

BHARATHIAR UNIVERSITY: COIMBATORE-641 046
M.B.A – International Business Management
 (For the CPOP students admitted during the academic year 2010-11 & onwards)
 SCHEME OF EXAMINATIONS – CBCS Pattern

Course Title	Ins.hrs / week	Examinations				Credits
		Dur.H	CIA	Marks	Total	
SEMESTER –I						
1.1. Management Principles and Practice	5	3	25	75	100	4
1.2. Organizational Behaviors	5	3	25	75	100	4
1.3. Managerial Economics	4	3	25	75	100	4
1.4. Financial and Management Accounting	5	3	25	75	100	4
1.5. Quantitative Methods for Management	5	3	25	75	100	4
1.6. Corporate Communication	4	3	25	75	100	4
1.7. Computer Applications in Management using SAP*	2	-	-	-	-	-
SEMESTER –II						
2.1. Operations Management	5	3	25	75	100	4
2.2. Marketing Management	4	3	25	75	100	4
2.3. Financial Management	5	3	25	75	100	4
2.4. Human Resource Management	4	3	25	75	100	4
2.5. Quantitative Techniques	5	3	25	75	100	4
2.6. Research Methods for Management	5	3	25	75	100	4
2.7. Computer Applications in Management using SAP* - Practical	2	3	40	60	100	4
SMESTER – III						
3.1. International Business	5	3	25	75	100	4
3.2. Management Information System	5	3	25	75	100	4
3.3. International Human Resource Management	5	3	25	75	100	4
3.4. Export – Import (Exim) Policies	5	3	25	75	100	4
3.5. Export – Import Procedures	5	3	25	75	100	4
3.6. International Marketing	5	3	25	75	100	4
3.7. Summer Placement Project Report & Viva-Voce	-	-	20	80	100	4
SEMESTER – IV						
4.1. Strategic Management : Indian Global Context	6	3	25	75	100	4
4.2. International Strategic Management	6	3	25	75	100	4
4.3. International Exim Laws	6	3	25	75	100	4
4.4. Exim Finance	6	3	25	75	100	4
4.5. International Advertisement / Marketing	6	3	25	75	100	4
TOTAL	-	-	-	-	2500	100

* The Course will be taught during I and II Semesters.

1.1. MANAGEMENT PRINCIPLES AND PRACTICE

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

1.2. ORGANISATIONAL BEHAVIOUR

Unit I

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

References :

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

1.3. **MANAGERIAL ECONOMICS**

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - 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 - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

1.4. **FINANCIAL AND MANAGEMENT ACCOUNTING**

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

References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

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

1.5. **QUANTITATIVE METHODS FOR MANAGEMENT**

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, Poisson 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

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

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

1.6 CORPORATE COMMUNICATION

Unit 1:

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 2:

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

Unit 3:

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

Unit 4:

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 5:

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.

Suggested Readings:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.7. COMPUTER APPLICATIONS IN MANAGEMENT USING SAP - PRACTICAL

Aim: To introduce the concepts of information technology and their application in management decision making.

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.

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.

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.

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.

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

Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

References:

OFFICE 2000 Complete – BPB

Windows 98 Complete – BPB

Windows 98 6 in one by Jane Calabria and Dorothy Burke – PHI

Using Microsoft Office 2000 by Ed, Bott – PHI

Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH

Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education

2.1 OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and 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.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.

8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

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

2.2 MARKETING MANAGEMENT

Unit I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

Unit II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, 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; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Unit IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.
Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.

8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.

9. Marketing Management – S.Jayachandran - TMH, 2003.

2.3 FINANCIAL MANAGEMENT

Subject Description :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of finance in management.

Objectives:

On successful completion of the course the students should have:

To learn the various functions of financial management along with the application.

To learn capital budgeting and cost of capital.

To understand capital structure, dividend policy and working capital management.

UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

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.

UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References :

1. Richard A.Brealey, Stevart C.Myers, “Principles of Corporate Finance” McGraw Hill, New York.
2. James C.Van Horns, “Financial Management & Policy” Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, “Financial Decision Making – Concepts, Problems and Cases” Prentice Hall of India (P) Ltd., New Delhi (1994).

4. Prasanna Chandra, “Financial Management–Theory&Practice”, Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press.
6. I.M.Pandey, “Financial Management”, Vikash Publishing, New Delhi.

