The objective of this lecture is to explain to students about the system of arbitration for handling disputes.

CONTENTS:

- Role, objectives and functions of Indian council of arbitration in handling their disputes.
- Rules of Arbitration of ICA.
- International Arbitration Council (ICC, Paris)

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 2, 3, 6, 11

SHORT ANSWER TYPE QUESTIONS: Q9, 20, 30

LONG ANSWER TYPE QUESTIONS: Q19,21, 31, 42, 44

SUGGESTED READINGS:

REFERENCE BOOK:

1 *ibid* 6, Page No.179-180

WEBSITES:

1 www.ficci.com

2 www.commerce.nic.in

LECTURE 10

FEDERATION OF INDIAN EXPORT ORGANIZATION (FIEO)

OBJECTIVE:

The objective of this lecture is to make the students understand about federation of Indian export organization.

CONTENTS:

- Role, objective and functions of FIEO.
- Contribution of FIEO for Market Information, Market development, promotion and arranging buyer/seller meet.
- Assisting importers for arranging meeting with exporters.
- Guiding importers about export potential from India.
- Assisting government about industry feedback and helping exporters in projecting their problem to government.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: 17, 18, 19, 59, 60

SHORT ANSWER TYPE QUESTIONS: Q6, 10, 21

LONG ANSWER TYPE QUESTIONS: Q22, 23, 44

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.184-186
- 2 ibid 4, Page No.274-286

REFERENCE BOOK:

- 1 ibid 7, Page No. 18.8-18.10

WEBSITE:

- 1 www.fieo.org
- 2 eximguru.com

LECTURES 11- 12**STATE GOVERNMENTS AND THEIR ROLE IN TRADE PROMOTIONS, CANALIZATION POLICY AND ROLE OF PUBLIC SECTOR****OBJECTIVE:**

The objective of the lectures is to make the students understand about participation of state governments and their role in increasing exports & to understand canalization policy for exports to maintain balance of demand and supply, stabilize price for domestic market as well as obtain higher prices for international markets.

CONTENTS:

- Role, objectives and functions of state governments in increasing the exports from their state.
- Assisting exporters by simplifying the procedures which fall in preview of state governments for increasing export of products.
- Launching different schemes for strengthening exports from their region (Panipat Handmade carpets etc.
- Role, objectives and functions of different public sector organizations for successful implementation of canalization policy.
- Maintaining balance of demand/supply for Indian products.
- Price stabilization for domestic/international market.

ASSIGNMENTS FROM QUESTION BANK:**UNIT I**

MULTIPLE CHOICE QUESTIONS: 24, 25, 26, 57, 58

LONG ANSWER TYPE QUESTIONS: Q 11, 13, 22, 23, 24, 31, 33, 36, 37, 39, 40,

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 *ibid* 7, Page No. 21.1-21.16

ARTICLES:

- 1 Pritish Kumar Sahu, “ The Influence of Malaysian FTAs on Trade and Investment with special reference to Malaysia India FTA”, The IUP Journal of Applied Economics, Vol.XIII, No. 2, April 2014, pp.48-64
- 2 Editorial Board ICAI, “Forward March of Economy despite Hurdles”, Chartered Accountant, May 2015, pp. 3
- 3 Harun R. Khan, “ Global Economic Turmoil: Impact on Indian Economy and the Way Forward”, RBI Bulletin, April 2016, pp. 69-76

WEBSITE:

- 1 www.dgft.gov.in

LECTURE 13

SETTING UP EXPORT COMPANY

OBJECTIVE:

The objective of lecture is to understand procedures for setting up a new export company, different formalities to be completed for registration. Students should also understand mandatory registration with different councils for obtaining export benefits.

CONTENTS:

- Establishment of export organizations.
- Procedure for obtaining IEC Code.
- Exemption on IEC Code by different organizations.
- Online application for IEC code.
- Surrender/modification of existing IEC Code.
- Procedure for obtaining RCMC Code.
- Exemption on RCMC Code by different organizations.
- Online application for RCMC code.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: 1, 2, 3, 31, 32, 33, 34, 41, 42, 43, 44, 45, 53

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 6, 7, 8, 17, 20,36

LONG ANSWER TYPE QUESTIONS: Q1, 3, 8, 10, 12, 27, 30, 35, 43, 44

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.30-36
- 2 ibid 2, Page No.71-77
- 3 ibid 3, Page No.8-10
- 4 ibid 4, Page No.57-69

REFERENCE BOOKS:

- 1 ibid 6, Page No. 11.1-11.25
- 2 ibid 7, Page No. 21.1-21.16

WEBSITE:

- 1 www.dgft.delhi.nic.in
- 2 www.livemint.com

LECTURE 14

EXPORT SALES CONTRACT

OBJECTIVE:

The objective is to make the students understand about international export sales contract, various terms and conditions in international export contract and precaution to be taken for safeguarding their interest.

