

BHARATHIAR UNIVERSITY: COIMBATORE-641 046
MBA-INTERNATIONAL BUSINESS (CBCS Pattern)
(For the students admitted from the academic year 2019-20 onwards)
SCHEME OF EXAMINATIONS – CBCS Pattern

Course Title	Ins.hrs / week	Examinations				credits
		Dur. Hrs.	CIA	Marks	Total	
SEMESTER –1						
Management Principles & International Business Environment	4	3	25	75	100	4
Organisational Behaviour	4	3	25	75	100	4
Managerial Economics in Indian & Global Context	4	3	25	75	100	4
Financial & Management Accounting	4	3	25	75	100	4
Quantitative Methods for Management	4	3	25	75	100	4
Corporate Communication	4	3	25	75	100	4
*Computer Applications in Management using SAP	2					
SEMESTER –II						
Operations Management in Indian & Global Context	4	3	25	75	100	4
International Marketing Management	4	3	25	75	100	4
Financial Management in Global Perspective	4	3	25	75	100	4
International Human Resource Management	4	3	25	75	100	4
Quantitative Techniques	4	3	25	75	100	4
Research Methods for Management	4	3	25	75	100	4
*Computer Applications in Management using SAP	2	3	40	60	100	4
SMESTER – III						
International Trade Practice, Procedure & Documentation	4	3	25	75	100	4
Management Information System	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
**Summer Placement Project Report & Viva-Voce **					100	4
SEMESTER – IV						
Strategic Management - Indian & Global Context	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
TOTAL					2500	100

* The Course will be taught during I and II Semesters and exam only in II semester **

Marks for Project Report & Viva-Voce – External – 80% & Internal – 20%

The Course Regulations, Teaching Pedagogy and Evaluation for MBA – International Business is similar to the MBA (Full time) regulations of the Bharathiar University.

MBA – International Business (CBCS Pattern)
LIST OF ELECTIVES (2019 - 2020 onwards)
Dual Specialisation System
Students can choose any four in each semester

III Semester (Students can choose any four)	IV Semester (Students can choose any four)
MARKETING	MARKETING
1. Global Consumer Behaviour 2. Retailing & Services in International market	1. Digital Marketing 2. Brand Management
HUMAN RESOURCE	HUMAN RESOURCE
3. Managing Interpersonal Effectiveness 4. HRD Practices – Indian & Global perspective	3. Organisational Dynamics 4. Strategic Human Resource Management
FINANCE	FINANCE
5. Financial Services 6. India’s Foreign Trade and Legislation	5. Foreign Exchange Management 6. Global Mergers & Acquisitions
LOGISTICS	LOGISTICS
7. International Shipping & Logistics Management 8. Logistics and Supply Chain Management	7. Air Cargo Management 8. Warehousing and Inventory Management

Summer Placement Project – At the end of Semester II, the Students shall take up the summer placement project for a period of minimum of 6 weeks in an Organization and shall carry out a research in any of the related fields of International Business. The Viva voce examination will take place during the end of third semester.

SEMESTER I

1.1 MANAGEMENT PRINCIPLES AND INTERNATIONAL BUSINESS ENVIRONMENT

OBJECTIVE: To enable the students to learn the basic principles, concepts and functions of Management and to introduce students about the current scenario of International business environment.

UNIT I

Management – Meaning, Definition - The Evolution of Management Thought - Principles of Management – Role of Managers - Management and Society :- The External Environment, Social Responsibility and Business Ethics – Modern Management practices.

UNIT II

Planning Process - Objectives , Strategies, Goals and Policies - Decision Making – Methods - Skills. Organizing – Organizational Structure: Departmentation - Line/Staff Authority and Decentralization – Organizational structure of Traditional Vs Multinational Corporations.

UNIT III

Co-ordination & Controlling - Motivation – objectives - Leadership – Traits - Communication – Technological developments - The system and process of Controlling – Different Control techniques and Information Technology.

UNIT IV

International Business Environment – Pre and Post Globalisation – Global Economic changes after Liberalisation - Macro Environment and Micro Environment Analysis – Technology, Economic and Legislative changes – impact in economic growth and development.

UNIT V

Social and Cultural Environment: Culture – Language - Aesthetics - Colour, Design, Music, brand names, education, religion-attitude and values. Comparison of various business cultures- Western, Eastern, Middle East Countries Culture - Business mannerism.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Koontz & Weirich, Essentials of Management, 2016, 10/e, Tata McGraw Hill.
2. VSP Rao & V Hari Krishna, Management: Text and Cases, Excel Books, 1/e, 2009
3. James A.F. Stoner, Edward R. Freeman & Daniel R. Gilbert, Management, 6/e, 2009 Pearson
4. Robert Krcitner & Charlene Cassidy, 2012, 12/e, Cengage Learning
5. Weirich & Koontz, Management - A Global perspective, 10/e, Mc Graw Hill.
6. Robbins.S.P, Fundamentals of Management, 2015, 12/e, Pearson.
7. Daniels, D. & Radebangh. H, International Business, 15/e, Pearson Education Asia, New Delhi.
8. Griffin & Pustay, International Business, 2014, 8/e, Pearson Education Asia, New Delhi.
9. Subba Rao, International Business, Text & Cases, 2014, 4/e, Himalaya, Mumbai
10. Schaffer, Filiberto Agusti & Lucien J Dhooge, International Business Law and its environment, 2016, 10/e, Thomson

1.2 ORGANISATIONAL BEHAVIOUR

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To enable the students to understand the basics of individual behaviour and organizational behavior and help them to modify their personality traits which will equip them for better work - place relationships.

UNIT I

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisational Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

UNIT II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of Management ethics. Perception - process, selection, organisation errors, managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT III

Stress - nature, sources, effects, influence of personality, managing stress. Conflict - management, levels, sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour: linking teams and groups, Stages of development, Influences on team effectiveness, team decision making, Issues in managing teams.

UNIT IV

Organisational change - managing planned change, Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

UNIT V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, differences between countries, the challenges of work force diversity and managing diversity - Cases.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Robbins.S. Organisational Behaviour, 15/e, Prentice-Hall, India.
2. Helliregal Slocum, Woodman, Organisational Behaviour, 9/e, Thomson learning.
3. Umasekaran, Organisational Behaviour, 2/e, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, 8/e, Prentice Hall.
5. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
6. McShane & Glinow, Organisational Behaviour, 2018, 8/e, Tata McGraw Hill.
7. Harris & Hartman, Organisational Behaviour, 2003, Jaico

1.3 MANAGERIAL ECONOMICS IN INDIAN AND GLOBAL CONTEXT

OBJECTIVE: To emphasize the influence of micro and macroeconomics on managerial decision making in Indian and Global context and to provide knowledge on the economic perspective of the International market.