2.4 HUMAN RESOURCE MANAGEMENT

Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Unit III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit V : Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

References:

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

2.5 QUANTITATIVE TECHNIQUES

AIM

To enable the students to learn the techniques of operation Research and resources Management and their application 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.

References :

1. Operations Research – An Introductions – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, "An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, "Optimization in Operations Research", Pearson Education

8. J. K. Sharma, “ Operations Research: Theory and Applications”, Macmillan , 1997

9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems

20% of the questions shall be theory based.

2.6 .RESEARCH METHODS FOR MANAGEMENT

Subject Description :

Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

Goals:

To familiarize the students with methodology of research and its application in managerial decision making situations.

Objectives:

On successful completion of the course the students should have:

Understood the scope and significance of research in business decisions. Studied and understood sampling techniques along with hypothesis testing. Understood various scaling techniques and measurement scales .

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 - sterling
2. Zigmund, Business Research Methods
3. Donald R. Cooper and Pamela S. Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
6. Anderson et al - Assignment and Thesis writing.
7. Uma Sekaran, Research Methods for Business, Wiley Publications.

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

3.1 INTERNATIONAL BUSINESS

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

3.2. MANAGEMENT INFORMATION SYSTEM

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.

TEXT BOOKS

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, 4th Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

3.3. International Human Resource Management

Unit 1:

How to avoid culture shock; Managing and staffing subsidiaries; Staffing Policies – Ethnocentric Approach – Polycentric Approach – Geocentric Approach.

Unit 2:

Major International HRM functions: Recruitment and selection, classifying employees, Performance Evaluation, compensation and Benefits, Training and Development, Labour relations.

Unit 3:

Selecting Expatriates – Technical Competence – Adaptiveness – Leadership[Ability; Expatriate Failure; Culture shock.

Unit 4:

Managing Expatriates – Cost of Failures, Compensation Issues, Repatriation; General country understanding; Cultural Sensitivity; Practical skills; Training gaps; Managing Repatriation.

Unit 5:

International HRM and Competitive advantage; Expatriate Compensation – Complications due to Nationality difference; International Labour Relations – Labors concerns about MNES.

Reference:

1. Arvind V Phatak ; Rabi S Bhagat and Roger J Kashlak – International Management – By Tata McGraw – Hill publishing company, New Delhi.
2. P. Subba Rao, International Business, Himalaya Publishing House.
3. Leon C. Megginson, Personnel and Human Resource Administration, Richard D. Irwis Inc; Homewood.
4. Nancy Adler, International Dimensions of Organisational Behaviour, Pros – Kent Publishing Company.
5. Mark Mendenhall, Betty Jane Punnett and David Ricks, Global Management, Blackwell Publishers, Cambridge.

3.4. Export – Import (EXIM) Policies

Unit 1:

The goal of EXIM Policy in the light of – Indian Balance of Payment position in 1991; Composition of foreign trade since Independence; Direction of trade; Growth and structure of Indian foreign trade since 1991.

Unit 2:

Reforms undertaken in EXIM Policy in 1990 – 91 – Aim of Reforms; The management of balance of payments; Import policy in the pre - reform period; Export policy in the pre – reform period; New trade policy the reform period.

Unit 3:

Composition of Balance of payments today – and those accounts contributing to positive balance – Role of Invisibles in Balance of Payments; Foreign capital and aid components of foreign capital; Indian government policy towards foreign capital; foreign investment inflows since 1991; External commercial borrowings.

Unit 4:

India's Foreign Exchange policy; Foreign Exchange reserves and capital account convertibility – Choice of exchange rate regime.

Unit 5:

Globalisation and its impact on the Indian Economy; Multinational Corporations – its operations in India; Foreign Exchange management act (1999); World trade organization and Indian commitment; Patent regime.

Reference:

1. Indian Economy by: Ruddar Datt and K.P.M. Sundaram, Published by S. Chand and company, New Delhi.
2. S.K. Misra, V.K. Puri; Indian Economy – its development experience; Himalaya Publishing House, Chennai.
3. Suresh D. Tendulkar and T.A. Bhavani; Understanding Reforms, (New Delhi, 2007).
4. Bimal Jalan, Indian Economic Policy (New Delhi, 1996).
5. G.M. Meier, 'Trade Policy and Development', in Maurice scott and Deepak Lal (ed.), Public Policy & Economic Development – Essays in Honour of Ian little (Oxford, 1990).