CONTENTS:

- Distinction between Domestic Sales Contract and Export Sales Contract.
- Forms of Contract.
- Terms of shipment.
 - INCO Terms (FAS, FOB, C&F and CIF etc.)
- Elements of export contract.
- Duties of Exporters.
- Duties of Importers.
- Important clauses for Export Sales Contract.
- Legal dimensions of Export Contract.
- Disputes settlement.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: 15, 18, 19, 20, 21, 46, 47

SHORT ANSWER TYPE QUESTIONS: Q9, 10, 12, 13, 16, 19

LONG ANSWER TYPE QUESTIONS: Q4, 5, 6, 16, 17, 21, 25, 26, 31, 32

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No.78-83
- 2 ibid 3, Page No.32-46
- 3 ibid 4, Page No.130-140

REFERENCE BOOK:

- 1 ibid 7, Page No. 13.1-13.26

LECTURE 15

PROCUREMENT FOR EXPORTS

OBJECTIVE:

The objective of the lecture is to make the students understand about the significance for procurement for exports both for manufacturer and a trading company.

CONTENTS:

- Methodology of procurement for exports.
- Placement of order of manufacturing plant of your own company.
- Procurement from third party for exports.
- Terms and conditions for procurement.
- Precautions to be taken for procurement.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: 4, 5, 6, 7, 35, 36, 37, 49, 50, 51, 52

SHORT ANSWER TYPE QUESTIONS: Q11, 14, 15, 18, 25, 32, 35, 36, 37

LONG ANSWER TYPE QUESTIONS: Q19, 20, 21, 33, 37, 40

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.64-65

REFERENCE BOOK:

1 ibid 7, Page No. 14.1-14.11

LECTURE 16

PROCESSING OF EXPORT ORDER

OBJECTIVE:

The objective of the lecture is to make the students understand about processing of export order from different stages from dispatch of goods to port of shipment which will include pre shipment and post shipment formalities.

CONTENTS:

- Reasons for the process of export order
- Parties, Acts and Publications involved
- Stages in processing an export order

ASSIGNMENTS FROM QUESTION BANK:**UNIT II**

MULTIPLE CHOICE QUESTIONS: 9, 10, 11, 54, 55

SHORT ANSWER TYPE QUESTIONS: Q8, 10, 12, 13, 33

LONG ANSWER TYPE QUESTIONS: Q11, 12, 34, 39, 41, 42

SUGGESTED READINGS:**TEXT BOOKS:**

- 1 ibid 3, Page No. 163-174
- 2 ibid 4, Page No. 149-158

REFERENCE BOOK:

- 1 ibid 7, Page No. 14.12-14.17

WEBSITE:

- 1 www.dgft.delhi.nic.in
- 2 www.livemint.com

LECTURE 17

DOCUMENTATION

OBJECTIVE:

The objective of the lecture is to make the students understand about need, role and functions of each document for exports. Students should understand about commercial documents for physical transfer of goods, transfer of property and transfer of title of goods.

CONTENTS:

- Understand the complexities and role of export documentation like
 - Proforma invoice,
 - Commercial invoices and its attestation,
 - Packing list,
 - Inspection certificate,
 - Certificate of origin,
 - Shipping bills,
 - AR4 Form,
 - Mate's Receipt,
 - GR Form,
 - Marine Insurance Policy,
 - ECGC Policy,
 - Bill of Exchange,
 - Bank Realization Certificate,
 - Bill of Lading,
 - Airway Bill,
 - GSP Certificate/Spl Consular Invoice and Other Related Documents.
- Aligned documentation system.
- Classification of commercial and regulatory documents.
- Documents related to shipment/inspection/payment/foreign exchange.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: 12, 13, 25, 38, 39, 40, 43, 44, 56, 59

SHORT ANSWER TYPE QUESTIONS: Q11, 45, 16, 30, 34, 38

LONG ANSWER TYPE QUESTIONS: Q15, 29, 36, 38, 44

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No.154-166
- 2 ibid 3, Page No.11-29

REFERENCE BOOK:

- 1 ibid 7, Page No. 16.3-16.7

WEBSITE:

- 1 www.dgft.delhi.nic.in
- 2 www.livemint.com

LECTURES 18-19

TERMS OF PAYMENT

OBJECTIVE:

The objective of these lectures is to make the students understand about international payment terms, responsibilities of buyers, responsibilities of sellers role played by bank and the risk associated thereof.

CONTENTS:

- Factors determining terms of payment.
- Different methods of payment terms.
 - Advance Payment
 - Open Account
 - Consignment Sales
 - Documents against Acceptance
 - Documents against Payment

- Letter of Credit
 - Benefits of LCs
 - Types of LCs
 - Useful tips to exporters regarding LCs
- Risk and responsibilities associated with payment terms.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: 13, 14, 16, 17, 48, 49, 54, 55

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 5, 6, 7, 8, 25, 33, 34, 37

LONG ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 35, 43

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.109-118
- 2 ibid 3, Page No.48-58
- 3 ibid 5, Page No.453-459

REFERENCE BOOK:

- 1 ibid 7, Page No. 17.1-17.9

ARTICLES:

1. Dilip Kumar Datta, “ Depreciating Rupee Against Dollar” , The Management Accountant, May, 2014, Vol.49, No.5, pp. 93-100
2. “Monetary Policy Statement for 2015-10”, RBI Bulletin, April 2015, pp. 11-48
3. T. Rajsekar&MalabikaDeo “The Relationship between Fiscal Deficit & Trade Deficit in India: An Empirical Enquiry Using Time Series Data” , The IUP Journal of Applied Economics, Vol. XV, Issue I, Jan. 2016, pp.27-36

LECTURES 20-21

CARGO, CREDIT AND FOREIGN EXCHANGE RISKS

OBJECTIVE:

The objective of these lectures is to make the students understand about exchange control regulations of government of India, changes of regulations from FERA to FEMA.

