



**DEPARTMENT OF INTERNATIONAL BUSINESS
SCHOOL OF MANAGEMENT**

***MBA: IB
COURSE CURRICULUM***



**PONDICHERYUNIVERSITY
PONDICHERY 605 014**

***Approved Minutes by the Board of Studies
13-07-2017***

DEPARTMENT OF INTERNATIONAL BUSINESS SCHOOL OF MANAGEMENT PONDICHERRYUNIVERSITY

The University

The Pondicherry University (A Central University) was established by an Act of Parliament, which was enforced by a Notification of the Government of India in October 1985. The campus is spread over 800 acres of land which is rolling down to the Bay of Bengal sea beach. The inner landscape is featured by sprawling lawns, well nurtured gardens, picturesque road shapes, and lush green belt with eco-forest mostly flavored by Cashew-nuts. The tranquil setting makes Pondicherry University Campus a unique one with exquisite natural beauty with sea shore that captures viewers' imagination and provides an ideal atmosphere for persuing study and research. On the University Campus, 15 Schools and 37 Departments with ample number of students across the globe who undertake post-graduation program under Choice Based Credit System (CBCS). The University is a member of the Association of Commonwealth Universities and signed MoU with several foreign Universities/ Institutions.

School of Management

The School of Management is the first School to be established in the University in the year 1986 and is one of the popular Schools of Excellence in the campus primarily focusing on the business-related courses since the very inception of this University. The School is offering five MBA programs – MBA (International Business), MBA (General), MBA (Tourism Studies), MBA (Banking Technology), and MBA (Insurance Management, Karaikal Campus).

Department of International Business (DIB)

In response to the changes that are taking place on the face of the world business scenario and the needs of the industry at national and international level, on the recommendations of duly constituted advisory committee, Pondicherry University established the Department of International Business during the academic year 2006 – 2007 to offer a specialized MBA program in International Business under the roof of the School of Management. The MBA program is to prepare leader-managers with competencies in international business operations.

Vision: Vision of the Department is to shape management education with international orientation by generating new leading-edge knowledge and preparing upright, dependable, socially sensitive leader-managers highly committed to the progress of mankind.

Mission: To support business organizations in India and other developing countries by enriching the best practices in international business. It shall seek to do this by preparing risk-taking leader-managers who will pioneer emerging global business operations and set new benchmarks.

Objectives

- I. To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.
- II. To enhance knowledge through innovative teaching and research, conceptual and applied, relevant to international business, and to disseminate such knowledge through budding leader-managers and research publications on contemporary issues in international business.
- III. To develop the decision-making skills and international business competence of practicing managers and assist MNCs to solve their multi-dimensional global business problems by extending consultancy services.
- IV. To enable and apply current business practices to the management of International Business.
- V. To equip with skills necessary to operate effectively in a multi-cultural environment and to adopt fast changing social, political, legal, economic conditions and technological advancements.
- VI. To associate with other institutions in India and abroad with a view to further promoting management education in international business.

About International Business Programme

Rapid developments in the international business on one hand and the consequential impact of the same on India's domestic market on the other, call for a professional approach and sensitivity to international business environment. The MBA: International Business is a specialized program for developing a competent cadre of business executives to meet the country's growing requirements of training personnel in the field of international business management. The main academic focus is on equipping the participants with an in-depth knowledge of global business and to instill in them an urge to take up competitive global challenges. The program also focuses on equipping its students with all the knowledge and expertise in dealing with the corporate world ranging from Foreign Language, International Marketing, International Finance, Economic Analysis, International Logistics, Foreign Exchange and Cross-Cultural Management to Manage MNC's, Global Business Information System, and Export-Import Systems.

Program Features

The MBA: International Business Program – a multidisciplinary and integrative curriculum reinforcing the strategic, international and ethical dimensions of business – has the following salient features:

- With experienced teachers on the Faculty, the program equips the students with the practical nuances of conducting international business in a competitive environment;
- The Course is meticulously designed to meet the growing international business challenges, and to develop a competent cadre of business executives;
- The University has a well-equipped library along with the school library, with online databases and Computer Centers with a 24 -hour Internet access;
- Using lectures, case studies, problem-based learning and group projects, the program prepares the students to manage, motivate and, innovate, and
- Periodical Guest Lectures by Executives from different MNCs; Industry Visits; Summer Project training, Internship and a Final Project in MNCs are the USPs of our program.

Program Thrust Areas

The MBA International Business Program is a specialized course designed in the backdrop of immense changes happening in the corporate world for the last two decades across the world. This program not only covers general management courses but also includes various new courses identified based on the contemporary international industry requirements. The Thrust areas of the program are presented below:

<p><u>International Focus</u></p> <ul style="list-style-type: none"> • International Economics • Global Business Environment • International Banking • International HR Management • International Financial Management • Research Methods for International Business • International Strategic Management • Export Management and Logistics • Global Mergers and Acquisitions • Global Financial Markets • Overseas Buyer Behavior 	<p><u>General Management</u></p> <ul style="list-style-type: none"> • Management Process • Quantitative Techniques for Management • Entrepreneurship and Project Management • Managerial Economics • Insurance and Risk Management • Tourism, Hospitality & Customer Relationship Management 	<p><u>Human Resource</u></p> <ul style="list-style-type: none"> • Human Resource Management • HR for Knowledge Based Organizations • Global Leadership & Skills Development • Global Human Resource Development
<p><u>Finance</u></p> <ul style="list-style-type: none"> • Accounting and Financial Analysis • Merchant Banking and Financial Services • Corporate Finance • Global Financial Markets & Instruments • Global Mergers & Acquisitions • International Investment & Portfolio management 	<p><u>Marketing Management</u></p> <ul style="list-style-type: none"> • Marketing Management • Global Buyer behavior • Global Brand Management • International Sales Promotion and Negotiation • Rural Marketing • Advertising Management • Environmental Marketing • Sales & Distribution Management 	<p><u>IT And Systems</u></p> <ul style="list-style-type: none"> • Information And e-Business • Cloud Computing • Internet & Database management • Leveraging IT in Global Business • Enterprise Resource Planning • Computer Networking • Data Mining and Warehousing

<p style="text-align: center;"><u>Operations</u></p> <ul style="list-style-type: none">• Manufacturing and operations management• Materials and Logistics management• Inventory management and Materials requirement planning• Modern Techniques and IT for operations management• World class management• Evaluating and Managing Projects• 6 Sigma and Business frameworks• Productivity management• Operations strategy• Quality Management• Operations Management• Production and Operations Management• Applied Operation Research• Lean Management	<p style="text-align: center;"><u>MSME'S</u></p> <ul style="list-style-type: none">• Innovation and Startup Management• Internationalization of MSME's• Perspectives on Start-ups and MSME's• Establishment of MSME's
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Faculty Profile

Academically highly vibrant and professionally committed core faculty is participating in the program. They have excellent credentials in their own field of specialization through publications and consultant activities.

<p>Dr.P.Sridharan, M. Com, M.Phil., Ph.D. Professor <i>Experience :25 Years</i></p>	<p>International Banking Financial Management Management Accounting</p>
<p>Dr. Bushan D. Sudhakar, MIM, Ph.D. Associate Professor & Head Experience: 22 Years</p>	<p>Global Marketing, Advertising & Branding Business Communication & Negotiation Skills</p>
<p>Dr.Y. Srinivasulu, MBA, M.Phil, Ph.D Associate Professor Experience: 23 Years</p>	<p>Marketing Management Services Marketing, Brand Management, Industrial Marketing</p>
<p>Dr.M.Banumathi,MA, MBA, M.Phil., Ph.D. Associate Professor Experience: 21 Years</p>	<p>Strategic Management, Green Marketing International Trade International Economics</p>
<p>Dr.Rajeesh Viswanath MA, MBA, Ph.D Assistant Professor Experience: 19 Years</p>	<p>Organizational Behavior Performance Management Systems Cross Cultural Management</p>
<p>Dr. S. Thiyagarajan M.A., MBA, M.Com., M.Phil,Ph.D Assistant Professor Experience: 12 Years</p>	<p>Quantitative Techniques Operations Research Research Methodology Accounting, Advertising</p>
<p>Dr. P.G. Arul, M. Com, M.Phil, MBA,Ph.D Assistant Professor Experience: 17 Years</p>	<p>International Trade & Logistics Human Resource Management Foreign Exchange Management</p>

COURSE CURRICULUM GUIDELINES

Eligibility criteria for Admission into MBA: International Business: Bachelor's (10+2+3) Degree in any discipline with 50 per cent marks or equivalent grade as recognized by Pondicherry University or as recognized by UGC.

Selection Procedure: Selection will be based on an all India level entrance examination to be conducted by Pondicherry University. The short-listed candidates in the written examination, as per the cut off marks fixed for the various reservation categories, will be admitted into MBA: International Business Programme.

Choice Based Credit System (CBCS): The MBA (International Business) Degree programme is offered through a unique 'Choice Based Credit System'. Under Choice Based Credit System, subjects are classified into Hard Core and Soft-Core Papers. Hard Core subjects are compulsory. The students have a choice to select from among the list of Soft Core papers offered within the department and by other departments.

Weightage of Marks: The weightage of marks between continuous Internal Assessment and End Semester Examination shall be 40 and 60 respectively.

Passing Minimum: A student is declared to have passed a given subject only when he/ she secures a minimum of 40 marks in the end-semester examination and an aggregate of 50% marks (both Internal and End-Semester Examination put together). There is no minimum passing marks for the internal assessment component.

Internal Assessment Components: The weightage of 40 marks for Internal Assessment Components shall consist of the following components.

1. Two Class Tests (15+15)	: 30 marks
2. Two Written Assignments (5+ 5)	: 10 marks

Total	: 40 marks

Evaluation of End Semester Written Examination: The answer scripts of the End Semester Examination shall be evaluated for a weightage of 60 marks and this will be evaluated by one External Examiner and one Internal Examiner (course in-charge) separately. The average of the marks awarded by both Internal and External examiners shall be taken for providing the Grades. The list of External Examiners is to be approved by the Dean, School of Management from a panel of External Examiners to be given by the Course in-charge for each subject and the consolidated panel of examiners shall be forwarded to the Dean by the Head of the of the Department.

Comprehensive Viva-voce Examination: The End Semester Comprehensive Viva-Voce Examination shall carry a weightage of 50 marks and this will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department.

Summer Project: Every student of MBA: International Business shall carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during summer vacation (May& June) under the guidance of a Faculty Member in the Department. Once guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall make a presentation of his/ her project work and shall submit a structured project report as approved by the Faculty Guide within 15 days from the date of the completion of the project period.

The Summer Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department. Summer Project Report will be valued for a weightage of 100 marks and Viva –Voce examination for the Summer Project shall carry a weightage of 50 marks (Total 150 Marks). The Summer Project marks obtained by the students will be recorded in the mark statement issued to them in the Third Semester (along with the third semester marks).

Internship: Every student of MBA: International Business shall undergo Internship training during the Third Semester of the programme. This Internship shall be for 2 days (Fridays & Saturdays) in all the weeks of the entire Third Semester. During this Internship, every student should attach himself/ herself with any organization carrying on any type of international operations or transactions. The objective of the Internship training is to give the students a hands-on experience of real life business operations. At the end of the Third Semester, each student should submit an Internship Training Report explaining clearly what each student has learnt during the Internship period. The Internship Report and the Viva-Voce Examination will be evaluated by the internal Faculty Guide. The Weightage for the Internship Report shall be 75 marks and weightage for Viva-Voce Examination shall be 25 marks (Total 100 marks).

Final Project: Every student of MBA: International Business should carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during the first part of the Fourth Semester till the third week of February. Once the guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall submit a structured project report as approved by the Faculty Guide within the period specified by the Department.

The Final Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. The list of Internal Examiners is to be approved by the Dean, School of Management from a panel of Internal Examiners to be submitted by the Head of the Department. Final Project Report will be valued for a weightage of 150 marks and Viva –Voce examination for the Final Project shall carry a weightage of 50 marks (Total 200 Marks).