UNIT I

Managerial Economics – meaning - International Framework of Managerial Economics - Managerial Economics and business decision making – Role of Managerial Economists - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions -Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III

Market structure - characteristics - Pricing and Output decisions – Domestic market structure and performance in Global markets – Changes in the Global Market Structure - methods of pricing - differential pricing - Government intervention and pricing – International Price discrimination and dumping.

UNIT IV

Profit - Meaning and nature - Profit Methods - Profit planning and forecasting - Cost - volume profit analysis – FDI and investment decisions - Risk and Uncertainty in Managerial Decision making.

UNIT V

National Income Methods - Business cycle Stages - inflation and deflation - balance of payments – Developments in the pattern of trade – Exchange Values and Currency devaluation. International institutions – IMF and IBRD – WTO – Trade Blocs and Monetary units.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES:

1. Joel Dean, Managerial Economics, 3/e, Pearson
2. Rangarajan, Principles of Macro Economics, 5/e, Tata McGraw Hill.
3. Atmanand, Managerial Economics, 7/e, Excel, 2001.
4. Athmanand.R., Managerial Economics, 7/e, Excel, 2002, New Delhi.
5. Mankar.V.G, Business Economics, 1999, Macmillan, Business Book.
6. Dominick Salvatore, Managerial Economics in a Global Economy, 7/e 2011
7. Dominick Salvatore, Managerial Economics – Principles and worldwide Applications, 2016
8. Dr.H.L Bhatia, International Economics, Vikas.

1.4 FINANCIAL AND MANAGEMENT ACCOUNTING

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE : To enable the students to learn the basic functions, principles, concepts and application of accounting in management and applications.

UNIT I

Financial Accounting - Definition - Accounting principles - Concepts and conventions - Trial Balance – Final Accounts (problems) - Depreciation methods - Straight line method, Written down value method, Sinking fund method.

UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems) - Dupont analysis.

UNIT III

Fund Flow Statement - Statement of changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems.

UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

Note: 80% of the questions shall be problems, 20% of the questions shall be theory based.

REFERENCES:

1. R.L. Gupta and Radhaswamy, Advanced Accountancy, Sultan Chand Publishers
2. Khan and Jain, Management Accounting, 7/e, Tata Mc Graw Hill
3. S.N. Maheswari, Management Accounting, Vikas Publishing
4. Antony and Recece, Management Accounting, Mc Graw Hill
5. J. Batty, Management Accounting, 2/e, Macdonald & Evans, London.

1.5 QUANTITATIVE METHODS FOR MANAGEMENT

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To enable students to acquire the knowledge of mathematics and statistics and their applications in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization.

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications.

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

Note: 80% of the questions shall be problems, 20% of the questions shall be theory based.

REFERENCES:

1. Richard L Levin & David S Rubin, Statistics for Management, 4/e, Pearson Education, Canada
2. SP Gupta, Statistical Methods, 6/e, Sultan Chand and Sons
3. RP Hoods, Statistics for Business and Economics, 2/e, MacMillan India Limited
4. David M. Levin, Timothy C. Krehbiel and Mark L. Berenson, Business Statistics: A First Course, 3/e, Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 7/e, Irwin McGraw-Hill

1.6 CORPORATE COMMUNICATION

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

UNIT I

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

UNIT II

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations.

UNIT III

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

UNIT IV

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

UNIT V

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Scot Ober, Contemporary business communication, 2007, 7/e, Cengage learning
2. Lesiker & Flat , Basic Business communication. 10/e, Tata Mc Graw Hill.
3. Rajendra Pal and Korlahalli, Business Communication, 12/e, Sultan Chand and Sons
4. Jaishri Jethwaney, Corporate Communication, 2/e, Oxford University Press
5. C.S.G. Krishnamacharyulu, Business Communication, 2016, 1/e, Himalaya publishing house.

7. COMPUTER APPLICATIONS IN MANAGEMENT USING SAP

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To introduce the concepts of information technology and their applications in management decision making.

UNIT I

Components of a Computer - Hardware and Software – Operations Systems – Directories and File properties.

MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT

WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

UNIT II

EXCEL – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts. Excel Function – Mathematical, logical, Lookup & Reference, Financial, statistical and other functions. Rudimentary data analysis - sort, filtering, conditional formatting and Pivot tables etc.

UNIT III

POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying , hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

UNIT IV

TALLY – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

UNIT V

ERP & SAP : Introduction – Need for ERP – Advantages – Major ERP Packages – SAP: Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects – Managing SAP Application.

Note: Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above-mentioned topics with more emphasis on EXCEL to develop simple business applications.

REFERENCES:

1. OFFICE 2000 Complete, BPB Publications.
2. Windows 98 Complete, BPB Publications
3. Jane Calabria and Dorothy Burke, Windows 98 6 in one, PHI
4. Ed, Bott, Using Microsoft Office 2000, PHI
5. Murthy, C S V, Enterprise Resource planning (ERP) Text and case studies , HPH
6. George Anderson, Danielle Larocca, Teach yourself SAP in 24 hours, Pearson Education

2.1 OPERATIONS MANAGEMENT IN INDIAN & GLOBAL CONTEXT

OBJECTIVE : To focus on key analytical methods and provide practical insight for Operations Management in Indian & Global context.

UNIT I

Operations Management – Meaning – importance – Domestic & International Production & Operation Management Systems – Functions of OM – types of production systems- POM Strategies in India and in International Organizations - Challenges of OM in an International Environment.

UNIT II

Product design and process selection – Evaluation and Selection of appropriate - Technology & Automation in Manufacturing & Design – Across American, Europe & Asian Continents. Product Design and process selection -- Types of layout – analysis and selection of layout – Product and / or Process layout, Systematic layout planning – CRAFT, ALDEP, CORELAP - Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III

Production planning and control – meaning – functions – aggregate planning – Production Scheduling for International Competitiveness – Master Production Schedule (MPS) – Material Management and Planning – MRP – BOM – CRP – ERP - Business Process Re-engineering - Total Productive Maintenance (TPM).

UNIT IV

Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V

Total Quality Management Concept - Statistical Quality Control for Acceptance, Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept - KAIZEN.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

Note: 40% of the questions shall be problems, 60% of the questions shall be theory based.

REFERENCES :

1. Everest E Adam & Ebert, Production and Operations Management, 5/e, PHI publication
2. Joseph G Monks, Operations Management (Theory and Problems), 3/e, McGraw Hill Intl.
3. S N Chary, Production and Operations Management, 5/e, Tata McGraw Hill Publications
4. Pannerselvam Production and Operations Management, 3/e, PHI
5. Lee J. Krajewski and Larry P. Ritzman, Operations Management: Process and value Chains, 7/e, PHI, 2007
6. Hunawalla and Patil, production and Operations Management, Himalaya.
7. Jack R Meredith, Scott M Shafer, Operations and Supply Chain Management for MBAs 6/e, Wiley.