3.5. Export – Import Procedures

Unit 1:

Offer and receipt of confirmed order, essentials in a contract; Importer – Exporter code number; Membership in Export Promotion Organization; Registration with EPC, Sales, Tax authorities.

Unit 2:

Inquiry, offer and receipt of confirmed order; Excise clearance, Sales tax exemption, Marine insurance policy, shipping bill and bill of lading, Letter of credit; Packing and marketing; Quality control and Pre – Shipment Inspection; Shipment – Customs Clearance – GR – I form. Documents in Export; Export Incentives.

Unit 3:

Export oriented units, Special Economic Zones; Import Procedures – Placing Indent – Obtaining Foreign Exchange – Documents; L/C Documentary Bill, Bill of Exchange, Bill of lading.

Unit 4:

Market Access initiative, Cottage and Handicraft sector; Export Promotion; State trading corporation, Indian Trade Promotion Organisation; Indian Institute of Packaging.

Unit 5:

Agriculture Export Zones, Service Exports, Export Promotion councils, commodity boards; Indian council of Arbitration; Apparel Export Promotion council; Direction General of Foreign Trade; Export Inspection Council.

Reference:

1. Export Management – by T.A.S. Balagopal, published by Himalaya Publishing House, Delhi.
2. U.S. Department of the Treasury, U.S. Customs Service, Importing into the United States, (Washington, D.C: U.S. Government Printing Office, September 1991).
3. Reported in “E-waste Ignored in India”, by Karl Schobenberger, Mercury News, at WWW.ban.org/ban-news/ewaste-ignored-031228.html.
4. U.S. Department of Commerce, Guide to Exporting.
5. Helen Richardson, “Freight Forwarder Banks: Contract Negotiation,” Transportation and Distribution (May 1996). Available in Lexis/ Nexis News: CURNWS.
6. Subba Rao,P; International Business, Himalaya Publishing House.

3.6. International Marketing

Unit 1:

Scanning and detailed examination of International Markets; Seeing important data; Collecting and analyzing data; Allocating among selected locations; Making final country selection.

Unit 2:

Filling global needs and wants; Marketing Orientations; Targeting and Segmenting markets.

Unit 3:

Product alterations – costs – product line mix – product life – cycle; Pricing – price escalation in exporting; Currency value and price.

Unit 4:

Branding – language factors – Brand Acquisitions – country of origin image; Generic and near – Generic names; Promotion – push / pull mix; Standard advertising.

Unit 5:

Difficulty of standardization; choosing distributions and channels; Hidden costs in distribution; The internet and electronic commerce; Managing the marketing mix.

Reference:

1. John D Daniels, Lee H Radebaugh, Daniel P Sullivan, - International Business, by Pearson Education.
2. Merlin Bettina, “ Internet Marketing in Exports – A useful tool for small Businesses,” Small Enterprise Development 15, no.4 (Dec 2008)
3. Philip Parker, “Choosing where to go Global : How to Prioritise Markets,” Financial Times (November 16, 1998) : Mastering Marketing section.
4. Don E. Schultz, “ China May Leapfrog the west in Marketing,” Marketing News 36, no.17 (August 19, 2002).
5. Mikhail V. Gratchev, “Making the most of cultural differences,” Harvard Business Review 79, no.96 (October 2001).

4.1. STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT

Objectives : 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.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

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, non-profit 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.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

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.

References :

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007

5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

4.2. International Strategic Management

Unit 1:

Organisation of International Business, Culture, structure, architecture, Organisation change, Strategic alliance and expansion.

Unit 2:

Strategic expansion overseas, facilitators of International expansion, where to expand, planning for foreign market entry.

Unit 3:

Managing portfolio of country subsidiaries, host country attractiveness versus competitive – strength matrix, international risk versus return portfolio.

Unit 4:

Value chain activities, scope of value chain dispersal, integration strategies, stand alone, simple integration, complex integration, merging strategic orientation and functional Integration Strategies.

Unit 5:

Firm – level strategies for international competitiveness, core competency leveraging, counter attack, and globalization.