Question Paper Pattern:

The question paper pattern for each of the subjects for the End-Semester Written Examination **(For 60 Marks)** shall be as given

Part A

Consist of 10 short answer questions each carrying two (02) marks (two questions should be asked from each Unit). **(10 X 2 = 20 marks)**

Part B

Five questions are to be answered (Either/Or pattern) each carrying six (06) marks (two questions will be asked from each Unit). **(5 X 6 = 30 marks)**

Part C

A compulsory question consisting a Case study/ Problem in the relevant Subject. **(1 X 10 = 10 marks)**

Industrial / Port Visits: Industrial Visit (Industrial Study Tour) shall be the compulsory component of the MBA: International Business Programme. Such tour will be organized with the approval from the appropriate authorities of the University. It is also resolved that one- three teachers along with few Ph.D full time scholars of the Department by rotation will be accompanying the students.

Attendance: Each student shall obtain 70 per cent attendance to be eligible for appearing for the Semester-End Examination.

Grading: Grading of the marks obtained by the students shall be made as per the norms of Choice Based Credit System (CBCS) in the same manner as followed in other Departments of Pondicherry University.

PROGRAMME DETAILS
(MBA - International Business)

Total Number of Credits	-	125
Total Number of Theory Papers	-	30
Total Number of Project Work	-	2
Total Number of Internship	-	1
Total No. of Comprehensive Viva-Voce	-	4

**MBA (International Business)
Choice Based Credit System:**

S. NO	Nature of Course	Semester Wise Credits				Total Credits	%
		SEM I	SEM II	SEM III	SEM IV		
1	Employability	24	24	18	9	75	60
2	Potential Demand/Skill Development & Enhancement.	7(BC+IT)	6(IBM+CCM)	8 (OPME +DOCUMEN TATIO N+ Intern'p on Export & Import	3(ETHICS)	24	19.2
3	Foreign Language / Ability Centric	3 (F-1)	3 (F-2)	-	-	6	4.8
4	Project Work & Summer Training		Summer Project (6)		Winter Project (6)	12	9.6
5	Comprehensive Viva-Voce (credits)	2	2	2	2	8	6.4
Credits		36	41	28	20	125	100

Mode of Evaluation for Continuous Internal Assessment (Weightage of Marks- 40):

Two Class Tests, Two Written Assignments, and any of these following components: Attendance/ Mini Projects / Seminars / Quizzes (announced and / or unannounced case analysis and case discussion / Term Paper Class Participation / Assessment of Class Notes etc. End-Semester Examination (Weightage of Marks – 60):

At the end of the Semester a three-hour written examination will be conducted covering the entire syllabus

DETAILED COURSE STRUCTURE

FIRST SEMESTER				
Code	Course	Credits	Marks	Hard/Soft Core
MIBA 411	Fundamentals of International Management	4	100	H
MIBA 412	Organizational Behavior	4	100	H
MIBA 413	Business Communication & Negotiation Skills	4	100	H
MIBA 414	Economics for Managers	4	100	H
MIBA 415	Accounting and Finance	4	100	H
MIBA 416	Quantitative Techniques for Business Decisions	4	100	H
MIBA 417	Global Business Environment	4	100	H
MIBA 418	French I	3	100	S
MIBA 419	IT Tools and Techniques for Global Managers	3	100	S
MIBA 420	Comprehensive Viva-Voce	2	50	H
<i>Total</i>		36	950	

SECOND SEMESTER				
Code	Course	Credits	Marks	Hard/Soft Core
MIBA 421	International Marketing	4	100	H
MIBA 422	International Human Resources Management	4	100	H
MIBA 423	International Financial Management	4	100	H
MIBA 424	Research Methods for International Business	4	100	H
MIBA 425	Global Production and Operations Mgt.	4	100	H
MIBA 426	International Economics	4	100	H
MIBA 427	International Business Laws & Arbitration	3	100	S
MIBA 428	Cross Cultural Management	3	100	S
MIBA 429	French II	3	100	S
MIBA 430	Comprehensive Viva-Voce	2	50	H
<i>Total</i>		41	950	
MIBA 431	SUMMER PROJECT – 6-8 Weeks (May-June) Project Report – 100 Marks+ Viva Voce-50 Marks)	6	150	

THIRD SEMESTER				
Code	Course	Credits	Marks	Hard/Soft Core
MIBA 511	International Strategic Management	3	100	H
MIBA 512	Global Logistics & Supply Chain Mgt.	3	100	H
MIBA 513	Global Insurance and Risk Management	3	100	H
MIBA 514	International Trade Procedures & Documentation	3	100	H
MIBA 515	Overseas Project Management & Entrepreneurship	3	100	S
*MIBA	Elective – I (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
*MIBA	Elective - II (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
*MIBA	Elective - III (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
MIBA 501	Internship on Export-Import Procedures	2	100	S
MIBA 516	Comprehensive Viva-Voce	2	50	H
Total		28	950	

FOURTH SEMESTER				
Code	Course	Credits	Marks	Hard/Soft Core
MIBA 502	Global Business Ethics and Corporate Governance	3	100	S
*MIBA	Elective – IV (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
*MIBA	Elective – V (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
*MIBA	Elective – VI (Marketing/ Finance/ HR/ Systems/MSME/ Operations)	3	100	H
MIBA 521	Comprehensive Viva-Voce	2	50	H
MIBA 522	PROJECT WORK (8 Weeks) (Project Report – 150 Marks + Viva-Voce – 50 Marks)	6	200	H
Total		20	650	

**The Code Number for Elective Subjects will be followed as per the Elective Course in the specialization stream chosen by the students.*

**ELECTIVE
MARKETING AREA**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 601	Global Buyer Behaviour	3	100	H
MIBA 602	International Sales Promotion and Brand Management	3	100	H
MBIA 603	Services Marketing	3	100	H
MIBA 604	Retail Marketing	3	100	H
MIBA 605	International Marketing Research	3	100	H
MIBA 606	Environmental Marketing	3	100	H
MIBA 607	Customer Relationship Management	3	100	H
MIBA 608	Industrial Marketing	3	100	H
MIBA 609	Sales and Distribution Management	3	100	H
MIBA 610	Marketing of Hi-Technology Products and Innovations	3	100	H
MIBA 611	New Product Development	3	100	H
MIBA 612	Digital & Social Media Marketing	3	100	H

**ELECTIVE
FINANCE AREA**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 621	Global Financial Markets & Instruments	3	100	H
MIBA 622	Global Mergers and Acquisitions	3	100	H
MIBA 623	International Investment & Portfolio Management.	3	100	H
MIBA 624	Financial Services and Derivatives Management.	3	100	H
MIBA 625	Global Asset Backed Securities	3	100	H
MIBA 626	Corporate Tax Planning and Management	3	100	H
MIBA 627	International Accounting	3	100	H
MIBA 628	Foreign Exchange Management	3	100	H
MIBA 629	Corporate Finance	3	100	H
MIBA 630	International Taxation	3	100	H
MIBA 631	International Banking	3	100	H

ELECTIVE
HUMAN RESOURCE AREA

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 641	HR for Knowledge Based Organisations	3	100	H
MIBA 642	Global Leadership & Skills Development	3	100	H
MIBA 643	Technology for H R Value Creation and Management.	3	100	H
MIBA 644	Global HRD	3	100	H
MIBA 645	Industrial Relations and Labour Legislations	3	100	H
MIBA 646	Advanced Behavioural Science	3	100	H
MIBA 647	Performance Management Systems	3	100	H
MIBA 648	Organisation Development	3	100	H
MIBA 649	Training and Development	3	100	H
MIBA 650	HRD Score Card 2500	3	100	H

**ELECTIVE
SYSTEMS AREA**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 661	Enterprise Resource Planning	3	100	H
MIBA 662	Cyber Crimes and IT Laws	3	100	H
MIBA 663	Data Mining and Data Warehousing	3	100	H
MIBA 664	Software Project Management	3	100	H
MIBA 665	Cloud Computing & Accounting	3	100	H

**ELECTIVE
MSME**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 671	Innovation and Startup Management	3	100	H
MIBA 672	Internationalization of MSME	3	100	H
MIBA 673	Perspectives on Start-ups and MSME	3	100	H
MIBA 674	Establishment, Accounting & Taxation of MSME	3	100	H

**ELECTIVE
OPERATIONS**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 681	Inventory Management & Material Requirements Planning	3	100	H
MIBA 682	Modeling Techniques and IT for Operations Management	3	100	H
MIBA 683	World Class Manufacturing	3	100	H
MIBA 684	Productivity Management	3	100	H
MIBA 685	Quality Management	3	100	H
MIBA 686	Advanced Operations Research	3	100	H

FIRST SEMESTER



MIBA 411: FUNDAMENTALS OF INTERNATIONAL MANAGEMENT		
Objectives: To give comprehensive view on Management Process in the corporate world To understand the Global Management Practices and its nuances in an Globalized Business Environment To apply the suitable Global Management Practices in Domestic and MNCs operations		
Unit	Description	Hours
1	Overview of Management: Recent Developments in Management Practices – Management as Profession – Functions of Management and its Practice in New Business Environment – Comparative Management Practices – Technology based Management Practices – Change Management – Managerial Opportunities and Challenges.	09
2	International Management: Evolution of International Business Operation - Relevance of International Management – Factors affecting International Management – Models of Comparative Management - Management practices in USA, Chine, European Union, Japan and Emerging Economies.	09
3	Global Business Environment: Management in Globalized Environment – Global Trade and Foreign Direct Investment - Role of Government and Institutions in Regulating Management Practices- Merger and Acquisition and its implication on Management Practices - Ethics and values in International Management Practices.	09
4	Global Management Strategy: Understanding global strategy- Diagnosing industry global potential- Managing global competitive dynamics- Leveraging resources and capabilities - Entering foreign markets- Making strategic alliances and networks work - Diversifying, acquiring, and restructuring- Strategizing with Corporate Social Responsibility.	09
5	Management Functions in International Companies: Organizational Structure – International Production and Sourcing – International Human Resource Management - International Management of Selected Value Chain Activities- The Value Chain - Accounting in the International Business- Internationalization of Services – International Controlling - Challenges in International Management Practices.	09
Text Books: 1. Helen Deresky (2016): International Management – Managing Across Borders and Cultures, 9 th Edition, Pearson 2. Fred Luthans& Jonathan Doh (2012), International Management – Culture, Strategy & Behavior, 9 th Edition, Pearson 3. Dirk (2009): Strategic International Management – Text and Cases, Springer		
Reference Books: 1. Charles W.L. Hill (2012) International Management, 8 th Edition by McGraw Hill/Irwin		

MIBA 412: ORGANIZATIONAL BEHAVIOUR

Objectives:

- To give a comprehensive view on the behavior of individuals and groups
- To know How groups and Teams performs
- To know the Overview of organizational developmental process

Unit	Description	Hours
1	Nature, Conceptual Foundations and Importance of OB, Models of Organizational, Behaviour, Management Challenges, Relationship with Other Fields.	09
2	Individual Behaviour in Organization, Erick Erickson's Psycho Social Model, Perception and Attribution: Application in Managerial Scenarios, Applications of Attitude and its Importance, Attitude Measurement, Managing Workforce Diversity, Theories of Personality, and Job Satisfaction. Learning: Concept and Theories of Learning, Theories of Learning, Motivation: Theories and Their Application, Principles, Theories, Employee Recognition,	09
3	Dynamics of Organizational Behaviour - Leadership: Style and Theories of Leadership, Analysis of Interpersonal Relationship, Group Dynamics, Stages of Group Development, Understanding Work Teams, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups	09
4	and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organization	09
5	Organizational Change and Organization Development: Concept, Nature, Resistance to change, managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict and Negotiation process, Stress and Its Consequences, Causes of Stress, Managing Stress. Organizational Culture, Implications of Organization culture, Process of Organizational Culture. Organizational, Development – I order and II Order Change	09

Text Books:

1. Robbins, S. P., & Judge, T. Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
2. Luthans Fred. Organizational Behaviour. Tata Mc Graw Hill.
3. Rajeesh Viswanathan. Principles of Management. (1st Ed). Himalaya Publishing House. Mumbai.