2.2 INTERNATIONAL MARKETING MANAGEMENT

OBJECTIVE: To enable the students to the field of Marketing by understanding marketing concepts and systems by emphasizing on Indian and International Marketing Strategies.

UNIT I

Marketing Concepts - Defining and delivering customer value proposition - Value chain - Delivery network, International Marketing - Framework & Challenges in Marketing environment - Changes in Marketing practices in International Market. Global Strategic Marketing planning.

UNIT II

Buyer Behaviour in cross cultural context, Market Segmentation and Targeting, Product life cycle strategies, New product development, Product Mix and Product line decisions, Price setting - objectives, factors and methods, Price adapting policies, Quality and Price discrimination - Initiating and responding to price changes.

UNIT III

Marketing Channel system - Functions and flows; Channel design, Channel Management - Selection, Training, Motivation and evaluation of channel members; Distribution Channels in International Markets - Channel dynamics - VMS, HMS, MMS.

UNIT IV

Integrated Marketing Communication process and Mix; International Advertising programs & Sales promotion for Foreign Markets. International Formats, Features and trends in IMC Mix, Direct Marketing, Telemarketing; Sales force objectives, structure, size and compensation – Neuro Marketing in Advertising, Packaging and Retail displays.

UNIT V

Identifying and analysing competitors in Global context - Designing competitive strategies for leaders, challengers, followers and nichers. CRM and Customer database – Marketing analytics - Digital and Social Media Marketing. Branding and retailing in international markets.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Philip Kotler, Marketing Management, Pearson Education, 15/e, 2016, Northwestern University, Kevin Lane Keller, Dartmouth College
2. Rajan Saxena, Marketing Management, 2009, 4/e, Tata McGraw Hill
3. VS Ramasamy & S. Namakumari - Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context , 2009, 4/e, Macmillan India, 4/e, 2009
4. Marketing Management: A South Asian Perspective, 2012, 14/e, Pearson Education
5. Philip Kotler and Kevin Lane Kotler, Basic Marketing, Perreault and McGarthy, 2002, 14/e, Tata McGraw Hill
6. R. Ramphal and Gupta, Case and Simulations in Marketing, Golgatia, Delhi.
7. R.Srinivasan, Case Studies in Marketing, 2016, 4/e, PHI.
8. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases, 2009, 14/e, Tata McGraw Hill, New Delhi
9. Warren J. Keegan, Global Marketing, 6/e Pearson Education.

2.3 FINANCIAL MANAGEMENT IN GLOBAL PERSPECTIVE

OBJECTIVE: To enable the students to understand the basic financial concepts and functions, along with exposure to International Finance.

UNIT I

Financial Management – Meaning, Objectives and Decisions – Recent developments in Global Financial Markets – Domestic Vs International Financial Management - Risk-Return relationship- Time value of money concepts – An introduction to Indian Financial System - Valuation of Bonds and Shares.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting - International Capital Budgeting for Projects – Objectives and issues.

UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - Operating Leverage - Financial Leverage - problems. Global cost and availability of capital – Risks and imperfections in the Market.

UNIT IV

Capital Structure of a Multinational Corporation – Benefits in post liberalized era - Theories of Capital structure - Net Income and Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy. Working Capital Management – Importance & Forecasting requirements. Cash & Receivables Management.

UNIT V

IFM Environment : MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system - The balance of payments and international economic linkage.

REFERENCES:

1. Alan C. Shapiro Multinational Financial Management, 10 /e, Wiley India
2. Eun / Resnick International Financial Management, 7/e, Tata Mc Graw hill
3. Levi .D Maurice International Finance, 7/e, Mc Graw Hill, New Delhi 2008.
4. Prasanna Chandra, Financial Management–Theory & Practice, 9/e, Tata McGraw Hill, New Delhi (1994)
5. B. J Campsey, Eugene F. Bigham, Introduction to Financial Management, 3/e, The dryden Press.
6. I.M.Pandey, Financial Management, 11/e, Vikash Publishing, New Delhi.

2.4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE : To sensitize students the mechanics of International Human Resource Management.

UNIT I

HR and global business challenge –Meaning of HR- the differences between domestic and international Human Resources – IHRM across cross cultures.

UNIT II

International HR Planning: - The role of cultural understanding – Culture and HR functions in a global subsidiary - Recruitment and Selection – Staffing policies, approaches, Selection criteria – HR Outsourcing in Global Companies – Performance Management of international employees.

UNIT III

Training needs and methods – approaches to training - Integrating business strategy with international training & development. Compensation – various approaches – factors affecting compensation systems - Benefits – Compensation for Expatriates and Repatriates.

UNIT IV

International labor relations – key issues, various agreements - International labour Organisation - repatriation: process, problems and solutions. MNC'S and HR Policies.

UNIT V

Human Resources practices and programs adopted in USA, EUROPE, Japan, and Asian countries. Laws related to immigration of people. International contract Laws related to HR. – International Labour disputes and settlement mechanisms.

REFERENCES:

1. Dowling Peter J, Marion Festing, Allen D. Engle, International Human Resource Management, 2015, 6/e, New Delhi, Cengage Learning.
2. Randal Schuler & Susan Jackson. 2003, 1/e, Managing Human Resources in Cross-Border Alliances, Rutledge Taylor & Francis Publication
3. Arun Varma & Pawan Budhwar, Managing Resources in Asia-Pacific. 2013, 2/e, Routledge Taylor & Francis Publication
4. Paul Sparrow, Chris Brewster and Chulchung, 2016, 2/e, Globalizing Human Resource Management, Rout ledge Taylor & Francis Publication
5. Aswathappa K &Sadhana Dash, International Human Resource Management, 2013, 2/e, Tata McGraw Hill, New Delhi.
6. Dessler, Gary & Varkkey, Biju, Human Resource Management, 2016, 14/e, Pearson Education, New Delhi.
7. Edwards, Tony & Chris Rees, International Human Resource Management, 2013, 1/e, Pearson Education, New Delhi.
8. Aswathappa,K. Human Resource Management: Text and Cases, 2017, 8/e, McGraw Hill, New Delhi.

2.5 QUANTITATIVE TECHNIQUES

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To enable the students to learn the techniques of Operation Research and understand their applications in business management.

UNIT I

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model.

UNIT V

Simulation – types of simulation – Monte Carlo simulation – simulation problems.