CONTENTS:

- Types of risks in International trade
 - Commercial risk
 - Political risk
 - Risks arising out of foreign laws
 - Cargo risks
 - Credit risks
 - Foreign exchange fluctuations risks
 - Foreign Exchange Regulations for exports.
 - Exchange control
 - Highlights of FERA
 - Provisions of FEMA

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: 3, 4, 5, 31, 32, 41, 42, 57, 58

SHORT ANSWER TYPE QUESTIONS: Q15, 16, 17, 34 (a, b, c, d, e, f) 35, 37

LONG ANSWER TYPE QUESTIONS: Q7, 8, 9, 11, 12, 13, 14, 35, 43

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No.18-26
- 2 ibid 3, Page No.75-79, 93-94

REFERENCE BOOK:

- 1 ibid 7, Page No. 20.1-20.13

ARTICLES:

- 1 Bianka Ray Chaudhury“ Impact of FDI on Automobile sector in India”, Review of Professional management, Vol. 10, Issue 1, Jan. –June 2012, pp. 25-49
- 2 SaiVivekWalia& G. RaghvenderRaju, “ Monetary Policy Transmission in India: A Post Reform Analysis” The IUP Journal of Applied Economics, Vol.XIII, No. 2, April 2014, pp.7-22
- 3 Rajwant Kaur & Amarjit Singh Sidhu, “ Causal Relationship between Export & Agricultural GDP in India”, Global Business Review, Vol. I, No. I, March 2014, pp. 105-121

WEBSITE:

- 1 www.fema.rbi.org.in

LECTURE 22

QUALITY CONTROL IN PRE-SHIPMENT INSPECTION

OBJECTIVE:

The objective of this lecture is to make the students understand about role and significance of quality control for international business and role played by different government agencies for quality control and pre-shipment inspection.

CONTENTS:

- Objectives of Quality Control.
- Methods of Quality Control and pre-shipment inspection.
- Procedure for pre-shipment inspection.
 - Consignment- wise inspection
 - In-process Quality Control
 - Self Certification
- Exemption from pre-shipment inspection.

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: 16, 17, 18, 44, 45, 46

SHORT ANSWER TYPE QUESTIONS: Q11, 16, 20, 22, 31, 37, 38

LONG ANSWER TYPE QUESTIONS: Q7,8, 13, 14, 27, 28, 34, 38, 41, 42

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 65-70
- 2 ibid 2, Page No.126-129
- 3 ibid 3, Page No.96-102

REFERENCE BOOK:

- 1 ibid 7, Page No. 12.1-12.5

LECTURE 23

CUSTOM CLEARANCE FOR EXPORTS

OBJECTIVE:

The objective of this lecture is to make the students understand about custom clearance of exports through manual system and electronic data system (EDI).

CONTENTS:

- Objectives of Custom control.
- Documents required for custom clearance.
- Procedure for custom clearance and exports.
- Shipment and procedure of export cargo with different stages.
- Custom clearance of goods with flow process chart with different stages.
- EDI System.

- Differentiate between Manual and EDI System.

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: 14, 15, 16, 17, 35, 37, 38, 43, 47, 53

SHORT ANSWER TYPE QUESTIONS: Q17, 18, 20, 22, 27

LONG ANSWER TYPE QUESTIONS: Q30, 31, 32, 33, 36, 38, 40, 42

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.100-103
- 2 ibid 3, Page No122-133

REFERENCE BOOK:

- 1 ibid 7, Page No. 14.1-14.25

LECTURES 24-25

IMPORT CLEARANCE & EXCISE CLEARANCE

OBJECTIVE:

The objective of these lectures is to make the students understand about custom clearance of import through manual system and electronic data system(ICES).

CONTENTS:

- Objectives of import clearance.
- Types of import clearance.
- Requirements of documents for imports.
- Procedure for custom clearance for imports.
- Different types of bill of entries.
- Flow process chart for import clearance with different stages.

- Electronic system of clearance (ICES)
- Requirements of documents for excise clearance.
- Flow process chart for excise clearance with different stages.
- Procedure for excise clearance under claim of rebate.
- Bond/Letter of undertaking with examination
- without examination

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: 25, 26, 27, 47- 50, 51

SHORT ANSWER TYPE QUESTIONS: Q16, 17, 22, 23, 24, 25, 26, 33, 35

LONG ANSWER TYPE QUESTIONS: Q21, 22, 23, 24, 30, 33, 37, 39, 40, 41

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.73-79
- 2 ibid 2, Page No.167-174
- 3 ibid 3, Page No.108-116

REFERENCE BOOK:

- 1 ibid 6, Page No. 15.1-15.19

WEBSITE:

- 1 www.cbec.gov.in/excise/cx-manual

LECTURES 26-27

EXPORT INCENTIVES

OBJECTIVE:

The objective of the lectures is to make the students understand about the various export incentives available for export promotion and methodology and procedure for claiming export incentives.