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour. (3rd Edition). Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.

MIBA 413: BUSINESS COMMUNICATION & NEGOTIATION SKILLS		
Objectives: To Understand the communication process in an organization, To sharpen the communication skills both oral & written of the learner To understand the cross-cultural communication		
Units	Description	Hours
1	Communication model. - relevance and types of managerial communication – communication barriers – ethical communication -- Professionalism in communication – team communication, meetings, listening, Non-Verbal communication, Workplace diversity and cross-cultural communication.	09
2	Planning Business messages, Analyzing the task, anticipating the audience, adapting the message- organizing and writing business messages patterns of organisation – use of tools such as mind maps- composing the message. Revising business messages- Revising for clarity, conciseness and readability- proof-reading and evaluating.	09
3	Workplace communication – Electronic messages and digital media- use of audio visuals, presentation (MS-PowerPoint, flash, moviemaker) and communication (SKYPE) software- positive messages- negative messages structure and patterns in communicating news- persuasive messages Developing a sales pitch.	09
4	Business reports basics- Audience analysis and report organization researching and illustrating report data- informal business reports- proposals and formal reports- Employment communication- Job search- resumes and cover letters- Interview and follow-up- Business etiquettes.	09
5	Introduction to negotiation – definition – meaning – parties involving in Negotiation - Procedures involved in Negotiation – mutual benefit in negotiation. - Negotiation and conflict resolution methods – sales presentation skills- overcoming stage fright- gaining and retaining attention- Developing Interactive Presentations Reports and proposals	09
Text Books		
<ol style="list-style-type: none"> 1. Mary Ellen Guffey, Business communication: Process and Product, 5e, South-western (Thomson Publishing), 2005 2. Dr Rajeesh Viswanathan, Business Communication, Himalaya Publishing House, Mumbai, India, 2011 3. Penrose and Rasberry, Business communication for managers: An advanced approach, 5e, cengage Learning, 2007 		
Reference Books:		
<ol style="list-style-type: none"> 1. Namita Gopal, business communication, New Age International Publishers, 2009 		

MIBA 414: ECONOMICS FOR MANAGERS

Objectives:

To help in managerial decision making in order to achieve desired economic goals.
 To think systematically while solving business issues and also to forecast the future.
 To enhance the ability to apply fundamental economic concepts to complex business realities.

Unit	Description	Hours
1	Introduction: Nature and Scope of Managerial Economics - Significance of Economics in Management – Objectives of a firm – Managerial economist’s role and responsibilities – Fundamental economic concepts.	09
2	Demand Analysis: Individual and Market demand functions – Law of demand – Determinants of demand – Elasticity of demand – its meaning and importance – Price elasticity, income elasticity and cross elasticity – using elasticity in managerial decisions – Demand forecasting techniques – Law of supply.	09
3	Production analysis: Factors of production - Production function – Law of variable proportion - Economies of scale – Law of Returns to scale. Cost analysis: Types of costs - Cost of production – Cost output relationship in the Short run and long run – their nature, shape and inter relationship – Break-even analysis – Managerial uses of Break even analysis.	09
4	Market Structure: Introduction – Types of market – Price determination under perfect competition – Monopoly Market – Duopoly - Monopolistic competition - Oligopoly – Game theory - Pricing methods – Price discrimination.	09
5	Macro Economic Environment: National income concepts, measurement – uses of National Income – difficulties in calculation – Nature and phases of Business cycle – Theories of Business cycle. Inflation – Definition, characteristics and types – Demand pull and cost-push inflation – effects of inflation and control measures- Government Policies – Fiscal and Monetary Policy.	09

Text Books:

1. Karl E. Case and Ray C. Fair (2015), “Principles of Economics”, 3rd edition, Pearson Education.
2. Christopher R Thomas, S. Charles Maurice (2014) “Managerial Economics”, 10th edition, TaTa Mc Graw Hill.

Reference Books:

1. Craig H. Peterson and Cris W. Lewis (2005) “Managerial Economics”, Pearson Education,
2. Michael R. Baye (2006) “Managerial Economics and Business Strategy”, Mc.Graw Hill
3. Dominick Salvatore (2009) “Managerial Economics – Principles and worldwide application” 6th edition, Oxford Higher Education.
4. Gregory N Mankiw (2012) “Principles of Economics” Cengage Learning.
5. Robert J Michaels (2011) “Economics for Managers- Transaction and Strategy” Cengage Learning.
6. William A Mc. Eachern A Indira (2012) “Macro Economics” A south Asian Perspective, Cengage learning

MIBA 415: ACCOUNTING AND FINANCE

Objectives:

To acquaint the students with the fundamental principles of financial, Cost & Management Accounting.

To enable the students to take decisions using management accounting tools.

To expose the students to financial management for making efficient investment decisions.

Unit	Description	Hours
1	Book-Keeping and Accounting – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting - Accounting Conventions - Journal – Ledger- Trial Balance – Preparation of Trading, Profit and Loss Account and Balance Sheet – Capital and Revenue Expenditure-Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Causes and need for depreciation – Different Methods of Calculating Depreciation - Depreciation Accounting.	09
2	Financial Statements Types of Financial Analysis – Techniques of Financial Analysis – Comparative Statements, Common Size Statements -Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios - uses and limitations of Ratio Analysis – Funds Flow Analysis – uses and limitations - Cash Flow Analysis – uses and limitations – Difference between funds flow and cash flow analysis.	09
3	Marginal Costing –Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning - Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions. Costing – Elements of Cost – Cost Accounting – Objectives – preparation of Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.	09
4	Nature and Scope of Finance – Finance Functions – Changing Role of Finance Manager – Objectives of Finance – Profit Maximization Vs Wealth Maximization – Major Financial Decision Making Areas – Sources of Funds – Short-Term & Long-Term Funds.	09
5	Time Value of Money – Cost of Capital – Calculation of Cost of Capital – Capital Structure – Theories of Capital Structure – Capital Budgeting – Dividend Policies - Working Capital Management.	09

Text Books

1. Grewal T S (2016) MANAGEMENT ACCOUNTING, Sultan Chand & Sons Private Limited
2. Maheswari S.N (2014) COST & MANAGEMENT ACCOUNTING, Sultan Chand.
3. Bhattacharyya (2012), ESSENTIALS OF FINANCIAL ACCOUNTING, Prentice Hall

Reference Books:

1. Anthony R.N, (2010) MANAGEMENT ACCOUNTING- TEXT AND CASES, Irwin.
2. Horngren T. Charles, (2000) COST ACCOUNTING, Prentice Hall.
3. Kaplan D (2012) INTRODUCTION TO FINANCIAL STATEMENT ANALYSIS, Kaplan Group.

MIBA 416 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Objectives:

To expose the students to various Statisticals and Operations research tools for data analysis.

To enable the students to interpretation the results.

To facilitate them to take objective decisions based on the models.

Unit	Description	Hours
1	Measures of Central Tendency: Arithmetic Mean, Weighted Arithmetic Mean, Mean, Median Mode – Measurement of Variance: Range, Quartile deviation, Average deviation, Standard deviation, Coefficient of variance – Probability: Concept and theorems, Binomial, Poisson and Normal distribution - Determinate of Confidence interval	09
2	Hypotheses testing: Errors in testing – one tail & two tail testing – one sample t test and two sample t tests – paired t test – F test – ANOVA: one way and two way.	09
3	Non-Parametric statistics: Sign test, Runs test – Chi Square test – Mann Whitney –Wilcoxin test – Krushal Wallis – Friedman tests – Spearman’s Rank Correlation.	09
4	Pearson Correlation and Regression analysis - Basics of Multivariate Analysis: Factor analysis – Cluster analysis – Discriminant Analysis – Multiple Regression – Multiple Analysis of variance.	09
5	Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods - Assignment – Game Theory: Saddle point, Dominance and Mixed strategy.	09

Text Books

1. Sharma J. K, (2012) OPERATIONS RESEARCH: THEORY AND APPLICATION, Macin
2. Gupta S. P, (2006) STATISTICAL METHODS”, Sultan Chand & Co., New Delhi.
3. Mustafi C. K, (2008) STATISTICAL METHODS IN MANAGERIAL DECISIONS”, Macmillan, India.

Reference Books:

1. Levin, I Richard, (2006) STATISTICS FOR MANAGERS, Prentice-Hall, India.
2. Siegal Sidney and Castellan N. John, (1988) NON-PARAMETRIC STATISTICS FOR THE BEHAVIOURAL SCIENCES, McGraw Hill College, India.
3. Hair Joseph and Anderson Rolph (2010) MULTIVARIATE DATA ANALYSIS, Prentice Hall, India.
4. Anderson R David et. al., (2009) South-Western College Pub QUANTITATIVE METHODS FOR BUSINESS South Western College, India.

MIBA 417: GLOBAL BUSINESS ENVIRONMENT

Objective:

To understand about various factors that are having impact on the functioning of business
 To study the impact of International factors that influences the business
 To know about the important bilateral and multi-lateral economic cooperation agreements

Unit	Description	Hours
1	Basics of International Business, Modes of entry in to International Business; Frame work for analyzing international business environment; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO.	09
2	Factors affecting Socio-Cultural environment, Impact of Socio-Cultural environment on Business, Factors affecting Technological environment, Impact of Technological environment on Business, International Technology Transfers – importance and types, Foreign Technology Acquisition.	09
3	Economic Environment-- International financial system, Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures.	09
4	Political and legal environment - Legislature, Executive, Judiciary - Multinational Corporations: Conceptual Frame work of MNCs - MNCs and Host and Home Country relations - Foreign investment flows and barriers. Ecological issues.	09
5	Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.	09

Text Books:

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Reference Books:

1. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
2. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
3. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York
4. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage Publication, New Delhi

**MIBA 418: FOREIGN LANGUAGE – FRENCH
(SOFT CORE) (Basic level)**

Eligibility for BASIC FRENCH -- 1

Candidates who do not have any knowledge in French may apply for admission to FRNC 001: BASIC FRENCH - 1.

Objectives: This course will present a comprehensive introduction to the basic structures and vocabulary of French

Expected Outcome: Enable students to acquire an ability to speak and understand simple conversational French. Both oral and written aspects of the language are presented, with special emphasis on oral skills.

CONTENTS

Unit	Description	Hours
1	<p>Greeting and Usage Salutations Prononciation Vocabulaire Verbes avoir, être, aller Nombres cardinaux Présentation de soi Nationalités, Jours de la semaine, Mois de l'année Couleurs, Professions, Description d'une personne Savoir-Faire, Traduction -</p>	09
2	<p>Grammaire Articles, Adjectifs, Adjectifs exclamatifs, Adjectifs démonstratifs, Adjectifs possessifs. Verbes ER, IR et RE ; Verbe pronominal, Présent, Futur Simple, Impératif. Construction des phrases et des dialogues. Articles contractés, Forme négative. Singulier et pluriel des phrases. Interrogation, Heure. -</p>	09
3	<p>Composition Écriture d'une lettre, d'un dialogue, d'un paragraphe. Civilisation (La Francophonie, La France, les monuments, les lieux, etc.).</p>	09
4	<p>Expression orale Conversation, Présentation à l'oral. Lecture et savoir répondre aux questions correspondant aux textes. Compréhension d'un audio-visuel.</p>	09

Text Books

1. Sylvie POISSON-QUINTON, Michèle MAHEO-LE COADIC, Anne VERGNE-SIRIEYS : **FESTIVAL, Méthode de Français 1**, CLÉ International FRANCE, Première édition 2005, Nouvelle édition révisée : 2009. ISBN 978-209-035320-1

Mode of Evaluation: Mode of Evaluation: Mode of Evaluation for Continuous Internal Assessment (Weightage of Marks- 40): Two Class Tests, Two Written Assignments, and any

of these following components: Attendance/ Mini Projects / Seminars / Quizzes(announced and / or unannounced case analysis and case discussion / Term Paper Class Participation / Assessment of Class Notes etc.