Decision Theory – Pay off tables – decision criteria – decision trees.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

Note : 80% of the questions shall be problems, 20% of the questions shall be theory based.

REFERENCES :

1. Hamdy A Taha, Operations Research, An Introduction, Pearson.
2. Kanti Swarup, Gupta And Man Mohan, Operations Research, 4/e, Prentice Hall of India
3. J.K. Sharma, Operations Research , 7/e, Macmillan Indian Ltd.
4. R. Panneerselvam, Operations Research, PHI
5. Fredrick S Hillier and Herald J Lieberman, Operations Research, Concepts and cases, 7/e, Tata Mc Graw Hill
6. Ronald L. Rardin, Optimization in Operations Research, 6/e, Pearson Education
7. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, Quantitative Techniques for Managerial Decision, 4/e, Prentice Hall of India

2.6 RESEARCH METHODS FOR MANAGEMENT
(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To acquaint the students with methodology of research and its application in managerial decision making.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance - Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis - factor, cluster, MDS, Discriminant analysis. (no problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using tables, charts and diagrams – Appendix - norms for using index and bibliography.

REFERENCES:

1. Rao K.V. Research methods for management and commerce, 2012, sterling
2. Zikmund, Babin, Carr, Griffen- Business Research Methods, 9/e, Cengage Learning
3. Kothari C.R, Research methodology, Methods and Techniques, 2004, 2/e, New age International publishers.
4. Donald R. Cooper and Pamela S.Schindler, Business Research Methods, 2015, 12/e, Tata McGraw Hill.
5. Uma Sekaran, et.al, Research Methods for Business, 2016, 7/e, Wiley Publications.

Note : 80% of the questions shall be theory based 20% of the questions shall be problems.

SEMESTER III CORE PAPER

3.1. INTERNATIONAL TRADE PRACTICE, PROCEDURE AND DOCUMENTATION

OBJECTIVE: To make the student understand the International Trade practices and documentation process.

UNIT I

Globalization and its Impact on Trade development - Market, Industry, Quality of Products and Services & Competition. - Regional Economic Cooperation - Evolution of WTO and Its Different Agreements - Subsidies: Types of Subsidies and Its Role in International Trade. Dumping practices and preventive measures.

UNIT II

International Trade Procedures : Import & Export process – Licensing – Generation of Foreign enquiries, Order confirmation - Scrutinizing export order, – Export Finance - Competent authorities in an export trade process – Terms of Payment - Terms of Trade – INCO terms – Forex – Currencies & Exchange rates.

UNIT III

Export costing - Export Pricing – Influencing factors – forms of export pricing and methods. Export Packaging, Packing and Marking - Preparation of pre shipment documentation - Inspection of Export Consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty drawbacks.

UNIT IV

Shipment & Shipping documents – Export documentation – Import documentation – clearance of import goods - Complicated problems in shipments & negotiation of Shipping

documentations - Corporate Marketing Strategies - 100% EOU & Free trade zone - Deemed Export, Export processing zones – special economic zones.

UNIT V

Introduction to DGFT & its Role - EXIM policy - Customs Act - other acts relating to export/import - formalities for commencing - customs formalities - duty drawback procedure – Export Promotion councils.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. C Ramagopal, Export Import Procedures- Documentation and Logistics, 4/e, New Age Publishers
2. P K Khurana , Export Management
3. Justin Paul & Rajiv Aserkar., Export Import Management
4. M K Venugopalan, A Handbook on Export Import Trade and Documentation, 4/e, Sara Book Publication
5. Dr. Khushpat S. Jain, Apexa V Jain, Foreign Trade - Theory, Procedures, Practices and Documentation 8/e, 2019 Himalaya Publishing.

SEMESTER III CORE PAPER

3.2 MANAGEMENT INFORMATION SYSTEM

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To study the foundation of Management Information System and familiarize the students with the latest concepts in MIS.

UNIT I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

UNIT II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

UNIT III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

UNIT IV

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

UNIT V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES:

1. James A O'Brien, Management Information Systems, 7/e, Tata McGraw Hill
2. Effy Oz. Management Information Systems, 6/e, Cengage Learning
3. Kenneth C Laudon and Jane P Laudon, Management Information System, 15/e, Pearson
4. Waman S Jawadekar, Management Information System Text and cases, 2009, 4/e, Tata McGraw-Hill
5. R.Srinivasan, Strategic Management, 2014, 5/e, Prentice Hall of India
6. M.Senthil, Management Information System

FOURTH SEMESTER CORE PAPER

4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT (The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

UNIT I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process - Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

UNIT II

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain -identifying critical success factors - to identify the strength & weakness - SWOT audit – core competence - Stockholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy : Planning and evaluation :Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D. Little's Life-cycle approach to strategic planning - Business portfolio balancing -Assessment of economic contribution of strategy - Strategic funds programming.

UNIT V

Strategy implication & Control :Various approaches to implementation of strategy – Matching organisation structure with strategy - 7S model - Strategic control process -

Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M. Porter's approach for Globalisation - Future of Strategic Management.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Pearce & Robinson, Strategic Management, 2017, 12/e, All Indian Travellers N D.
2. A.C.Hax and NS Majifu, Strategic Management: An Integrative Perspective, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, Strategic Management: Formulation, Implementation and Control, 2007, 9/e, Tata McGraw Hill
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, 2/e, Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, 2/e, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, 8/e, Pearson.
9. Jauch.L., Rajive Gupta & William. F. Glueck, Business Policy and Strategic Management, 2010, 5/e, Frank Bros & Co.,.
10. Fred R. David, Strategic Management Concepts & Cases, 14/e, Pearson.
11. R. Srinivasan, Strategic Management, 2014, 5/e, Prentice Hall of India, New Delhi

III SEMESTER HR ELECTIVE

1.MANAGING INTERPERSONAL EFFECTIVENESS

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To understand self and personality development by integrating the course with exercises and experiential learning.

UNIT I

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and strategies, Self monitoring, Impression management.

UNIT II

Communication and language, models of oral communication- Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity, Interpersonal Communication – Barriers - ways of overcoming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesics, Body language, Deception, and Detecting deception.

UNIT III

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression, Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion, Being assertive with oneself - cutting, rewriting, editing, enhance individual assertiveness.

UNIT IV

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

UNIT V

Counseling - Introduction - other interventions - steps, Elements of Counseling - Counseling in organizations, Training for Counseling. Anxiety and stress, an introduction to NLP, Emotional Intelligence.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Venkatapathy. R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA, 1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, 2005, 6/e, PHI

III SEMESTER HR ELECTIVE

2. HRD PRACTICES – INDIAN AND GLOBAL PERSPECTIVE

OBJECTIVE: To understand the processes of developing Human Resources in an organization in Indian and Global perspective.