CONTENTS:

- Need of export incentives.
- Types of export incentives
 - Incentive linked to export performance
 - Duty exemption schemes.
 - Fiscal incentives
 - Claim for rail freight
 - Claim for air freight
- Documentation and procedure for claiming export incentives
- Excise duty-refund/exemption
- Import licensing
- Sales tax exemption
- Income-tax exemption

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: 1, 2, 21, 23, 24, 31, 32, 33, 34, 57, 58, 59

SHORT ANSWER TYPE QUESTIONS: Q 1, 3, 4, 5, 16, 17, 18, 27, 31 (a, b, c, d, e, f)

LONG ANSWER TYPE QUESTIONS: Q26, 27, 28, 32, 33, 35, 42, 43

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 172-174
- 2 ibid 3, Page No.153-16

REFERENCE BOOK:

1 ibid 7, Page No. 16.10-16.30

WEBSITE:

1 www.dgft.gov.in

LECTURES 28-29**DUTY EXEMPTION SCHEMES****OBJECTIVE:**

The objective of these lectures is to make the students understand about the various duty exemptions schemes prevalent for export promotion and changes in current foreign trade policy.

CONTENTS:

- Duty exemption schemes.
- Duty entitlement pass book scheme.
- Duty free import authorization.
- EPCG schemes.
- Procedure for availing various duty exemption schemes.
- EPCG schemes for export promotion projects.
- Eligibility of EPCG.
- Obligations under EPCG scheme for exports.
- Schemes of import of capital goods, procedures for new/second hand goods.

ASSIGNMENTS FROM QUESTION BANK:**UNIT IV**

MULTIPLE CHOICE QUESTIONS: 20, 21, 28, 35, 36, 41, 42, 43, 44, 58

SHORT ANSWER TYPE QUESTIONS: Q1, 15, 18, 28, 37, 38, 41

LONG ANSWER TYPE QUESTIONS: Q4, 6, 26, 27, 37, 40

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.134-147
- 2 ibid 4, Page No.75-84

REFERENCE BOOK:

- 1 ibid 7, Page No. 22.1-22.13

WEBSITE:

- 1 www.dgft.gov.in

LECTURE 30**PRE AND POST –SHIPMENT EXPORT CREDIT SCHEMES****OBJECTIVE:**

The objective of this lecture is to make the students understand about different pre and post shipment export credit schemes available for export promotion.

CONTENTS:

- Need and significance of export finances.
- Differentiate between pre and post shipment finances.
- Different schemes available for pre shipment.
- Different schemes available for post shipment.
- Advantages of different schemes to exporters.

ASSIGNMENTS FROM QUESTION BANK:**UNIT IV**

MULTIPLE CHOICE QUESTIONS: 7, 8, 37, 38, 46, 59, 60

SHORT ANSWER TYPE QUESTIONS: Q6, 7, 9, 18, 24, 25, 29, 39

LONG ANSWER TYPE QUESTIONS: Q1, 3, 8, 31, 43, 44, 47, 48

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.48-58
- 2 ibid 2, Page No.95-125

REFERENCE BOOK:

- 1 ibid 7, Page No. 23.1-23.13

WEBSITE:

- 1 www.dgft.gov.in

LECTURE 31

ROLE OF EXIM BANK AND COMMERCIAL BANK

OBJECTIVE:

The objective of this lecture is to make the students understand about the role and functions performed by EXIM Bank and commercial banks for assisting exporters for export financing at lower cost.

CONTENTS:

- Role, functions and objectives of EXIM Bank & commercial bank.
- Different schemes announced by EXIM bank for export credit, import credit and loans for exporting units.
- Projects and services of EXIM bank.
- Lines on credit of EXIM bank.
- Export development, promotion, production and other services provided by EXIM bank and commercial bank.
- EXIM bank, catalytic role in globalization of Indian industry.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: 1, 9, 12, 39, 47, 48, 49 50

SHORT ANSWER TYPE QUESTIONS: Q2, 6, 39, 40, 41

LONG ANSWER TYPE QUESTIONS: Q25, 31, 40, 43, 44

SUGGESTED READINGS:

REFERENCE BOOK:

1 Ibid 7, Page No.521-524

ARTICLES:

1. Harun R. Khan, “ Outward Indian FDI-Recent Trends & Emerging Issues” RBI monthly Bulletin , April 2012, pp. 739-750
2. Li Xin, A general Equilibrium Analysis of the TPP Free Trade Agreement With and Without China, Margin- The Journal of Applied Economic research, Vol. 8, No. 2, May 2014, pp. 115-136.
3. P. K. Mishra, “Exclusion to Inclusion: An Economic Paradigm for India”, FIIB Business Review, Vol. III, Issue IV, Oct. 2014-Dec. 2014, pp.3-15

WEBSITE:

1 www.eximbankindia.com

LECTURE 32

EXPORT CREDIT AND GUARANTEE CORPORATION (ECGC)

OBJECTIVE:

The objective of this lecture is to make the students understand role and functions of ECGC and various insurance schemes available to exporters to cover risk and support provided by ECGC for increasing export promotion.