End-Semester Examintion (Weightage of Marks – 60): At the end of the of the Semester a three hour written examination will be conducted covering the entire syllabus.

Book : *FESTIVAL 1, Méthode de Français*

Chapters	To know how to	Grammar
Chap. 1 : “Je m’appelle Elise, et vous ?”	Greetings, introducing yourself, How to welcome someone,	Present tense of <i>to be</i> and <i>to have</i> , the subject of a sentence, numbers
Chap. 2 : “Vous dansez ? D’accord”	Asking questions of one’s identity, introduce someone, giving an appreciation	Masc or Fem noun, adjectives, present tense of the 1 st group, Construction of a sentence, the days of the weeks and the months, How to ask questions
Chap. 3 : “Monica, Yukiko et compagne”	Expressing what you like and dislike. Asking information of someone	Negative form, singular and plural, Possessive adjectives
Chap. 4 : “Les voisins de Sophie”	Asking information of someone, describe someone, give suggestions, accept or refuse the proposition	The family, Demonstrative adjectives, Present tense of verbs of the 2 nd and 3 rd group
Chap. 5 : “Tu vas au Luxembourg?”	Invite someone, accept or refuse the invitation, being unable to accept the invite, how to congratulate and to speak over the phone, express the time	Future tense of all the groups, preposition <i>at</i> , Interrogative and exclamative adjectives, Adjectives in accordance with the noun
Chap. 6 : “Nous venons pour l’inscription”	Asking for information, giving information	Imperative tense

A part of civilization is done at the end of every Chapter.

Scheme of Examination for the BASIC FRENCH - 1

Odd or Even Semester:

Internal – 40 Marks

Each Candidate should take at least three out of a total of five tests given during the academic session.

Written Expression: 25 Marks

Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, Questions on civilization
Translation of simple passages into English and vice-versa

Oral Expression: 15 Marks

Reading of texts, general questions on civilization
Presenting someone or yourself

External – 60 Marks

End Semester Paper

Communicative Grammar, Text Comprehension and Written Expression

Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

SCHEME OF END SEMESTER EXAMINATION (MAJOR TEST)

Theory

1. The duration of the Exam will be 3 hours.
2. The Question Paper for this Theory Course consists of three Sections covering all the syllabus, comprehension of text, conjugation, grammar, précis-writing. These Sections will have a multiple choice of questions.
3. The Student is required to attempt a total of 60 marks questions.

Practical

The Student will be evaluated internally and orally through a Viva-Voce for the Unit IV of the Syllabus. It will carry 15 internal marks.

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MIBA 419: IT TOOLS AND TECHNIQUES FOR GLOBAL MANAGERS		
Objectives: To understand the critical role and applications of Information Systems Tools To enable the students with technological advancements To achieve operational excellence with the business tools and techniques		
Unit	Description	Hours
1	Components of IS- IS Resources- Role of IS in Business- Trend in IS- Managerial Challenges of Information Technology- Competing with Information Technology(IT)- Strategic advantages of IT- The Value chain and Strategic IT- e-Business concepts and Critical factors for success	09
2	Data resource management–types of data bases–database management approach–datawarehouses,datamining and their business applications. The networked enterprise, Networking the enterprise – trends in telecommunications –business value of telecommunication networks– The Internet Revolution– The business value of Internet, Intranet and Extranet	09
3	Artificial Intelligence Applications in Business-IT in business–functional business systems–Cross-functional enterprise systems and applications–e-Business models- Enterprise- Business systems - Expert System–Decision Support System–Neural Networks–Fuzzy Logic – Executive Information System– Knowledge Management.	09
4	E- Business Expectations and Customer Satisfaction-e-Commerce application trends–Web store requirements– Clicks-and-bricks in e-Commerce– m-Commerce, Intelligent Agents in Client Server Architecture-Implementation, Integration. IT Audit tools and Its Management-Computer Assistance Audit Tools-Auditor productivity tools-Flow Charting Techniques-IT audits-Evaluating IT audit quality- Computer Forensics.	09
5	Developing Business/IT solutions: IS development–The Systems approach– The Systems Development Cycle –Prototyping – Systems development process – End-User development –Implementing New Systems– Evaluating hardware, software and services. Ethical Responsibility of a business–privacy issues– Security management of IT–Tools of security management– Internet worked security defenses – Security measures– Information Technology Actin India.	09
Text Books: 1. Anthony T Velte, Toby J Velte, Robert Elsenpeter, Cloud Computing a practical approach, 1st Edition, Tata McGraw – Hill, 2009. 2. O’Brien,J .Management Information Systems: Managing information technology in the business enterprise, NewDelhi: Tata McGraw-Hill, 2004.		
Reference Books: 4. SandraSenft&Fredrick “Information Technology Control and Audit “CRCPress,2012. 5. Laudon and Jane Price Laudon Management Information Systems –Managing the digital firm, Pearson Education, Asia2002. 6. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, JohnWiley1999.		

SECOND SEMESTER



MIBA 421: INTERNATIONAL MARKETING

Objectives:

To understand the basic concepts of Marketing
 To gain the knowledge of marketing management in the international perspective
 To develop marketing strategies for the dynamic international markets.

Unit	Description	Hours
1	The Concept of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.	10
2	Product Mix - Product management decisions, Branding and Packaging, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, Base Methods of setting Price, pricing strategies and Policies.	10
3	Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing	10
4	International Marketing Decisions:product Planning,Designing and Development for international markets-Pricing Decisions:Pricing Strategies And Price setting For International Markets.	10
5	Distribution:Channel Management And Physical distribution Management in International Marketing.Promotion:International Advertising Programs,Sales Management And Sales Promotion For Foreign Markets.	10

Text Books:

1. Philip Kotler, Marketing Management- The South Asian Perspective, Pearson Education
2. Warren J. Kegan: Global Marketing Management' Pearson Education

Reference Books:

1. Svend Hollensen : Global Marketing: A Decision-Oriented Approach- , Pearson Education.
2. Ramasamy, Namakumari: Marketing Management, McMillan Publishers
3. Saxena: Marketing Management (Tata McGraw-Hill)

MIBA 422: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives:

- To Understand the HRM Principle and Practices in the Domestic Context.
- To Study the Global HRM Practices with Multicultural Nature compounded by Geographical Dispersion.
- To Adopt the best Practices of Global HRM and its application to the Domestic and MNCs operating in India.

Unit	Description	Hours
1	Human Resource Management: Evolution – Objectives – Significance – HR Planning –Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession- - Domestic HRM v/s IHRM - Growth of Internationalization of World Business- Strategic Orientation of IHRM- International Assignments.	09
2	IHRM Functions: Planning - International recruitment and selection - Training and development of expatriates - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment-M & A –Integration of acquired employees in newer cultures, Global Mobility and HR-International postings.	09
3	IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation –Entry Level (Campus) Recruitment Women Expatriates – Risk Factors Associated with Expatriation – Special Provisions pertaining to Expatriate Labour Recruitment - Empanelment of Overseas Recruitment Agencies e-Migrate - Role of Indian Embassy - Staff Recruitment- Regions - MiddleEast, Africa and Asia Pacific- Repatriation -Process of repatriation, job related adjustments, organisational development.	09
4	IHRM Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs -Managing Diversity - Learning Organisation – Adopting and Managing changes.	09
5	IHRM Strategies and Developments - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQ HRM approaches - Barriers to TQHRM - HR project planning - Importance of computerized information system - Conflict management -IHRM Experiences of USA, UK, Japan and China.	09

Text Books:

1. Peter J. Dowling & Denice E. Welch (2009) IHR M, Cengage
2. Aswathappa k; SadhnaDash(2009) IHRM; Tata McGrawHill,

Reference Books:

1. Bhatia S.K. 2005. IHR M: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi,
2. Dessler, G. (2005) Human Resource Management (10th Ed.), Prentice Hall Publishing
3. Tony Edwards, Chrisrees: International Human Resource Management, Pearson,
4. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age publishers,

MIBA423-INTERNATIONAL FINANCIAL MANAGEMENT		
Objectives: The course provides an analytical framework of Financial Management It enables how cross-border financing, valuation, risk management analysis It analyses exchange rates, tax and legal issues and country risk.		
Unit	Description	Hours
1	Financial Management in a global perspective - IFM basic concept & challenges – International monetary system - Overview of international financial markets (Bond markets, Equity markets, Forex Market)- International Flow of Funds- International Portfolio Investments	09
2	Foreign Exchange Exposure and risk management- Exchange rate forecasting-volatility-Exposure types- Transaction Exposure, Translation exposure, Economic Exposure-Currency Derivatives-forward, futures & options-usage in firms as hedging tool.	09
3	Financial management of the MNC: Multinational Capital Budgeting – subsidiary Vs parent-MNC capital budgeting inputs and calculations- Multinational cost of capital - capital structure-factors influencing decisions- Long-term and Short-term financing decisions- Cash Management.	09
4	International Project Appraisal – Traditional and Modern Techniques (Present value approach) Country Risk Analysis –importance-risk factors and assessment –risk ratings –incorporating risk in capital budgeting. Understanding global economic indicators.	09
5	Introduction to valuation – Principles and practices – Tools and techniques –CAPM- Estimating discount rates-Estimating cash flows – Equity DCF models.	09
Text Books		
<ol style="list-style-type: none"> 1. Jeff Madura, International Financial Management, 7th Edition, Thomson India. 2. Jeff Madura, International Corporate Finance, ,8thEdition, SWcengage Indian Edition. 		
Reference Books:		
<ol style="list-style-type: none"> 1. Cheol S.Eun and.Resnick, International Financial Management, SIE 4th Edition, TMH 2. Allen Shapiro, Multi-National Financial Management, Prentice-Hall of India 3. Apte, P.G. International Financial Management, Fourth edition, Tata McGraw-Hill 4. AswathDamodaran, Corporate Finance -Theory and Practice, Wiley & Sons Inc,2ndEdn. 5. AswathDamodaran, Investment Valuation, Wiley ,2nd Edition. 		

MIBA 424-RESEARCH METHODS FOR INTERNATIONAL BUSINESS

Objectives:

- To Familiarize students with the techniques and tools of Business Research.
- To develop research report writing skills among students.
- To introduce them to software packages widely used in research analysis.