UNIT I

Human Resource Development – Meaning – Significance – HRD Dynamics- Subsystems - Analysing the Role for Development – Job design/job redesign – Job Enrichment - Quality of Working Life - Role Efficacy, HRD Climate in cross cultural context- HRD in Indian and Global organizations.

UNIT II

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development – Job description – KPA and Competency Mapping. Potential Appraisal - Training and Learning in different cultural context.

UNIT III

Performance appraisal - Incentives & Compensation Package in Indian and Global context – Employee Empowerment.– Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms - Career Planning, HR Challenges & Opportunities - Multi cultural orientation to employees.

UNIT IV

Change Management Model – Building Change capability - Leadership and Change – Diversity of Learning and Effectiveness within Groups and Organizations – HR to develop Global Organisational Learning Systems, Organisational Development, HRD Audit.

UNIT V

Global HR issues in Management of Human Resources, HR related issues in Mergers and Acquisitions, Global HR trends and future challenges, Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM.

REFERENCES:

1. Udai Pareek, Rao T V. Designing and Managing Human Resource Systems, 2012, 3/e; New Delhi: Oxford & IBH Publishing Co.
2. Rao, T.V. HRD Audit - Evaluating the Human Resource Function for Business Improvement, 2008, 1/e, New Delhi: Response Books
3. Werner, M., John, Desimon, L., Randy Human Resource Development, 2016, 6/e, New Delhi: Cengage Learning
4. Punnett Betty Jane, International perspectives on Organizational Behavior and Human Resource Management, 2013, 3/e, M.E. Sharpe publisher
5. Monir Tayeb, International HRM, 2011, 1/e, Oxford University Press
6. Dowling & Welch, International HRM: Managing people in multinational context, 2006, 4/e, Cengage Learning, New Delhi
7. C.R. Greer, Strategic Human Resource Management, 2012, 2/e, Pearson Education.

III SEMESTER FINANCE ELECTIVE PAPER

3.FINANCIAL SERVICES

(The Syllabus is as per the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To familiarize the students on the latest trends in financial services.

UNIT I

Merchant Banking - Functions – Categories of merchant bankers- Modes of raising capital from Domestic and foreign markets - Raising short term funds - Recent developments in the capital markets - SEBI guidelines on Obligations & responsibilities of Merchant bankers- Merchant banking in India. NBFCs Types of activities of NBFC's - Regulation of NBFCs in India.

UNIT II

Hire Purchase - Concept - evaluation of Hire Purchase Proposals. Leasing - overview - tax aspects - Lease Accounting - Types of leases – Benefits of leasing- Rights & Obligations of Lessor & Lessee - Evaluation of leasing proposals.

UNIT III

Mutual funds – operations-types- performance measure of a mutual fund - regulation - SEBI guidelines for mutual funds.

UNIT IV

Other financial services. Venture Capital - Bill Discounting - Factoring - credit rating - Asset securitization – Securitisation in India - Depositories Role of depositories in the capital market.

UNIT V

Mergers and Acquisitions - SEBI code on Take-overs - Business Failures and reorganizations. Case Analysis, Review of relevant articles.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Dr.R.Shanmugam, Financial Services, 2/e
- 2.M.Y.Khan, Indian Financial Systems. 8/e
3. K.Sriram, Hand Book of Leasing Hire Purchase & Factoring.
4. R.M.Srivastava, Indian Financial System.
5. Rajas Parashine and Ashok Kumar, Introduction to Lease Financing.
6. T.Sundar Rajan, Merchant Banking.
7. L.M.Bhole, Financial Institution & Markets, Structure growth and Innovation. 6/e, Mc Graw Hill
8. Habel J.Johnson, Financial Institution & Markets.
9. Dr.J.C.Verma, Mutual Funds & Investment Portfolio.
10. Nalini Prava Tripathy, Financial Instruments and Services, 1/e, Prentice Hall of India, New Delhi.

III SEMESTER FINANCE ELECTIVE PAPER
4. INDIA'S FOREIGN TRADE AND LEGISLATION

OBJECTIVE: To familiarize students with the knowledge on India's Foreign Trade Policy and regulations.

UNIT I

History Foreign Trade – Foreign Trade Policy – Legal Framework – Features, provisions and amendments - New Foreign trade policy – Legislations and Regulations.

UNIT II

Legal framework of India's Foreign Trade – The Foreign Trade Development and Regulation Act (1992) – Import and Export (Control) Act (1947) – Foreign Trade Regulation Rules (1993) – Foreign Trade (exemption from application of rules in certain cases) order 1993 – FEMA – Regulations and trade developments in India.

UNIT III

Notification under Foreign Trade (development & regulation) Act 1992 – Regulatory environment of International Business – Exchange control regulations in India.

UNIT IV

Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc.,

UNIT V

Law of product liability – Laws relating to customs practices and procedures – International trade disputes & settlement mechanisms – Carriage of goods by sea, air and over road.

Note: Question paper shall cover 100% Theory

REFERENCES:

1. Elements of Mercantile Law by N.D. Kapoor, 34/e
2. International Marketing, Analysis and Strategy by Sakonkvisit and Shaw
3. International Trade and Export Management by Francis Cherunilum. 20/e, Himalaya publishing house.
4. International Trade by M.L. Varma, 4/e

5. Export Management by T.A.S. Balagopal, 22/e
6. Bhagvati J, International Trade, Penguin Books, 2007.

III SEMESTER MARKETING ELECTIVE PAPER

5. GLOBAL CONSUMER BEHAVIOUR

OBJECTIVE: To provide insights on how the cultural, social, personal and psychological factors influence the consumer behaviour and decision making process in an international perspective.

UNIT I

Global Consumer Behaviour and Marketing Strategy, Changing Consumer Characteristics from local to Global. Market segmentation Consumer Research Paradigm - Online buyer behavior. Buying Decision process - Diffusion and Innovation in Global markets.

UNIT II

Learning - high and low involvement strategies, Predicting Impulsive and Rationality in buying behaviour.

Perception - Process, Elements - Perception and n decisions - Perception of Indian brands among Global customers – MNC brands among Indian customers.

UNIT III

Motivation - Nature, motivational strategies, theories and their relevance in international market – Changes in consumer needs in need hierarchy.

Personality – Psycho analytical - neo - Freudian and social approaches to personality understanding consumer diversity across culture, Brand personality and traits.

UNIT IV

Attitude formation & change across different cultures and Countries - strategies of attitude change, cognitive dissonance, attribution, Groups - types, Celebrities, Family and Social groups, Family decision-making and consumption - related roles, Family life cycle and changes in consumer needs.