CONTENTS:

- Types of risk involved in exports.
- Role, objectives and functions of ECGC.
- Insurance schemes available from ECGC.
- Coverage of payment risk, political exchange fluctuation and transit risk.
- Standard policy of ECGC.
- Specific shipment policy.
- Commercial Risk.
- Procedure for ECGC.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: 16, 23, 26, 29, 30, 40, 41, 42, 43

SHORT ANSWER TYPE QUESTIONS: Q1, 4, 20, 23, 27, 29

LONG ANSWER TYPE QUESTIONS: Q36, 38, 41, 43, 47, 48

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page No.75-82
- 2 ibid 4, Page No.244-270

REFERENCE BOOK:

- 1 ibid 7, Page No. 20.2-20.13

ARTICLES:

1. Raghuram G. Rajan, “ Competitive Monetary Easing: Is It Yesterday Once More?”, RBI Bulletin, May 2014, pp.1-12
2. Dilip Kumar, Correlations, Return and Volatility Spillovers in Indian Exchange Rates, Global Business Review, Vol 15, No. 1, March 2014.
3. Sani Hassan Hussaini, “Exports, Imports and Economic Growth in India: An Empirical Analysis” Proceedings of the International Symposium on Emerging Trends in Social Science Research, 2018.

WEBSITE:

1 www.ecgc.in

LECTURE 33**EXPORT/TRADING/STAR TRADING/SUPERSTAR TRADING HOUSES****OBJECTIVE:**

The objective of this lecture is to make the students understand about government policies for export house, trading house, star trading house, superstar trading house etc.

CONTENTS:

- Changes of status of export house, trading house etc. from the year 2002-2007 to 2009-2014.
- Scheme and criteria for recognition for export house, trading house, star trading house, superstar trading house.
- Conditions for grant of export house, trading house etc.
- Double weight age and other conditions for grant of status of export house/trading house.
- Privileges to export house, trading house etc.

ASSIGNMENTS FROM QUESTION BANK:**UNIT IV**

MULTIPLE CHOICE QUESTIONS: 2, 3, 4, 10, 14, 29,30, 31, 53, 57

SHORT ANSWER TYPE QUESTIONS: Q13, 15, 21, 23, 30, 31

LONG ANSWER TYPE QUESTIONS: Q10, 11, 12, 13, 47

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 4, Page No.92-94

LECTURE 34

POLICY FOR EOU/FTZ/SEZ UNITS

OBJECTIVE:

The objective of this lecture is to make the students understand about export oriented unit, export processing zone, free trading zone, special economic zones, policies announced by government of India from time to time.

CONTENTS:

- Objectives and salient features of EOU.
- Objectives and salient features of FTZ.
- Objectives and salient features of SEZ.
- Obligations of EOU/FTZ/SEZ.
- Procedure for setting up EOU/FIZ/SEZ.
- EXIM policy and EOU/FIZ/SEZ.
- Pros/Cons of EOU/FTZ/SEZ.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: 6, 7, 8, 9, 11, 54, 55, 57, 58

SHORT ANSWER TYPE QUESTIONS: Q10, 11, 12, 29, 30, 32

LONG ANSWER TYPE QUESTIONS: Q 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 37, 42, 43, 46, 48, 49

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page No.297-314

REFERENCE BOOK:

1 ibid 7, Page No. 25.6-25.14

WEBSITE:

- 1 www.dgft.in,
- 2 www.commerce.nic.in

LECTURE PLAN

INTERNATIONAL ECONOMICS

MS 247

COURSE OUTLINE
MBA-III SEMESTER
INTERNATIONAL ECONOMICS - MS 247
(Ms. Neetu)

L - 3 Credits - 03

OBJECTIVES:

The purpose of this course is to enable the students to understand the dynamic nature of international economics and the variables that shape the structure and nature of global economy.

INTERNAL ASSESSMENT AND ASSIGNMENT **25marks**

- | | |
|----------------------------------|----------|
| 1. Class Test-I – (Written test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. International Trade Theory (14 Hours)

- Introduction to International Economics
- Law of Comparative Advantage
- Standard Trade Model
- Factor Endowments
- Heckscher Ohlin Theory
- Economies of Scale, Imperfect Competition and International Trade

B. International Trade Policy (08 Hours)

- Tariffs and Non-tariff Barriers in International Trade
- Economic Integration – Custom Unions and Free Trade Areas

C. Balance of Payments and Exchange Rates (08 Hours)

- Balance of Payments
- Foreign Exchange Markets and Exchange Rates
- Determination of Exchange Rates

D Open-Economy Macroeconomics

(12Hours)

- The Price Adjustment Mechanisms with Flexible and Fixed Exchange Rates
- Income Adjustment Mechanism and Synthesis of Automatic Adjustments
- Other Adjustment Policies

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of International Economics, and students are advised to go through the material for thorough understanding of the subject:

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** Salvatore Dominick
Title: International Economics
Edition: X Year: 2013
Publisher: Wiley India Pvt. Ltd. (ibid 1)
2. **Author's Name(s):** Mannur, H. G.
Title: International Economics
Edition: II Year: 2011
Publisher: Vikas Publishing House Pvt Ltd, New Delhi. (ibid 2)