Unit	Description	Hours
1	Over view of Research methodology: Meaning and purpose – Types of research: Exploratory, Analytical, Descriptive, Experimental and Case study.	09
2	Research Focus: Problem definition, Selection and formulation – Review of Literature – Delimitation of the scope of the study – Setting Objectives – Definition of the concepts – Formulation of hypothesis – Preparation of Research design – Field work and Data collection.	09
3	Meaning of Hypothesis – Types of Hypothesis – Sources of hypothesis – Testing of Hypothesis – Errors in Testing – Measurements – Scaling techniques and Scale Construction – Sample size – Sampling error – Sampling Methods and Applications.	09
4	Data Collection: Primary and Secondary Data: Observation, Interview, Telephonic Interview, Questionnaire – Internal and External source of Secondary data – Construction of Interview schedule and Questionnaire – Pre testing and Pilot Study – Reliability and Validity tests – Processing and data analysis: Checking, Coding, transcription and tabulation of data – Report writing: Types of report, Contents of report, Styles and Conventions in report writing - Steps in drafting a report: Cover page, Introduction, Text, Bibliography and Appendix.	09
5	Data Analysis using Computers: Software Packages – Parametric and Non Parametric hypothesis testing – Correlation and Regression analysis – Time Series – Basic Multivariate analysis.	09

Text Books

1. Krishnaswamy O R and Ranganatham M. (2014) METHODOLOGY OF RESEARCH IN SOCIAL SCIENCES, Himalaya Publication, India.
2. Kothari C R (2014), "RESEARCH METHODOLOGY: METHODS AND TECHNIQUES", New Age India.
3. Sekaran Uma and Bougie Roger (2010) RESEARCH METHODS FOR BUSINESS: A SKILL BUILDING APPROACH John Wiley & Sons, 2010

Reference Books:

1. Kerlinger Fred and Lee B Howard (1999), FOUNDATIONS OF BEHAVIORAL RESEARCH, S.Chand
2. Hatt K Paul and Goode J William, (2016), METHODS IN SOCIAL RESEARCH, Asia Law House.
3. Cooper R Donald and Schindler (1998) Pamela BUSINESS RESEARCH METHODS Irwin Professional Publishing

MIBA 425: GLOBAL PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

- To introduce the production Process and Planning Process
- To Familiarize the concepts of Operations
- To expose the students to various models and techniques

Unit	Description	Hours
1	System concept of production –Production system – Productivity – World class manufacturing- process planning and design- selection of process- value analysis/value engineering-make or buy decision- capacity planning and forecasting- Demand pattern- Forecasting model-selection of forecasting techniques-SMA-WMA-Simple exponential smoothing, Linear regression – Delphi method	09
2	Facility location; factors influencing plant location-break even analysis-facility layout-basic formats-classification- process layout, Product layout and Group technology layout- advantages and limitation- systematic layout planning (SLP) – Concept of CRAFT, ALDEP, CORELAP- Assembly Line – Line balancing concept-Concept of mass production. Material management and inventory control – Components of material management- Purchase model with instantaneous replenishment and without shortage – Manufacturing model without shortage – Material handling system- unit load concept- material handling principle-classification of material handling equipments.	09
3	Aggregate sales and operation planning – Introduction – overview- Production planning environment. Material Requirement planning (MRP) - Product Structure/ Bill of material (BOM) – MRP System and overview- Production planning control- Planning phase-action phase- the control phase. Single machine scheduling (SMS); types of scheduling-concept of SMS- SPT rule to minimize mean flow time-minimizing weighted mean flow time –EDD rule to minimize maximum lateness-flow shop scheduling- Introduction to Johnson Problem – Extension of Johnson’s rule.	09
4	Project management: CPM – PERT – GANTT chart/Time chart – work study-method study- time study – motion study. Quality control: Introduction- need to control quality- quality system- QC techniques- control charts for variables and attribute- Acceptance sampling – Operating characteristic curve – Single sampling plan.	09
5	Maintenance - planning and control - Maintenance Objectives –Types – Basic reasons for replacement- reliability – reliability improvement- reliability calculations- Modern production management tools- JIT manufacturing - Introduction to Six sigma concepts- TQM- Lean manufacturing. -Kaizen.	09

Text Books:

1. Chary S, (2017) “Production and Operations Management”, McGraw Hill Education
2. Chunawalla S A and Pate D R, (2016), “Production and Operation Management”, Himalaya Publishing House.
3. Panneerselvam (2012) “Production and Operations Management”, Prentice Hall India

Reference Books:

1. William J. Stevenson, (2017), “Operations Management”, McGraw-Hill Education

MIBA 426: INTERNATIONAL ECONOMICS

Objectives:

- To understand the complex and ever changing international economics to run the business successfully.
- To introduce the basic international trade theories and policies.
- To develop a framework for analysing opportunities and risks involved in the international trade.

Unit	Description	Hours
1	Introduction - International Economics – Scope of International Economics - Why countries trade? - Basis of International Trade – Gains from International Trade – Classical theory of international trade - Mercantilism – Absolute advantage – Comparative advantage - Heckscher-Ohlin theory an empirical verification- Factor endowment theory - Factor price equalization and income distribution – Leontief paradox – Factor intensity reversal.	09
2	New theories of international Trade: Imperfect competition and trade – Intra Industry Trade – Technology Gap model – Product cycles – Export led growth – Import substitution Vs Export orientation - Immiserising growth. Has the growth of newly industrialized countries hurt advanced countries?	09
3	Tariff and Protection – Why protection? – Free trade versus protection – Barriers to trade - Tariff and welfare – meaning and types of Tariff and Non-Tariff Barriers – Trade Policy – Instruments of Trade Policy – Political Economy of Trade policy.	09
4	Balance of Payments – structure – uses – Disequilibrium in Balance of Payments and its adjustment mechanism – Significance of Balance of Payments data for an international trade.	09
5	International transactions and Financial markets – Exchange Rate determination – Money, interest rate and exchange rate – Price level and exchange rate in the long run – Output and exchange rate in the short run – Fixed and floating exchange rates.	09

Text Books:

1. Paul R. Krugman and Maurice Obstfeld and Marc Melitz (2016), “International Economics Theory and Policy” 10th Edition, Pearson Education.
2. Francis Cherunilam (2008) “International Economics” 5th Edition, Mc.Graw Hill Education.

Reference Books:

1. Domnic Salvatore (2005), “Introduction to International Economics”, John Wiley and Sons.
2. Thomas A Pugel (2016), “International Economics” 16th Edition, TaTaMc.Graw Hill Co.,
3. W.Charles Sawyer and Richard L. Sprinkle (2009), “International Economics”, Prentice-Hall of India Pvt. Ltd.,
4. Robert J. Carbaugh (2017), “International Economics” 16th Edition, Cengage publications.

MIBA 413: INTERNATIONAL BUSINESS LAW & ARBITRATION

Objectives:

To expose the students to the legal and regulatory framework and their implications concerning global business operations

To have a better understanding of the functioning and objectives of various world organizations.

To enable students as managers to create Reliable standard for companies to follow

Unit	Description	Hours
1	Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.	09
2	Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.	09
3	Legal Framework Relating to: International Licensing; Franchising; Joint Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.	09
4	Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.	09
5	Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards; Non-administered and administered arbitration; Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation	09

Text Books:

1. Ray A. August, "International Business Law Text, Cases and Readings" (4th Edition) Amazon.com
2. Bansal. A.K., "Law of Commercial Arbitration", Universal law House, Delhi

Reference Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.

MIBA 426: BASIC FRENCH 2

CONTENTS

Unit	Description	Hours
1	<p>Usage Présentation de soi, Description d'une personne ou quelque chose Demander et donner des informations Vocabulaire (de la gare, la maison, la circulation, du sport) Savoir montrer son inquiétude et son appréciation Savoir exprimer l'interdiction et l'autorisation Compréhension des dialogues</p>	09
2	<p>Grammaire Verbes ER, IR et RE, Présent, Futur Simple, Impératif, Passé composé Construction des phrases avec un complément de lieu et de temps Forme négative, Interrogation, verbe à l'infinitif Accord de l'adjectif, Préposition du lieu, Pronom COD et COI Expression de quantité, Adverbes de quantités Articles partitifs, Pronom "en", "le", "y", Adverbes, Condition « si »</p>	09
3	<p>Composition Écriture d'une lettre, d'un dialogue, d'un paragraphe Civilisation (La Francophonie, La France, les monuments, les lieux, fêtes, le SNCF etc.) Parler de ses activités, Expression du temps, Traduction</p>	09
4	<p>Conversation, Présentation à l'oral, Commentaire d'une photo Lecture et savoir répondre aux questions correspondant aux textes Expression de l'opinion, Compréhension d'un audio-visuel</p>	09
5	<p>PRACTICAL The Student will be evaluated internally and orally through a Viva-Voce for the Unit-IV of the Syllabus. It will carry 15 internal marks.</p>	
<p>1.Book : <i>FESTIVAL 1, Méthode de Français</i></p>		

Chapters	To know how to	Grammar
Chap. 7 : “À vélo, en train, en avion...”	Book tickets, ask and give information, describe someone or something, express one’s worry and appreciation, Speak about one’s activities	Present, future and imperative tenses, Negative form, singular and plural, Adjectives in accordance with the noun, How to ask questions, Express time
Chap. 8 : “Pardon Monsieur, le BHV, s’il vous plaît ”	Give orders and directions, Prohibit and authorize or warn	Construction with infinitive form, Imperative tense, Obligation, prepositions referring to a place
Chap. 9 : “Au marché”	How to ask the price and bargain	Interrogation and Express quantity, Pronoun of direct object
Chap. 10 : “On déjeune ici”	Going to a restaurant and ordering what you like.	Pronoun of direct and indirect objects, Past tense, Express quantity, condition "if", verbs: drink, eat, offer...
Chap. 11 : “On va chez ma copine”	How to invite someone, Asking information about someone	Possessive adjectives, Interrogative, Negative form
Chap. 12 : “Chez Susana”	Being invited and Visiting an apartment, offer to eat and drink, accept and refuse	Past tense, adverbs, Express quantity, indirect and direct pronouns,
Chap. 13 : “Qu’est-ce qu’on leur offre?”	Give and ask for advise	Past tense, verbs do, can, want

A part of civilization is done at the end of every Chapter.

Scheme of Examination for BASIC FRENCH - 2

Odd or Even Semester:

Internal – 40 Marks (Written 25+ Oral 15)

Written Expression 25 Marks

Functional grammar based on the prescribed Textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

Oral Expression

Reading of texts, general questions on civilization
Oral expression - Conversation, Oral Presentation, Commentary on a picture
Reading and answering questions on the text
Expressing opinions and discussing issues of general interest
Speaking and listening skills

External – 60 Marks

End Semester Paper

Communicative Grammar I, Text Comprehension and Written Expression

Functional grammar based on the prescribed textbook
Comprehension of simple texts and précis-writing
Essays on simple topics, questions on civilization
Translation of simple passages into English and vice-versa

SCHEME OF END SEMESTER EXAMINATION (MAJOR TEST)

Theory

1. The duration of the Exam will be 3 hours.
2. The Question Paper for this Theory Course consists of three Sections covering all the syllabus, comprehension of text, conjugation, Grammar, précis-writing. These Sections will have a multiple choice of questions.
3. The Student is required to attempt a total of 60 marks questions.

MIBA403: CROSS CULTURAL MANAGEMENT

Objectives:

- To provide a thorough understanding of the impact of an international context on management practices based on culture.
- To explain and evaluate frameworks for guiding cultural and managerial practice in international business.
- To understand and appreciate the cultural and managerial practice in international business.

Unit	Description	Hours
1	Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.	09
2	Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – <i>Guanxi</i> – Managing Informal Systems – Implications.	09
3	Globalization & Cross-Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implications.	09
4	Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications.	09
5	Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications.	09

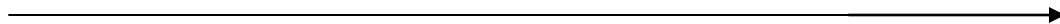
Text Books:

- 1 Helen Deresky (2009) “International Management: Managing across Borders and Cultures” (5th Edition). Pearson Education.
2. Richard M. Hodgetts & Fred Luthans (2005) “International Management”, (3rd Edition). Tata McGraw Hill Publications, New Delhi.

Reference Books:

1. Hodgetts & Fred Luthans (2005)” International Management” (3rd Edition). Tata McGraw Hill Publications. New Delhi.
2. Hill, C. (2007) “International Business: Competing in the Global Marketplace” (6th edition) Tata McGraw-Hill.
3. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw

THIRD SEMESTER



MIBA 511: INTERNATIONAL STRATEGIC MANAGEMENT

Objectives:

- To familiarize the concepts, tools and techniques of international strategic management.
- To enable the students to develop analytical skills.
- To enhance the ability to apply the concepts to solve various business problems.