UNIT V

Culture- Nature - Characteristics - Evaluation, Sub-cultures – Nationality, Race, age, geographic, Regional and Sex, Sub- cultural interaction.

Cross culture : International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation – Positioning confusions – undertaking differences.

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES :

1. Kurder, Consumer Behaviour, Pearson.
2. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, Pearson.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, McGraw Hill.
Ingel, Roger & Blackwell, Consumer Behaviour.
4. Samli, A. Coskun, International Consumer Behavior in the 21st Century, 2013 Springer

III SEMESTER MARKETING ELECTIVE PAPER
6. RETAILING & SERVICES IN INTERNATIONAL MARKET

OBJECTIVE: To analyze the role of the retailing in marketing and comprehend the challenges faced by retailer in the International Market. To bring out the special characteristics of services as compared to goods and identify the marketing practices ideal for services.

UNIT I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Retail Structure - Retail brand management- positioning, personality. Electronic Retailing.

UNIT II

Retail layout and location – India and Global Retailing: Retail location decisions - Trading area analysis - Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays – Comparison with global retail stores. Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy. IMC Mix in Retail Promotion.

UNIT III

Services Marketing - meaning - nature of services - Types and importance - Relationship marketing - Mission, strategy, elements of design, marketing plan - market segmentation – Indian and Global Services – Differentiation Strategies.

UNIT IV

Marketing mix decisions:- unique features of developing, pricing, promoting and distributing services - Positioning and Branding of services - quality of service industries & current challenges among developing and developed nations.

UNIT V

Marketing of Services:- Emerging Service Products - Perspectives of Tourism, Travel and Hospitality services – Healthcare – Domestic and International Airline – Online and Electronic based services –. Financial Services – Current trends in Global Service Industry

REFERENCES :

1. Berman and Evens. Retail Management, 13/e, PHI
2. David Gilbert. Retail Management, Financial Time /Prentice Hall. 2/e
3. Gibson Vedamani. Retail Management, 4/e, Jaico Books.
4. S.M. Jha, Services Marketing, 2017, Himalaya Publishing Company.
5. Ravishankar. Services Marketing, Indian experiences - South Asia Publication
6. Ziethaml & Bitner. Services Marketing: Integrating Customer Focus across the Firm, 2017, 7/e.

III SEMESTER LOGISTICS ELECTIVE PAPER
7. INTERNATIONAL LOGISTICS AND SHIPPING MANAGEMENT

OBJECTIVE: To equip the students with the knowledge of logistics and fundamentals of shipping in an international perspective.

UNIT I

International logistics - Definition, Evolution of international logistics - components of international logistics – international laws related to logistics and transportation of goods – Challenges of Logistics and Shipping in international trade.

UNIT II

International commercial documents in transportation - invoices, export / import documents - International insurance- risk management- marine insurance policies-- airfreight policy- Lloyd's principles- commercial credit insurance – ECGC – Role and functions.

UNIT III

International Shipments – Marine – types of vessels - volume and value of trade- world tonnage- constraints Flags, conferences, chartering, Baltic exchange, UN convention on liner code of conduct – Package methods and essentials.

International air transportation – types of aircrafts - Air Cargo handling – Types of air cargo- Air Cargo Tariff Structure.

UNIT IV

International logistics infrastructure - Transportation infrastructure – Container – Size — Modernisation and Digitalisation of Ports – Loading and unloading technologies during transport and in Transportation, Shipping Port and Airport. Warehousing – Location, Size, Cost – Management.

UNIT V

Indian Shipping - Ports in India – Most Traffic Ports of the World - Govt. Policy - Port Infrastructure development, Major Indian Shipping Companies, Shippers association, shipment of Govt. Controlled Cargo.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES:

1. Krishnaveni Muthaiah, Logistics Management and World Sea borne trade, 6/e, Himalaya publishing House
2. Pierre David, International Logistics
3. Paul Murphy, Donald Wood, Contemporary Logistics, 3/e, Prentice Hall
4. Pierre David, International Logistics, 2003, Wiley; 1 edition

III SEMESTER LOGISTICS ELECTIVE PAPER
8. LOGISTICS AND SUPPLY CHAIN MANAGEMENT
(The Syllabus is as per the Bharathiar University, MBA Syllabus)

OBJECTIVE: To enrich the knowledge of the students about logistics operations and effective material handling at every level of supply chain management.

UNIT I

Development of concepts of supply chain management – concepts and definitions – strategic supply chain Management- Global Supply Chain integration – Logistics in a global economy – Regional differences in Logistics – managing global risks – issues in international supply chain management.

UNIT II

Role of Procurement in SCM – Procurement process - Supplier selection – Auctions and negotiations – Supplier Assessment – E-procurement. Outsourcing – benefits and risks
Inventory Management – Types of Inventory – Inventory Costs – Inventory management and control strategies in supply chain management.

UNIT III

Logistics and Customer value: Dimensions of customer value - Customer focused marketing – Customer service – Customer satisfaction - Customer Relationship Management. Role of Forecasting-Characteristics of forecasts - Forecasting techniques – Forecasting Accuracy-Role of IT in forecasting.

Distribution Strategies – Direct shipment, Traditional warehousing, Cross docking, Inventory pooling– Factors influencing Distribution network design -E Business and Distribution network.

UNIT IV

Coordination in Supply chain Management: Bullwhip effect- Obstacles to coordination-achieving coordination – Building strategic partnerships in Supply chain – Collaborative Planning, Forecasting and Replenishment (CPFR)– Vendor Managed Inventory (VMI) – Strategic Alliances in Supply Chain – Role of IT in Coordination.

UNIT V

Information Technology and Supply Chain Management : Information system for Logistics and SCM- DSS, Artificial Intelligence, ERP – IT Infrastructure For SCM – Electronic Commerce – Barcode – RFID.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES:

1. Donald J Bowersox, David J Closs & M Bixby Cooper Supply Chain Logistics Management, 5/e, Tata McGraw Hill
2. David Simchi-Levi Designing & Managing the Supply Chain- Concepts, Strategies and Case Studies, 4/e, Tata McGraw Hill
3. Sunil Chopra, Supply Chain Management-Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, 5/e, Pearson Education

IV SEMESTER - HR ELECTIVE PAPER**9. ORGANISATIONAL DYNAMICS**

OBJECTIVE : To enable the students to learn the practices and dynamics for Organizational Development.

UNIT I

Organizational Dynamics – Meaning, need, process – Organizations and its environment - dealing with changing environment: Technology, culture and society, markets, politics – Implementing mergers and acquisitions in global context – developing an innovative culture – need for continuous research – organizational change strategies.