Reference:

1. International Management by Hodge HS, luthans, Doh, Tata McGraw Hill.
2. International Trade and Export Management – Francis Chernulium – Himalayam Publishing.
3. International Management, Arvind V Phatax, Rabi S Bhagat, Rojer J Kashlak – Tata McGraw Hill.
4. Global and transactional Business – Strategy & Management – George Stonehouse, David Campbell, Jim Hamill & Tony Purdie – Miley India Edition.
5. International Business by Mike W Peny – South Western Cengage Learning.

4.3. International Exim Laws

Unit 1:

Nature and Concept of international Laws, requirement of an effective Legal system, functions of law, export and Indian Economy, Formation of export firm, Product Identification and sourcing, Export Promotion measure.

Unit 2:

Role of world court and WTO, settlement of disputes, International Economic Organizations, Commercial relation and trade agreement, Organizing Export.

Unit 3:

Risk of Intellectual property theft, International Law creation, custom, treaties and conventions piracy.

Unit 4:

Laws of Regional trade Blocs, Laws of Nation States, and Host – Country specific laws, Central excise clearance of goods for export, Marine and air cargo insurance.

Unit 5:

Foreign Corrupt Practices Act and antibribery provisions, Export Import Bank of India (Exim Bank); The role of the export credit guarantee corporation of India IS / ISO 9000 and New TSO 14000 series International standard for quality system.

Reference:

1. International Management by Arvind V Phatak, Rabi S Bhagat and Rojer J Kashlak; Published by Tata McGraw – Hill publishing company, New Delhi.
2. International Business by Hill C.W. McGraw Hill.
3. International Marketing, Philip R Cateora, McGraw Hill.
4. International Business, Shivaramu, Macmillan India.
5. Export Management – D.C. Kapoor – Vikes Publishing House
6. Export Management – Dr K.L. Bhatia and Kewal Khanna – Printwell Publisher Distributes Rajawell Publishers.

4.4. Exim Finance

Unit 1:

National and International standards, adopting international standard, country differences in accounting standards, foreign exchange market, Currency convertibility, International monetary system, Balance of payments.

Unit 2:

Accounting aspects of control systems, consequences of different accounting standards, multinational consolidation and currency translation, Cash in advance, letter of credit, The Draft, Consignment, Open account.

Unit 3:

Investment & financing decisions; structured finance and Mutual fund markets, Financial Techniques in foreign trade.

Unit 4:

Global Money Management: efficiency objective, tax objective, moving money across borders. Techniques of global money management. Bankers acceptance – Factoring & Forfeiting.

Unit 5:

International monetary system: Gold standard, floating exchange rate, fixed versus floating exchange rate, crisis management by the IMF.

Reference:

1. International Business by Charles W L Hill & Arun K Jain, Tata McGraw Hill.
2. International Business K. Asuathappa – Tata McGraw.
3. International Marketing, Iurn McGraw Hill.
4. International Business, Mike W Peny, I.E.
5. Global Marketing, Johny K. J. Shansson – Tata McGraw Hill.

4.5. International Advertisement/Marketing

Unit 1:

International marketing – Definition – Challenge firms face in international marketing orientations – motivating factors of international marketing Globalisation of market and brand – market segmentation.

Unit 2:

Global Product – Global brand management – Global pricing – pricing basics – financial issues – transfer pricing – counter trade – price and positioning – Global Co ordination – Global Adverting – Global logistics.

Unit 3:

Global Advertising – media spending – Global media pros and cons of global advertising – the global advertisement agency – communication strategy – advertisement, trade fair.

Unit 4:

Emerging trends and internationalization of firms – Domestic Competition – country analysis selection – market size and marketing mix, cultural factor and environment.

Unit 5:

Legal aspect of international marketing – different legal system – market entry modes – frame work – structure – strategies.

Reference:

1. “Global Marketing”- Johny K Johansson – The Mcgraw Hill Companies.
 2. “International Marketing”- Justin Paul and Ramne3ek Kapoor”- the McGraw Hill Companies.
 3. “International Business”Environment – Francis Cherunilam, Himalaya Publishing House.
 4. “International Business” – K. Aswatheppu – tata McGraw Hill.
 5. “International Marketing”,Justin Paul, Ramnee K Kapoor, McGraw Hill–Tata McGraw Hill.
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