Unit	Description	Hours
1	Strategic Management Concepts and Characteristics – Emergence of International Strategic Management (ISM) – importance of ISM - Strategic Management Process - Forces necessitating the adoption of ISM concept by MNC's as well as Indian Companies.	09
2	Global business environment - Nature, components of External Environment – PESTEL study - Industry analysis - SWOT analysis – Porters Five forces model - Corporate capability analysis –Diagnosing industry globalization potential– Building global market participation – Competition in global industries – Regional strategy.	09
3	Internal Environment Scanning – Resources, Capabilities, Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis and its significance – Balanced Scorecard to link today's action with tomorrow's goals.	09
4	Setting Vision, Mission, goal and corporate objectives – External and Internal forces interacting with corporate objectives – Types of strategy - Stability strategy – Growth and diversification strategy – Mergers and acquisitions, retrenchment strategy - Portfolio models.	09
5	Conducting a global strategy analysis - Identifying strategic alternatives– Implementing corporate strategy – Strategic control and operational control – case studies.	09

Text Books:

1. Hitt, Ireland, Hoskisson and Manikuttu (2012), "Strategic Management A south Asian Perspective" (9th Edition), Cengage Learning India Pvt Ltd.,
2. Azhar Kazmi and Adela Kazmi (2015), "Strategic Management" (4th Edition), Tata McGraw-Hill Publishing Co Ltd, New Delhi.

Reference Books:

1. Kamel Mellahi, Jędrzej George Frynas and Paul Finlay (2005), "Global Strategic Management" Oxford University Press.
2. George S. Yip (2003) "Total Global Strategy II", 2nd Edition, Prentice Hall.
3. Thomson, Margaret, John, Arun K Jain (2012), "Crafting and Executing strategy The Quest for competitive advantage case and concepts" (18th Edition), Tata Mc. Graw Hill
4. Fred R. David (2011), "Strategic Management concepts and cases" Eastern Economy education PHI learning Pvt. ltd.,
5. Alain Verbeke (2009), "International Business Strategy", Cambridge University Press
6. R. Srinivasan (2014), "Strategic Management – The Indian context", PHI publications.

MIBA 512: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
Objectives: To understand the strategic role of logistics management To study the important modes of logistics operations To Know supply chain techniques in an international perspective.		
Unit	Description	Hours
1	Logistics Management: Concepts – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.	09
2	Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.	09
3	Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.	09
4	Supply chain: supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factors influencing distribution - Transportation decision in supply chain management	09
5	Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.	09
Text Books:		
<ol style="list-style-type: none"> 1. Vinod V. Sople, Logistics Management- The supply chain imperative, Pearson Education 2. Chopra S and P Meind “Supply chain management: Strategy, planning and operations” Biztantra, New Delhi. 3. S. Sudalaimuthu and S. Anthony Raj, Logistics Management for International Business, PHI 		
Reference Books:		
<ol style="list-style-type: none"> 1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill,New Delhi. 2. David Stewart,” International Supply Chain Management”, Cengage publications. 3. Reji Ismail,“Logistics Management” Excel Books. 		

MIBA 513: OVERSEAS PROJECT MANAGEMENT & ENTREPRENEURSHIP

Objectives:

To provide knowledge of entrepreneurship and provide necessary inputs for the creation of the new ventures

To equip students to handle Overseas Project Management effectively

To educate students to know about government support schemes and issues related to Entrepreneurship

Unit	Description	Hours
1	Project Management: Project Initiation– understanding project management – project life cycle – systems theory and concepts of project management – organizational structures for project management – project selection – role of project manager – project planning – conflict – negotiation.	09
2	Project implementation: Budgeting and cost estimation – scheduling of projects – PERT – CPM – cost control in project management – project management information systems – project control.	09
3	International project management – project auditing – project audit life cycle – project management selection – training – project termination - process of termination – project management in practice - project management in new millennium.	09
4	Theories of Entrepreneurship – problems faced by entrepreneurs – skills and knowledge necessary for entrepreneurs - Entrepreneurship development programme – course content – training and development. Business plan preparation – feasibility report preparation - features of good plan preparation.	09
5	Small scale industries in India (role of state and central govt) SSI – NSIC – TCO – SIDCO – Industrial units – Role of government in Promoting Entrepreneurship. Problem and prospect of small scale industries – small scale industry sickness –remedial measures for industrial sickness.	09

Text Books:

1. S.S.Khanka (2013), “Entrepreneurial Development”, S.Chand & co,
2. R. Panneerselvam, (2012), “Production and Operations Management” PHI Learning Pvt Ltd.
3. Jack R Meredith, (2011) “A Managerial Approach”

Reference Books:

1. Project management by Harold kerzner.
2. P. Saravanavel, Entrepreneurial Development, Ess Pee Kay Publishing House

**MIBA 514: GLOBAL INSURANCE AND RISK
MANAGEMENT**

Objectives:

- To learn basic principles of insurance and risk management
- To Analyse the contemporary issues related to Global insurance
- To understand the Insurance provisions

Unit	Description	Hours
1	Nature and History of Insurance Business – Insurance Business in Developed and Developing Economics – Global Insurance Products and Legislations – Insurance Business Models and Operations in India, Europe, UK and USA – Actuarial Aspects of Insurance – Role of Private Players in Insurance Sector – Recent Trends and Developments in Global Insurance Business	09
2	Principles and Legal aspects of Insurance – Insurance contracts and Provisions – Principles of Insurable Interest – Principles of Utmost Good Faith – Principles of Indemnity – Principles of Subrogation – Doctrine of Proximate Cause – Risk Pooling – International Laws Concerning Insurance and Legal Framework of Insurance Business	09
3	Life Insurance – Features – Basic Components and Contractual Provision of Life Insurance – Mathematics of Life Insurance – Pricing of Life Insurance Products – Calculation of Premiums – Mortality Tables – Claims Procedure – Claims Settlement – Risk Premium – Group insurance and Pension plans – Life Insurance Business, Products & Legislations in Europe, UK & USA.	09
4	General Insurance – Features, Principles and Practices – Fire Insurance, Marine Insurance: Cargo and Hull Insurance, Automobile Insurance, Health Insurance, Project and Engineering Insurance, Liability Insurance – Underwriting Practices – Claims settlement in International Perspectives.	09
5	Risk Management – Risk Identification and Perception – Types of Risks – Risk Management Information System (RMIS) – Risk Analysis and Evaluation – Concept of Probability – Value at Risk (VaR) – Reinsurance – Catastrophe Covers – Legal Aspects of Reinsurance Market – Lloyds of London Market – Risk Management Techniques for Global Insurance Market Players.	09

Text Books

1. [E. Rejda George](#) and [McNamara Michael](#) (2017), Principles of Risk Management and Insurance. Pearson Education; Thirteenth edition. **ISBN-10:** 9332584923
2. [Scott Harrington](#) and [Gregory Niehaus](#) (2004), Risk Management and Insurance. McGraw Hill Education; 2 editions. **ISBN-10:** 0070594996
3. P. K. Gupta (2011), Insurance and Risk Management, Himalaya Publishing House. New Delhi. **ISBN-13:** 978-93-5024-672-6

MIBA 515: INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION		
Objectives To understand India's contribution in International Trade and Service To know the Export and Import Documents used in Global Trade To identify future opportunities and challenges of India's Foreign Trade		
Unit	Description	Hours
1	International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.	09
2	Starting an Export Organisation: Starting an export firm – Selection of an export product – Market selection – Buyer selection - Registration procedure with Sales Tax, Central Excise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.	09
3	Export Documentation: Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents – E-Documents	09
4	Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.	09
5	Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Import formalities for 100% EOUs and SEZs - Import Risk Management.	09
Text Books: <ol style="list-style-type: none"> 1. Aseem Kumar (2007) "Export and Import Management", Excel Books Publications, New Delhi 2. David Stewart (2008) "International Supply Chain Management", Cengage publications, 3. Ram Singh (2008) "Export Management" Indian Institute of Foreign Trade, New Delhi 		
Reference Books: <ol style="list-style-type: none"> 1. P.K.Khurana (2010): Export Management, Galgotia Publication, New Delhi 2. Jeevanandam C (2002) "Foreign Exchange: Practices Concepts and control" Sultan Chand Publications 3. Foreign Trade Policy (2015-2020): Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India. 		

FOURTH SEMESTER



MIBA 502: GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE

Objectives:

- To sensitize the students to the issues pertaining to sustainable development and business ethics
- To enable development and business ethics
- To understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

Unit	Description	Hours
1	Business Ethics – Trans-cultural Human Values in Management Education – Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers	09
2	Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Couture – Ethics Tools – Code of ethics – Guidelines for developing code of ethics – Value based leadership	09
3	Work ethics – work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection	09
4	Corporate Governance – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with chaining times – Corporate Governance for Market capitalism	09
5	Indian Ethos in Management – Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life –Strategies for Work Life Balance.	09

Text Books:

1. John R Boatright (2007),” Ethics and the conduct of Business” Dorling Kindersley(India) Pvt Ltd New Delhi for Pearson Education, Third Impression.

Reference Books:

1. Chakraborty,S.K., Management by Values, Oxford University press
2. Balasubramanian,R, Corporate Governance, IIM Bangalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill
4. Bhatia, S.K., Business Ethics and Corporate Governance
5. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi 7.

ELECTIVE COURSES

- *Marketing*
- *Finance*
- *Human Resource*
- *Systems*
- *MSME*
- *Operations*

Marketing Electives

MARKETING AREA				
Code	Course	Credits	Marks	Hard/Soft Core
MIBA 601	Global Buyer Behaviour	3	100	H
MIBA 602	International Sales Promotion and Brand Management	3	100	H
MBIA 603	Services Marketing	3	100	H
MIBA 604	Retail Marketing	3	100	H
MIBA 605	International Marketing Research	3	100	H
MIBA 606	Environmental Marketing	3	100	H
MIBA 607	Customer Relationship Management	3	100	H
MIBA 608	Industrial Marketing	3	100	H
MIBA 609	Sales and Distribution Management	3	100	H
MIBA 610	Marketing of Hi-Technology Products and Innovations	3	100	H
MIBA 611	New Product Development	3	100	H
MIBA 612	Digital & Social Media Marketing	3	100	H

MIBA 601: GLOBAL BUYER BEHAVIOUR

Objectives:

To understand the behaviour of the consumer
 To Know How the business organisations tackling the consumers in its environment.
 To Understand the Online Buyer Behaviour

Unit	Description	Hours
1	Introduction to Consumers Behaviour – Approaches to the study of consumer behaviour – consumer impact on marketing strategy – consumer decisions – Nature of consumer behaviour – pitfalls of consumer behaviour – consumer research process – consumer research paradigms.	09
2	Consumer as Individuals – Consumer motivation – personality and consumer behaviour – consumer perception – consumer learning and memory – consumer attitude formation and change – communication and buyer behaviour – Online buyer behaviour – difficulties and challenges in predicting behaviour.	09
3	Consumers and culture – Understanding culture – social class – subcultures – cultural influences on consumer behaviour – family influences and opinion leadership.	09
4	Consumer decision process – Consumer decision process and problem recognition – opinion leadership – process – measurement – situation environment of opinion leadership – levels of consumer decision making – models of consumers decision making.	09
5	Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.	09

Text Books

1. Consumer Behaviour, Michael R Simon

Reference Books:

1. Consumer Behaviour, Leon G Schiffman and Leslie Lazar Kanut.
2. Consumer Behaviour, Hawking/Coney.
3. S.L. Gupta & Smitra Pal, Consumer Behaviour: An Indian Perspective, Sultan Chand.

**MIBA 602 INTERNATIONAL SALES PROMOTION AND
BRAND MANAGEMENT**

Objectives:

- To Enable the students to know about the various types of sales promotion
- To Provide in-depth knowledge on advertising and its importance
- To Introduce the Concepts of Brand Management to students

Unit	Description	Hours
1	Sales promotion – principles – types- consumer and trade promotions – objectives of SP – Types of SP – sales promotion strategies and practices – cross promotions – surrogate selling – measuring the effectiveness of sales promotions	09
2	Brand concepts – Brand equity – Brand value – Brand loyalty – brand building strategies – brand building on the Web – online vs. off line brand building – global branding strategies.	09
3	Meaning and definition of Advertisement – classifications of advertisements – Types of advertisements – Advertising vs. marketing mix – Difference between advertising and other promotional measures – social & Economical aspects of advertising – Ethics in advertisements.	09
4	Marketing communications – role of communications in marketing – integrated marketing communications – advertising budget – designing ad message – advertising objectives – DAGMAR approach – media planning and strategy – media evaluation.	09
5	Advertising agency – ad agencies in India – its role – relationship between client and agency – constructions of effective advertisements – types of media – media for advertising – campaign planning - creativity in advertising .	09

Text Books

1. Keller: strategic Brand Management, Pearson Education, 2010
2. Belch & Belch : Advertising & Sales Promotion, Tata McGrawHill 2009

Reference Books:

1. Advertising & sales promotion by Kazmi & Batra (Excel books)
2. Brand Management by YLR Moorthy, vikas publishing 2010

MIBA 603: SERVICES MARKETING

Objectives:

- To understand the unique characteristics of services Marketing
- To study about the services marketing strategy components
- To gain knowledge on application of marketing concept in select services.