UNIT II

Strategies and skills for communicating change – Leading change - personal leadership and leadership styles – leadership and team - leadership and culture – Organizational change and change resistance – Enhancing Organizational Commitment – Talent Retention Strategies.

UNIT III

Organization Development:- concepts, nature and scope of O.D : Historical perspective of O.D - underlying assumptions & values - nature of client systems : Group and Intergroup Dynamics and Organizations as Systems.

UNIT IV

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

O.D Interventions - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT V

Implementation and assessment of O.D - Assessment of O.D - Some key considerations and issues in O.D - Issues in consultant - client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D - Some Indian and global experiences in O.D.

REFERENCES :

1. Wendell L. French, Cecil H. Bell, Jr. & Veena Vohra, Organization Development, 6/e, PHI
2. French, Bell and Zawacki - Organization Development Theory, 5/e, Practice and Research Universal Book Stall,
3. Rosabeth Moss Kanter: The change Masters, 1984, 1/e, Simson & Schaster.
4. Schein, E. H. (2015). (5th edition) Organizational Culture and Leadership. Hoboken: John Wiley & Sons
5. Cummings, Thomas G. & Christopher G. Worley (C & W). Organization Development and Change. 10/e, Cengage Learning.
6. Mische, Michael A Strategic Renewal: Becoming a High Performance Organisation, 2001, Prentice Hall.
7. Ratan Raina, Change Management and Organisational Development, 2018, Sage.

IV SEMESTER - HR ELECTIVE PAPER
10. STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE: To understand how HR practices influence the strategy of an organization. To understand the relationship of HR strategy with overall corporate strategy.

UNIT I

Strategic Human Resource Management – Changes and developments in Indian and Global Organizations — Global SHRM environment - An Investment perspective of Human Resource Management - Understanding and Measuring Human Capital – Human Resource Metrics.

UNIT II

Strategic Management – Strategic role of Human Resource Management – Aligning HR strategy with corporate strategy – HR as a competitive advantage – Corporate ethics and values in SHRM.

UNIT III

SHRM - Planning – Design and Redesign of Work Systems – Impact of Technology – Change, restructuring and developments - People and Process in the Organization.

UNIT IV

Implementation of SHRM Dynamics - Staffing - Training and Development – Performance Management and Feedback – Compensation trends - Investments in training and development - Talent Management and Employee retention.

UNIT V

Business Strategy and Organizational capability - understanding competency mapping, Evaluating the effectiveness of strategic HRM – Organizational Commitment.

REFERENCES:

1. Mello, Jeffrey A. (2015). Strategic Management of Human Resources, 3/e; New Delhi: Cengage Learning
2. Greer, Charles, R. (2012). Strategic Human Resource Management, 2/e; New Delhi: Pearson Education
3. Boselie, Paul (2011). Strategic Human Resource Management, 1/e; New Delhi: McGraw Hill Education
4. R.S. Schuler, SE Jackson, Strategic Human Resource Management.
5. Anuradha Sharma & Aradhana Khandakar. 2006, SHRM, An Indian Perspective, 1/e New Delhi, Response Books.

**IV SEMESTER FINANCE ELECTIVE PAPER
11. FOREIGN EXCHANGE MANAGEMENT**

OBJECTIVE: To enhance students with foreign exchange dealings both buying and selling aspects and with foreign exchange exposure..

UNIT I

Foreign exchange – Administration of Foreign Exchange – Foreign Exchange regulations and Authorities - Foreign Exchange transactions – Authorized dealers – Foreign currency accounts.

UNIT II

Foreign currency accounts – Multinational Banking - Foreign exchange market – Functions – Exchange rates – Exchange quotations – Merchant rates. Derivative Management and Foreign exchange - Risk Management: The foreign exchange market – currency futures and options market- swaps interest rate futures.

UNIT III

TT Selling rate- TT Buying rate - Forward exchange contract-Features of Forward exchange contract. Foreign exchange risk and exposure.

UNIT IV

Managing Transaction and translation exposure - Measuring and managing economic exposure. External techniques of exposure management – Internal techniques of exposure management- Inter Bank Deals- cover deals trading.

UNIT V

SWAP Deals – Arbitrage operations - Managing foreign exchange reserves - Fiscal and Monetary policies in India - Currency Devaluation – pros and cons.

Note: Question paper shall cover 80% Theory and 20% Problems.

REFERNCES:

1. Maurice. D. Levi. International Finance, 5/e
2. A.V. Rajwade ,Foreign Exchange, International Finance and Risk management, 5/e
3. Alan C. Shapiro Multinational Financial Management 8/e, Wiley India
4. Ian H. Giddy. Global Financial Markets, 1/e
5. C. Jeevanandham, Foreign Exchange Arithmetic, 16/e
6. DN Dwivedi, International Economics, Vikas, 2013.

IV SEMESTER FINANCE ELECTIVE PAPER
12. GLOBAL MERGERS AND ACQUISITIONS

OBJECTIVE: To inculcate in students on total awareness regarding mergers, acquisitions, strategic alliance and takeovers at global perspective.

UNIT I

Corporate Restructuring – Meaning – Advantages over Globalization - Merger & Acquisitions – Resistance to Organisational Change & Management Strategies - Building Value : The Global Strategic Perspective – Industry analysis and Strategy formulation – alternative Perspectives on Mergers – Formulating a Competitive Strategy - Diversification Strategy.

UNIT II

Merger - Types - Managerial and Financial Synergy – Theories of Mergers and Tender Offers. – Buyer’s preparation – Seller’s preparation – Sales Deals – due Diligence.

UNIT III

Sell Offs – Divestitures – Spin Offs – Equity Carve Outs – Restructuring – Joint Ventures – ESOPs – Going Private and Leveraged Buy Outs (LBO).- Cross - Border Acquisitions – Reasons for International M&A – Special Challenges.

UNIT IV

Strategic Alliances as an Alternative to M&A - Organizing for Acquisitions - Sources and Limits of Value Creation in M&A – Deal Structuring & Negotiation – Bid Strategies and Defense Tactics.

UNIT V

Regulation of Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Post- Acquisition Audit and Organizational Learning.

REFERENCES:

1. Sudarsanam, Sudi, Creating Value from Mergers & Acquisitions, Harlow, 2/e, PHI
2. Weston Fred J. et al, Mergers, Restructuring and Corporate control, 4/e, PHI, Delhi.
3. Ansoff, H. Igor, Corporate Strategy, McGraw Hill, New York.
4. Peter Thomas & Robert H Waterman, In Search of Excellence, 2006, Harper & Row
5. Porter, Michael E., Competitive Strategy, 1/e, The Free Press, New York.
6. Porter, Michael E., Competitive Advantage, The Free Press, New York.
7. Rock, Milton L., The Mergers and Acquisitions Handbook, 2/e, McGraw Hill

IV SEMESTER MARKETING ELECTIVE PAPER 13.DIGITAL MARKETING

OBJECTIVE: To explore the students with an overall understanding of various digital marketing platforms and use of digital technology in achieving marketing objectives.