➤ REFERENCE BOOKS

1. **Author's Name(s):** Krugman, Paul and Maurice Obstfeld
Title: International Economics
Edition: IX Year: 2012
Publisher: Pearson Publications (ibid 3)
2. **Author's Name(s) :** Robert J Carbaugh
Title: International Economics
Edition: XIV Year: 2013
Publisher: Cengage Learning (ibid 4)

➤ JOURNALS:

1. The IUP Journal of Applied Economics
2. The IUP Journal of Financial Risk Management
3. Journal of Accounting and Finance
4. Margin- The Journal of Applied Economic Research
5. The IUP Journal of International Relations
6. Global Business Review

LECTURES 1-2

UNIT I

NATURE AND SCOPE OF INTERNATIONAL ECONOMICS

OBJECTIVE:

The objective of the lectures is to introduce the concept of international economics to students.

CONTENTS:

- Meaning, Nature and Scope of International Economics
- Theoretical and Descriptive International Economics
- Features of Global Economy
 - Categories of Economics
 - Developing and Developed Economies
- Characteristics of Developed Economies
- Characteristics of Developing Economies
 - Dimensions of Poverty
- Region States
 - The Growing Economic Power of Developing Countries
 - Factors promoting Global Economic Integration
 - India and the Global Economy
- Rising Population and Economic Growth
- Economic Policy Liberalization in India
- India's Future Prospects

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 1-4, 14, 15

LONG ANSWER QUESTIONS: Q1-7, 10,19,25,35

OTHER ASSIGNMENTS:

1 ibid 4,Page No. 27, Q 1 – 10

SUGGESTED READINGS:

TEXT BOOKS

1. ibid 1, Page No. 2-14
2. ibid 2, Page No.2-14

LECTURES 3-4

ANALYTICAL TOOLS

OBJECTIVE:

The objective of these lectures is to make the students understand the importance of International Business Analytical Tools.

CONTENTS:

- Production Possibly Curve
- Community Indifference Curve
- Price Ratio Curves (Price Line)
- Offer Curves
- Isoquants, Isocosts and Equilibrium

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 5-8, 17

LONG ANSWER QUESTIONS: Q 10-12, 14,15,17,18 32, 33

SUGGESTED READING:

REFERENCE BOOK:

- 1 ibid 4, Page No.107-118

LECTURES 5-10

THEORIES OF INTERNATIONAL TRADE

OBJECTIVE:

The objective of the lectures is to explain the evolution of various theories in international trade and the theoretical explanation of bases of international trade.

CONTENTS:

- Absolute Advantage Theory
 - Assumptions
 - Model
 - Criticism
- Comparative Advantage Theory
 - Assumptions
 - Model
 - Criticism
 - Difference between Absolute Cost Advantage Theory and Comparative Cost Advantage Theory
- Standard Trade Theory
- Heckscher –Ohlin Theorem
- Factor Price Equalization Theorem
- Evaluation of Factor Endowment Theory
- Economies of Scale, Imperfect Competition and International Trade

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 9,10,12,16, 18- 30

LONG ANSWER QUESTIONS: Q 8, 9, 16, 21, 24, 26-32, 36, 37, 39, 40, 4s1, 42, 43, 44, 45, 48- 51, 53- 58

OTHER ASSIGNMENTS:

1 ibid 4, Page No. 118-119 ,Q 1-13

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1,Page No.27-90
- 2 ibid 2, Page No.20-50, 117-151

REFERENCE BOOKS:

- 1 ibid 3, Page No.42-117
- 2 ibid 4, Page No.31-121

ARTICLE:

- 1 Paul R. Krugman ,Increasing Returns and the Theory of International Trade , NBER Working Paper No. 1752, http://www.nber.org/papers/w1752.pdf?new_window=1
- 2 Gary Gereffi, International trade and industrial upgrading in the apparel commodity chain, Journal of International Economics, Volume 48, Issue 1, June 1999, Pages 37-70. Available at <https://www.sciencedirect.com/science/article/pii/S0022199698000750>
- 3 Robert C.Feenstra, Restoring the product variety and pro-competitive gains from trade with heterogeneous firms and bounded productivity, Journal of International Economics, Volume 110, January 2018, pp 16-27. Available at <https://www.sciencedirect.com/science/article/pii/S002219961730123X>
- 4

LECTURES 11-14

TRADE BARRIERS

OBJECTIVE:

The objective of the lectures is to explain the types, nature and effects of trade barriers.