Unit	Description	Hours
1	Marketing of Services: Introduction – growth of service sector – the concept of service – characteristics of services – classification – designing the service – blue printing - building service aspirations –	09
2	Services Marketing Mix. The 7 P's Product decisions – pricing decisions – pricing strategies and Tactics – promotion of services – Distribution of services - additional dimensions of service marketing – role of People – Physical evidence – Process.	09
3	Effective Management of Services Marketing: Matching demand and supply through capacity planning – internal marketing of service – external Vs internal orientation of service strategy	09
4	Application of Services Marketing: Marketing of Financial services Marketing of Health services Marketing of Hospitality services	09
5	Marketing of Communication services Marketing of Educational services Marketing of I.T Services	09

Text Books:

1. Zeithml and Bitner: services Marketing, Mc Graw-Hill
2. K. Douglas Hoffman and John E.G. Bateson: services Marketing – people, Technology, & Strategy, Thomson
3. Rao, KRM; Services Marketing, Pearson Education

Reference Books:

1. Zeithml, Parasuramn and Berry: Delivering quality service.
2. Gilmore: services marketing and management.

MIBA 604: RETAIL MARKETING

Objectives:

- To introduce the basic concepts of retail management.
- To learn various operational and administrative aspects of the growing Retailing.
- To understand the recent developments and contemporary issues related with the Indian retail Industry.

Unit	Description	Hours
1	An overview of Retailing – Trends in retail marketing – Meaning and scope of Retail Marketing – Retail formats – organized and unorganized formats - different types of organized formats –product retailing vs. service retailing – Globalization and retail formats.	09
2	Retail store location and layout – location strategy – location criteria – interior and exterior design layout –store design - internal and external atmospherics- retail store Management planning – visual merchandising – space management – inventory management – vendor relationship – retail advertising and promotions.	09
3	Retail organization structure – recruitment, selection and training of retail personnel – retail sales force management – legal process to establish a retail store in India – license requirement – regulatory compliances – issues and challenges in India.	09
4	Information Technology (IT) application in retailing - Point of sale – back end IT applications – retail database – basic concepts, scope and role of Supply Chain Management (SCM) in retailing – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major drivers and problems regarding supply chain management.	09
5	The internationalization process and reasons – Retail Internationalization theory – International retailers – regulation and economy – market selection and entry methods – future trends – contemporary issues and relevant case studies.	09

Text Books:

1. Swapna Pradhan (2013), “Retailing Management- Text and Cases”, 4th edition, Tata Mc Graw Hill.
2. Nicholas Alexander and Anne Marie Doherty (2010), “International Retailing”, Oxford University Press.

Reference Books:

1. Levy M (2008), “Retailing Management” Wiley India Private Ltd.,
2. Ramkrishnan and Y R Srinivasan, (2008), “Indian Retailing Text and Cases”, Oxford University Press.
3. Berman B, Evans R J and Mathur M (2011), “ Retail Management – A Strategic Approach” 11th Edition, Pearson publications.
4. Dunne P M., Lush R F and Griffith D A (2002), “Retailing” Thomson South Western.
5. James R Ogden R and Denis T Ogden T (2005), “Integrated Retail Management” Wiley India Pvt Ltd., (biztantra)
6. David Gilbert, “Retail Marketing Management” 2nd edition, Pearson Publications.

MIBA 605 - INTERNATIONAL MARKETING RESEARCH

Objectives:.

To impart the different research techniques for marketing related problems
 To Learn how to manage the product in the market
 To Analyse Investigation methods

Unit	Description	Hours
1	An introduction to Marketing Research: Introduction to MR – definitions – Classifications – Marketing research process – steps – research designs - types – data sources – Ethics of MR	09
2	Data Collection & Scaling techniques: Data collection – objectives – Primary and secondary data collection – qualitative and quantitative data – collection instruments – surveys – observations – interviews – Measurement and scaling techniques Questionnaire Design – methods – Sampling designs and Size – Probability and Non- Probability sampling methods.	09
3	Instrument testing and Data Preparation: Types and Methods of Pre-testing – methods of post testing – Reliability and Validity tests – Processing and data analysis – Checking, Editing, Coding, transcription and tabulation of data – use of computers in data processing.	09
4	Basic Concepts of Analysis and Presentation: Analyzing data using Computers – Analyzing Difference – Investigation of Association – Dependent method and Independent Methods (Multidimensional Scaling /Perceptual Mapping – Conjoint Analysis – Canonical Correlation – MANOVA – Multiple Regression with Dummy variables – Logistic Regression) – Report Writing – Steps in drafting a report.	09
5	Application of Marketing Research: Environmental Scan – Price determination – New product research – Idea creation and concept development – Test marketing and Product life cycle and Product mix research – Advertising Research - Concept, Media and Effectiveness.	09

Text Books

1. Marketing Research D.D. Sharma
2. R. Pannerselvam Research Methodology

Reference Books:

1. Malhotra: Marketing Research – An Applied Orientation
2. Green, Tull and Albaum: Research for Marketing decisions.
3. Kinnear & Taylor Marketing Research an Applied Approach.
4. David A Aaker, V. Kumar and George S Day: Marketing Research

MIBA 606 - ENVIRONMENTAL MARKETING

Objectives:.

The objective of this course is to impart knowledge on this area of environmental marketing
 To equip and to meet the global consumer expectations
 To Analyse the Environmental Ethics

Unit	Description	Hours
1	Environment-Pollution, cause, and remedy, Biodiversity, Environmentalism- Definition, concepts, its impact and relationship to businesses, need to study environment in the modern era, environment- an interdisciplinary approach, environmental ethics and industry, need for environmental marketing, case studies.	09
2	Environment and its relevance to marketing- ethical products, creating awareness about Green Products, Green Labeling of products, Standards-environment audit- Global environmental challenges. Environment conscious customer and consumer segment- identification, approach, creating an environmentally conscious consumer, case studies	09
3	Environment- Developed and developing countries- Influence of Green Marketing on corporate social responsibility, marketing ethical products-challenges and opportunities, promoting green products- advertising on the green platform, Environmental marketing strategies- competitors, case studies	09
4	Building Green Brands, transforming non-green organizations to green organizations- greening the organization structure- building green business-challenges. Product life cycle implications, regulation on environmental marketing and claims, the role of regulatory agencies, international organizations, standards, Clean Development Mechanism (CDM), guides for the use of environmental marketing claims, case studies	09
5	The influence of global environmental issues on international business, international marketing opportunities, Project- mini- project- Business process reengineering with the introduction of green technologies, developed and developing markets, environmental marketing of services, global carbon trading, case studies.	09

Text Books

1. Michael J.Polansky, and Alma T. Mintu. Wimsatt- Environmental marketing- strategies, Practice, Theory and Research, Walter Codington Peter Florain- Environmental Marketing – positive strategies for reaching the green consumer. -McGRaw Hill Professional

Reference Books:

1. John. F. Wasik- Green Marketing and management- A global perspective- Blackwell publishers inc.
2. Andrew Crane- Marketing, Morality, and the natural environment- Routledge publishers.

MIBA 607 - CUSTOMER RELATIONSHIP MANAGEMENT		
Objectives: To Understand the shifting focus from Conquest Marketing to Relation Marketing. To Analysis of how to maintain relationships with the customers inorder to retain them. To help the students to Correlate the Customer Data Analysis		
Unit	Description	Hours
1	Definitions - Concepts and Context of relationship Management – Evolution of CRM Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders	09
2	Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments	09
3	Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.	09
4	Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.	09
5	e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.	09
Text Books		
<ol style="list-style-type: none"> 1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan. 2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra 		
Reference Books:		
<ol style="list-style-type: none"> 1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 3. Assel, Consumer Behavior, Cengage Learning, 6th Edition. 4. Kumar, Customer Relationship Management - A Database Approach, Wiley India. 5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier 		

MIBA 608: INDUSTRIAL MARKETING

Objectives:

- To understand the dynamics of Industrial Markets
- To learn about the influencing factors in Industrial Product decisions
- To gain knowledge to formulate the strategies for Industrial Markets

Unit	Description	Hours
1	Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics.	09
2	Industrial Marketing Intelligence and Marketing Research: Differences between Consumer and Industrial Marketing Research. Industrial Market Segmentation, Targeting and Positioning. Identifying the bases for segmenting the Industrial Markets. Criteria for choosing Target Market Strategy. Procedure for developing Positioning Strategy.	09
3	Industrial Product Strategy and New Product Development. Industrial Product Life-Cycle and Strategies, Innovation, Competitiveness and Technology. Marketing of Industrial Services. Industrial Pricing Strategies and Policies. Factors influencing Pricing Decisions. Pricing methods. Pricing Strategies. Pricing Policies.	09
4	Industrial Distribution Channels and Marketing Logistics. Distinctive nature of Industrial Distribution Channels, Types of Industrial Distribution Intermediaries. Channel Design, Managing Channel Members. Managing the Logistics. Impact of Logistics on Industrial Distribution.	09
5	Industrial Communication: Advertising, Personal Selling, Sales Promotion and Publicity. Developing Industrial Communication Programme. The role of Personal selling in Industrial Marketing. The importance of Sales Promotion or Business Promotion. The role of Public Relations in Industrial Marketing.	09

Text Books:

1. Krishna K Havaldar, Business Marketing, Mc Graw-Hill

Reference Books:

1. Michael D. Hutt, Thomas W. Speh, Business Marketing Management, Cengage Learning
2. Prof. P. K. Ghosh, Industrial Marketing, Oxford
3. Robert R. Reeder & Reeder, Industrial Marketing, Pearson

MIBA 609 –SALES AND DISTRIBUTION MANAGEMENT

Objectives:

- To give necessary inputs on sales concepts
- To present an overview on managing the personal selling and distribution activities.
- To provide an Analysis on the distribution systems

Unit	Description	Hours
1	Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – System selling - The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.	09
2	Size of the sales force, sales organization based on customer, sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.	09
3	Participants in the physical distribution function, the environment of physical Distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.	09
4	Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.	09
5	E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.	09

Text Books

1. Futrell: Sales Management (Pearson Education)
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books:

- 1) Johnson, Kurtz and Scheuing : Sales Management (Mc Graw-Hill)
- 2) Rosenbloom: Marketing Channels – a management view (Dryden Press)

MIBA 610: MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS

Objectives:

To learn the conceptual framework behind the Marketing of High – Tech Products
 To Understand the concept of Advertising in High – Tech markets, Distribution Channel
 To enable students to adapt with the highly volatile Marketing conditions due to advancements of technology and Innovation

Unit	Description	Hours
1	Defining High Technology – A Supply Chain Perspective on Technology – A Continuum of Innovations – Marketing Need for High-Technology Products and Innovations - Realizing the Promise of Technology: Societal, Ethical, and Regulatory Considerations - The Paradoxes of Technology and Unintended Consequences –	09
2	Understanding High-Tech Customers - Customer Purchase Decisions – The Choice of Customer: Segmenting Markets and Selecting – Customer Strategies to Avoid Obsolescence.	09
3	Advertising and Promotion in High-Tech Markets - Tools to Build and Maintain Customer Relationships – Advertising and Promotion Mix: An Overview – The importance of Branding in High-Tech Markets – New Product Preannouncements – The role of Marketing Communications in Customer Relationships.	09
4	E-Business, E-Commerce and the Internet - Lessons from the Dotcom Boom and Bust – Effective Website Design and Management – Consumer Behavior and the Internet – E-Business and Organizational (Business) Behavior	09
5	Distribution Channels and Supply Chain Management in High-Tech Markets - Issue in Distribution Channel Design and Management Channel Considerations in High-Tech Markets – Adding New Channels: The Internet – Expanding the view: From Distribution Channels to Supply Chains. Ethical Controversies Surrounding Technological Advances – Social Responsibility and Business Decisions	09

Text Books:

1. Jakki Mohr, Sanjit Sengupta, Stanley Slater, Marketing of High – Technology Products and innovations, Second Edition, Pearson Education.