UNIT I

E Commerce Business & Digital Marketing – Meaning – Paradigm shift - Application of E-Commerce in different Sectors – Digital Marketing trends and Challenges in E- Commerce business.

UNIT II

Business Model – E Commerce & Digital Marketing – B2B and B2C – Intelligent Agents – Mobile Commerce Online Payment – E-Security – Security Protocols – sites hacked – Internet Governance – Firewall.

UNIT III

Digital marketing - vision, mission, and goals of digital marketing –importance of digital marketing – Website design and Hosting – Search Engine Optimisation (SEO) – Blogs - Digital Marketing Channels - social media marketing – email marketing – You tube marketing – Pay per click and Search Engine Marketing.

UNIT IV

Digital Marketing and Advertising – Types of Digital promotions – Print Advertising - Display screens - Content marketing and Customization Strategies – Digital Advertising in India – Digital Marketing and understanding buyer behavior.

UNIT V

Digital Marketing Strategies and Services - Online Retail Sector – Online Financial Services – Online Travel services – Online career services – online publishing – online entertainment - consumer Protection Privacy and Information Rights – Warranties and New Products.

REFERENCES:

1. Chaffey, D., E-Business and E-Commerce Management, 2009, 4/e
2. Joseph, P.T., E-Commerce: An Indian Perspective, 2015, 5/e, PHI
3. Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, 2011, Pearson.
4. Schneider, G.P., Electronic Commerce, 2017, 12/e, Cengage Learning
5. Turban, E., King, D. and Lee, J., Electronic Commerce: A Managerial and Social Networks Perspective, 2015, 8/e, Prentice Hall
6. Turban, E., Lee, J., King, D., Liang, T.P. and Turban, D., Electronic Commerce 2015, 8/e, Pearson
7. Tracy L Tuten, Michael R Soloman, Social Media Marketing, 2/e, 2016, Sage.

IV SEMESTER MARKETING ELECTIVE PAPER 14.BRAND MANAGEMENT

(The Syllabus is similar to the Bharathiar Univeristy, MBA Syllabus)

OBJECTIVE: To highlight the role of branding and make students understand the benefits and challenges associated with it.

UNIT I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference – Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

(Case studies, Seminars and group exercises may be used to supplement the class lectures)

REFERENCES:

1. Kevin Lane Keller, Strategic Brand Management, 2012, 4/e, Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, . 2012, 5/e, Kogan Page, New Delhi
3. Harsh Varma, Brand Management, Excell Books, 2012, 3/e, New Delhi.
4. Majumdar, Product Management in India, 2007, 3/e, PHI.
5. Sengupta, Brand Positioning, 2005, 2/e, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, 2002, 2/e, Vikas.
7. Chandrasekar, Product Management, 2008, Himalaya.

IV SEMESTER LOGISTICS ELECTIVE PAPER

15.AIR CARGO MANAGEMENT

OBJECTIVE: To provide the students with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles.

UNIT I

Airport and shipment - The cargo industry and its stakeholders - Ground Handling Agencies - Aircraft - Types, Advantage of Air shipment - International Air Routes - Airports - codes - Aviation and Airline terminology.

UNIT II

Air Shipment – Procedure & Pricing - Import Documentation - Export Documentation. Air Way Bill (AWB) – Communication – Handling COD shipments – POD – Conditions of contract - Dangerous (DGR) or Hazardous goods.

UNIT III

Air cargo management - Air Cargo Console - Freightling of Air Cargo - Economies of Scale – volume / weight Cargoes. Air Cargo rates and charges. - Cargo operations- Customs clearance.

UNIT IV

Airline regulatory authorities & administration – Civil Aviation - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA - Licensing of Agencies - Sub Leasing of Agencies - freight carriers.

UNIT V

DG Cargo - DG Cargo by Air - Classification and labeling - Types of Labels according Cargo - Samples of Labels - Packing and Transportation of DG Goods by Air. Technological trends and e-cargo initiative.

REFERENCES:

1. Yoon Seok Chang, Air Cargo Management, 2015, 3/e, CRC Press.
2. Xie Chun Xun Zhu, Air Cargo Management Introduction - Aviation Logistics, Management Series (Chinese Edition), 2006, 4/e, Southeast University Press
3. Hampton Simon Taylor, Air transport logistics, 2000, 3/e, CRC Press
4. Paul, Air cargo distributions: a management analysis of its economic and marketing benefits, 1988, 2/e, Jackson and William Brackenridge (Gower Press).
5. Peter S. Smith, Air freight: operations, marketing and economics, Chu (Boston: Kluwer Academic Publishers), 3/e, 2004.
6. John Walter wood, Airports; some elements of designs and future development, Chu (Boston: Kluwer Academic Publishers), 4/e, 1981.

IV SEMESTER LOGISTICS ELECTIVE PAPER**16. WAREHOUSING AND INVENTORY MANAGEMENT**

OBJECTIVES: To enable the students to understand the concepts related to warehousing and inventory management as a major part of logistics operations.

UNIT I

Introduction to warehousing – concepts – Types – sizes - operations – need for warehousing – issues affecting warehousing – various warehousing facilities – characteristics of ideal warehouses – Technological advancements in Warehousing.

UNIT II

Introduction to inventory management – role in supply chain – Role – functions - types of inventory – Stages - WIP inventory – finished goods inventory – MRO inventories – Inventory cost.

UNIT III

Warehouse Management Systems – the necessity of WMS – Logics of determining locations and sequences – independent demand systems – managing of uncertainties in material management - distribution resource planning.

UNIT IV

ABC inventory control – managing inventories by ABC – multi – echelon inventory systems
Managing inventory in multi echelon networks – managing inventory in single echelon networks. Various approaches – distribution approaches – the true multi echelon approach.

UNIT V

Material handling systems – Introduction - Vehicle travel path (time) – Handling time – vehicle utilization – no of loads completed – congestion – Effective performance systems – Types of material handling systems – automated storage and retrieval systems - Bar coding technology and applications – Tracking system - RFID & GPS technology.

REFERENCES:

1. Stephen Frey, Gower. Management guide to efficient money saving warehousing,, 1982.
2. J P Saxena, Warehouse Management and Inventory Control, 2003, 3/e, Vikas Publication House Pvt Ltd
3. Michael Ten Hompe, Thorsten Schmidt, Springer-verlag Warehouse Management: Automation and Organisation of warehouse and order picking systems [with CDROM], 2/e, 2006.