CONTENTS:

- Tariff Barriers
 - Classification of Tariffs
 - Impact of Tariff
 - Nominal and Effective Tariffs
 - Optimum Tariff
 - Unfair Tariff Structures
- Non Tariff Barriers

- Extent and Effects of NTB's
- Demerits of NTB's
- NTB's and India's Exports
- Forms of NTB's
- Quantities Restrictions (Quotas)
 - Types of Import Quotas
 - Impact of Quota
 - Diagrammatic Illustration of Effect of Quota
- Tariffs Versus Quotas

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 1-10, 16, 19-23, 24- 27

LONG ANSWER QUESTIONS: Q 1-11, 43, 44, 47, 54, 57-62, 64, 68-71

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 133, Q 1-10, ibid 3, Q 2-4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.115-124
- 2 ibid 2, Page No.158-202

REFERENCE BOOK:

- 1 ibid 4, Page No.123-205

ARTICLE:

1. Antony Chapoto and T.S. Jayne ,The Impacts of Trade Barriers and Market Interventions on Maize Price Predictability: Evidence from Eastern and Southern Africa
<http://fsg.afre.msu.edu/papers/idwp102.pdf>
2. TakumiNaito, Growth and welfare effects of unilateral trade liberalization with heterogeneous firms and asymmetric countries, Journal of International Economics,

LECTURES 15-18

ECONOMIC INTEGRATION AND COOPERATION

OBJECTIVE:

To understand the principles of economic integration and to examine the factors contributing to success and failure of these unions.

CONTENTS:

- Economic Integration
- Background
- Meaning and Scope
- Rationale and Objectives
- Forms of Integration
- Integration theory
- Static Effect
 - Dynamic Effect
 - Special Modes
- Determination of Success
- Benefits and Disadvantages of RIA's
 - Benefits
 - Disadvantages/Problems
- Integration Schemes
- European Union (EU)
 - Enlargement of EU from 15 to 25
 - Indo-EU trade
 - Enlarged EU and India
- NAFTA
 - Features of NAFTA
 - Impact of NAFTA
- Economic Integration of Developing Countries
 - Rationale
 - Unfavorable factors
 - Integration Schemes of Developing Countries
- Towards Complex Network of RTAS

- Evaluation of RIAs
 - Developed Vs Developing Countries
 - Trends in Income Disparity
 - Trade Complementary Index
 - Problems of RIAs of Developing Countries
 - Benefits of North South RIAs
 - Regional Vs Multilateralism
- Role of WTO

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 12, 13, 15, 17, 28- 32

LONG ANSWER QUESTIONS: Q 12-20, 45, 46, 49, 50, 55, 63, 65, 72, 74- 79

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 193, Q 1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 171-186
- 2 ibid 2, Page No. 203-225

REFERENCE BOOK:

1 ibid 4, Page No. 295-337

ARTICLES:

1. Vishwanath Pandit, Economy Wide Modeling: Past, Present and Future, The IUP Journal of Applied Economics, Vol. XI, No. 2, April 2012, pp. 5-11.

2. Li Xin, A general Equilibrium Analysis of the TPP Free Trade Agreement With and Without China, Margin- The Journal of Applied Economic research, Vol. 8, No. 2, May 2014, pp. 115-136.
3. Shakti Prasad Srichandan, Indian Economic Migration to the EU: Trends, Problems and Prospects, The IUP Journal of International Relations, Vol. IX, No. 2, April 2015, pp. 7- 25
4. Jevan Cherniwchan, Trade liberalization and the environment: Evidence from NAFTA and U.S. manufacturing, Journal of International Economics, Volume 105, March 2017, pp. 130-149 available at <https://www.sciencedirect.com/science/article/pii/S0022199617300077>
5. Scott L.Baierab, Jeffrey H.Bergstrand, Do free trade agreements actually increase members' international trade?, Journal of International Economics, Volume 71, Issue 1, 8 March 2007, pp. 72-95. Available at <https://www.sciencedirect.com/science/article/pii/S0022199606000596>
- 6.

LECTURES 19-26

BALANCE OF PAYMENTS

OBJECTIVE:

To get an analytical view of balance of payments, factors causing BOP disequilibrium and measures to correct it. Also to understand the concept of foreign trade multiplier.

CONTENTS:

- Balance of Payments
- Balance of Trade and Balance of Payments
- Components of Balance of Payments
 - Current Accounts
 - Capital Accounts
 - Unilateral Transfer Accounts
 - Official Reserves Accounts

- Meaning of Current Account Balance
- Balance of Payment Disequilibrium
 - Economic Factors
 - Political Factors
 - Social Factors
- Correction of Disequilibrium
 - Automatic Correction
 - Deliberate Measures
- Financing of Disequilibrium
 - Automatic Correction
 - Deliberate Measures
- Financing of BOP Deficits
 - Using Forex Reserves
 - External Assistance
- Foreign Trade multiplier
 - Foreign Income Repercussions
 - Implications of Foreign Trade Multiplier/Foreign Repercussions Effect
 - Deficiencies/Limitations of Foreign Trade Multiplier

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 1-8, 10, 12,16, 25- 27

LONG ANSWER QUESTIONS: Q 9-19, 25 ,33,34,35,37, 49

OTHER ASSIGNMENTS:

1 ibid 4, Page No. 396-397, Q 1-10

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No.333-352

2 ibid 2, Page No.227-319

REFERENCE BOOK:

LECTURES 27-30

POLICIES FOR INTERNAL AND EXTERNAL BALANCE

OBJECTIVE:

The objective of the lecture is to make the students understand the policy measures that can achieve internal and external balance, also effect of monetary and fiscal policy under flexible and fixed exchange systems.

CONTENTS:

- Policies to Maintain Internal/External Balance
- Fiscal and Monetary Policies for Internal Balance
 - Fiscal Policy under Fixed and Floating Exchange Rates
 - Monetary Policy under Fixed and Floating Exchange Rates
- Effects of Fiscal and Monetary Policies on External Balance
 - Policy Dilemma and Assignment Rules
- Devaluation
 - Limitation of Devaluation
 - Elastic ties Approach
 - Income Absorption Approach
 - The J Curve effect and Currency Pass-Through
- Devaluation of Rupee
 - Devaluation of 1966
 - Devaluation of 1991

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 11, 14, 15

LONG ANSWER QUESTIONS: Q 1-8, 27, 28

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1,Page No.364-383
- 2 ibid 2, Page No. 320-380

REFERENCE BOOK:

- 1 ibid 4, Page No.541-557

ARTICLES:

- 1 Eric OseiAssibey and William Baah- Boateng, Interest rate Deregulation and Private Investment: Revisiting the McKinnon-Shaw Hypotheseis in Ghana, The IUP Journal of Applied Economics, Vol. XI, No. 2, April 2012, pp. 12-30.
- 2 Rajendra Narayan Paramanik and BandiKamaiah, A Structural Vector Autoregression Model for Monetary Policy Analysis in India, Margin- The Journal of Applied Economic research, Vol. 8, No. 4, November 2014, pp. 401- 430.

LECTURE 31

INTERNATIONAL LIQUIDITY AND RESERVES

OBJECTIVE:

The objective of the lecture is to make students understand meaning of international liquidity and to review trends in composition of Forex reserves.

CONTENTS:

- Composition of International Reserves
- Currency Diversification of Forex Reserves
- Adequacy and determinants of Reserves
- India's Reserve Management
- Capital Inflows, foreign Exchange Reserves and Growth
- India's Forex Reserves
 - Composition of Reserves

- Adequacy of Reserves
 - Trends in Forex Reserves Position
 - Accretion to Forex Reserves
 - External Liabilities Vis-à-vis Forex Reserves
 - Investment Pattern and Earnings from Foreign Currency Assets
- IMF and International Liquidity

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER QUESTIONS: Q 12, 13

LONG ANSWER QUESTIONS: Q 17, 19, 20,21,22,24

OTHER ASSIGNMENTS:

1 ibid 4, Page No. 579, Q 1-8

SUGGESTED READINGS:

TEXT BOOK:

1 ibid2, Page No.227-252

REFERENCE BOOK:

1 ibid 4, Page No.559-579

LECTURES 32-34

FOREIGN EXCHANGE MARKETS AND EXCHANGE RATES

OBJECTIVE:

The lectures will help students to understand the functions of Forex markets

CONTENTS:

- Functions of foreign exchange markets
- Equilibrium Exchange rates
- Cross exchange rates, effective exchange rates
- Spot and forward exchange rate
- Foreign exchange futures and options

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER QUESTIONS: Q 1-10, 17-21, 28, 29

LONG ANSWER QUESTIONS: Q 1-9, 20, 21, 31, 32, 38, 39, 40, 50 - 53

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 275, Q 1-10
- 2 ibid 2, Page No.336, Q 1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1,Page No.279-301
- 2 ibid 2, Page No.267-276

REFERENCE BOOK:

- 1 ibid 4, Page No.399-440

ARTICLE:

- 1 B G Poornima, Y surjanreddy, Y V Reddy, “Indian Currency Market risk Analysis: Value at Risk Approach”, The IUP Journal of Financial Risk Management, Vol. XI, No. 4, December 2014, pp. 45-60.

LECTURE 35

EXCHANGE RATE DETERMINATION

OBJECTIVE:

To understand how exchange rates are determined according to different theories postulated.

CONTENTS:

- Overview of exchange rate determination
- Purchasing power parity theory
- The monetary model to exchange rates
- Asset or portfolio model of exchange rates

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER QUESTIONS: 9, 10, 14, 15, 22- 24, 21, 23 - 27

LONG ANSWER QUESTIONS: Q 10-16, 21, 23, 24, 38 -42

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 327, Q 1-10
- 2 ibid 2, Page No.281, Q 1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1,Page No.309-319

2 ibid 2,Page No.267-343

REFERENCE BOOK:

1 ibid 4, Page No.443-470

ARTICLES:

1. C HussainYaganti and B Kamaiah, Hedging Efficiency of Commodity Future Markets in India, The IUP Journal of Financial Risk Management, Vol. IX, No. 2, June 2012, pp. 40-58.
2. Dilip Kumar, Correlations, Return and Volatility Spillovers in Indian Exchange Rates, Global Business Review, Vol 15, No. 1, March 2014.
3. Dhaneesh Kumar T K and P K Sudarsan, “ Rupee Volatility and Its Impact on the Macroeconomic Variables of India”, The IUP Journal of applied Economics, Vol XIV, No. 4, October 2015, pp 27-41
4. Rajdeep Singh, Manjit Singh, Kanwaljeet Singh, Prabhjot Kaur, “ Reexamining the Nexus Between Nominal and Real Effective Exchange Rates in India: An Application of Autoregressive Distributed Lag model”, The IUP Journal of Applied Finance, Vol. 33, No. 3, April 2017, pp 42-60.