Reference Books:

1. Geoffery A. Moore, Crossing the Chasm, Marketing and selling High-Tech Products to Mainstream Customers, Harper Business
2. Michael E. McGrath, Product Strategy for High Technology Companies, Mc Graw Hill, Second Edition

MIBA 611: NEW PRODUCT DEVELOPMENT

Objectives:

To gain practical, real world experience in the application of the concepts, strategies, process, tools and techniques.

To learn how to develop and implement a new product or service to an existing and potential target market.

To help the student to prepare a Business Plan for a new product or service.

Unit	Description	Hours
1	Definition - Types of products – Product development - Factors contributing to New Product Development - New product development process – product life cycle in theory and practice - Invention Vs Innovation – Diffusion of innovation Theory.	09
2	Strategic Planning for New Product - Sources of new product ideas - Generation of ideas - Criteria for screening – understanding customer needs – need assessment based on secondary and primary research - Concept generation and evaluation – selection, screening, scoring - Concept cycle - concept testing – purpose and procedure.	09
3	Business Analysis – Purpose, Stages of Business analysis - Market potential and Demand - Estimating first time sales - Replacement Sales - Repeat Sales - Estimating costs, Sales and Profit – Business plan preparation.	09
4	Product testing - Test Marketing, its advantages and disadvantages - Test marketing strategies - Launch cycle - Managing Growth and Maturity - Commercialization.	09
5	Defining Intellectual Property and Patents – Patent application – ownership and transfer of patent – infringements - The future of New Product management – Contemporary issues and case studies.	09

Text Books:

1. Ramanuj Manjumdar, (2007), “Product Management in India”, 3rd Edition, Prentice Hall Publication
2. Alex Genadinik (2015), “Business plan template and example: How to write a Business Plan”
3. K. Rsjeswari (2007), “New Product Development – a FMCG perspective. PHI publications

Reference Books:

1. Karl T Ulrich, Steven D. Eppinger and Amita Goyal (2012) “Production design and Development” (5th Edition) – Tata Mc Graw Hill
2. Crawford, Merle and Di Benedetto, Anthony (2011) “New Products Management” (10th Edition) McGraw-Hill/Irwin.
3. Bettencourt, Lance (2010) “Service Innovation: How to Go from Customer Needs to Breakthrough Services” McGraw-Hill Irwin.
4. C. Merle Crawford, (2003), “New Product Management”, Tata McGraw Hill.
5. Michael Brooke and William Ronald Mill “New Product Development successful innovation in the market place”, Routledge publications.
6. Bettencourt, Lance (2010) Service Innovation: How to Go from Customer Needs to Breakthrough Services. McGraw-Hill Irwin.
7. Anil Mital, Anoop Desai, (2009), “Product Development”, Elsevier publication.

MIBA 612: DIGITAL AND SOCIAL MEDIA MARKETING

Objectives:

- To understand the latest trends, technologies used in social media marketing.
- To provide knowledge on digital and social media marketing
- To enable the students to design the social media content for marketing, brand-building and customer support.

Unit	Description	Hours
1	Digital marketing – meaning - overview – significance of digital marketing - Opportunities and risks – Digital advertisements and marketing theories – practices in digital marketing.	09
2	Social media marketing – meaning – role of social media marketing in the promotion mix - key social media platforms – Face book – Twitter – LinkedIn – You tube – Instagram – Pinterest – Google Adword – Reddit – Vine – 4 Square – Tumblr – Yelp - Slide share and Blogs.	09
3	Social and Search Engine advertising – Social listening - planning, targeting and budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.	09
4	Content marketing – content marketing in the digital era – user generated content – attract and convert, earn trust through content marketing - structuring social campaigns and daily content.	09
5	E-payments and security – e-payment system – different types of payment modes – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.	09

Text Books:

1. Liana Li Evans, (2010) “Social Media Marketing: strategies for engaging in Face book, Twitter and other Social Media” Que Press.
2. Melissa S. Barker, Donald Barker, Nicholas F. Bormann and Krista E. Neler (2013), “Social Media Marketing : A Strategic Approach” 1st Edition, Cengage learnings.

Reference Books:

1. Stephen Dahl (2014), “Social Media Marketing: Theories and Applications” Sage Publications.
2. Tracy L. Tuten and Michael R. Solomon (2015) “Social Media Marketing” 2nd Edition, Sage Publications.
3. John Williams (2016), “Social Media:Marketing strategy for rapid growth using: Facebook, Twitter, Instagram, LinkedIn and Youtube”, Create space publishers.
4. Jan Zimmerman and Deborah Hg (2017), “Social Media Marketing All – in –one for Dummies” Wiley publications.

Finance Electives

**ELECTIVE
FINANCE AREA**

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 621	Global Financial Markets & Instruments	3	100	H
MIBA 622	Global Mergers and Acquisitions	3	100	H
MIBA 623	International Investment & Portfolio Mgt.	3	100	H
MIBA 624	Financial Services and Derivatives Mgt.	3	100	H
MIBA 625	Global Asset Backed Securities	3	100	H
MIBA 626	Corporate Tax Planning and Management	3	100	H
MIBA 627	International Accounting	3	100	H
MIBA 628	Forex Management	3	100	H
MIBA 629	Corporate Finance	3	100	H
MIBA 630	International Taxation	3	100	H
MIBA 631	International Banking	3	100	H

MIBA 621: GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Objectives:

To impart the fundamental knowledge about the global financial markets
 To introduce the Strategies adopted by the financial markets to students
 To Understand Regional cooperation of various bodies

Unit	Description	Hours
1	International Trade and Business Environment – Framework of International and Regional Economic Cooperation – Growth and Development of MNCs – Types and Rationale – Gains from International Trade – International Economic Institutions: WTO – UNCTAD – IMF and World Bank for of International Trade	09
2	International Financial System – Bretton Wood Conference afterwards – European Monetary System – International Financial Markets – Creation of Euro – Emergence of Euro Currency Markets – International Money Market Instruments – GDRs – ADRs	09
3	Foreign Exchange Markets – Fixed and Flexible Exchange Rates – Spot and Forward Markets – Exchange Rate Quotes – LERMS – Factors affecting Exchange Rates – Basic Theories – PPP – Interest Rate Parity – Fisher Effect – Currency derivatives – Futures and Options – Currency Swaps	09
4	Multinational Financial Management – Complexities in Overseas Investment – Working Capital Management – Investment and Financing Decisions – Capital Budgeting – Cost of capital of Overseas Investment – Risk Exposure – Types – Measurement and Management of Exposure - International Portfolio Management	09
5	Global Capital Markets - International Equity Trading and Instruments – Structure and Regulations of International Equity and Bond Markets – Euro Bonds – Repos – CPs – Loan Syndicates – Euro Deposits	09

Reference Books:

1. Peter S. Rose (1996), [Money and Capital Markets: Financial Instruments in a Global Marketplace](#). McGraw-Hill Inc., US; 6th Revised edition. **ISBN-10:** 0071146946
2. George Chacko, Vincent Dessain, Peter Hechtand Anders Sjoman (2006), [Financial Instruments and Markets: A Casebook](#). John Wiley & Sons. **ISBN-13:** 978-0471737674
3. Sunil Parameswaran (2011), Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange, and Derivatives. Wiley; 1 edition. **ISBN-10:**0470824905

MIBA 622 -GLOBAL MERGERS AND ACQUISITIONS		
Objectives: To provide a broad overview of corporate Mergers and Acquisitions; To understand the conceptual framework and a review of the empirical evidences. To analyze the financial, strategic, economic and managerial perspectives on Mergers		
Unit	Description	Hours
1	Global Corporate Restructuring Process – Mergers & Acquisition Strategies – Building Values – Approaches to Overseas M&A Strategy – Alternative Perspectives on Mergers – Formulating a Competitive Strategy – Overseas Expansion and Diversification Strategy – Deal Structuring and Negotiation – Payment and Legal Considerations	09
2	Types of Mergers – Horizontal Merger – Vertical Merger – Conglomerate Merger - Economic Rationale for Mergers – Managerial and Financial Synergy – Theories of Mergers and Tender Offers – Sell Offs – Divestitures – Spin Offs – Equity Carve Outs – Restructuring – Joint Ventures – ESOPs – Going Private and Leveraged Buy Outs (LBO)	09
3	Cross-Border Acquisitions – Objectives of Global M&A – Strategic Alliances as an Alternative to M&A – Organizing for Acquisitions – Sources and Limits of Value Creation in Cross-Border M&A – Bid Strategies and Defense Tactics	09
4	International Regulatory Framework of M&A – Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Challenges of Cross-Border M&A - Post-Acquisition Audit and Organizational Learning	09
5	Recent Trends and Developments in Global M&A Practices - Discussions by Students of Recent National and International Case Analysis of Corporate Restructuring and M&A Activities	09
Reference Books:		
1. Abdol S. Soofi (2014), Global Mergers and Acquisitions: Combining Companies across Borders. Business Expert Press. ISBN-10: 160649774X		
2. Andreas Lachmann (2014), Globe Business Publishing Ltd. Globe Business Publishing Ltd ISBN-10: 1905783094		
3. Weston Fred J. et al, “Mergers, Restructuring and Corporate control”, PHI, Delhi.		

MIBA 623: INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT

Objectives:

To expose the students to various theories of investment,
 To know different approaches of investments
 To analyse individual securities and management of a portfolio in the international context

Unit	Description	Hours
1	Basics of Investment – Investment objectives and Risks – Forms of Investments – Investment and speculation – Factors in the choice of Investments – Security of principal and income – Rate of Return – Investment constraints – Investment policies- Global Trends and Practices	09
2	Common Stock – Bonds – Preferred Stock – Mutual Funds – Government Securities – Other Fixed Income Securities – Common Stock Valuation Theory – Stock Options – Buying New Issues – Tax Shelters – Investing in Real Estates – Foreign Institutional Investors (FII).	09
3	Stock Market Analysis – Fundamental Common Stock Analysis – Technical Analysis – Industry Analysis – Efficient Market Hypothesis – Listing of Securities – New Issues Markets – Investment Companies – Brokerage Business – Underwriting – Global perspectives.	09
4	Modern Portfolio Theory – Assumptions – Markowitz Analysis – Beta Analysis – Income Portfolio – Growth portfolio – Dowjone Industrial averages – Price Strategies and Timing – Capital Asset Pricing Model	09
5	Portfolio Management in Practice – Portfolio Management in International Setting – Investment Timing – Portfolio Revision – Formula Plans – Constant Rupee Value – Constant Ratio – Variable Ratio – Dollar Cost Averaging – Recent trends in the International Environment.	09

Text Books

1. Fischer and Jordon, *Security analysis and Portfolio Management*, Prentice Hall.
2. Fuller and Ferrel, *Modern Investments and Security Analysis*, McGraw Hill.

Reference Books:

1. Graham & Dodd, *Security Analysis and Portfolio Management*, McGraw Hill,
2. Preeti Singh, *Investment Management*, Himalaya Publishing House, Bombay.
3. Bhalla, V.K., *Investment Management*, S. Chand & Co, New Delhi.
4. Dance, M.N., *How to Invest Wisely in Real Estates*, Sneh.

MIBA 624: FINANCIAL SERVICES & DERIVATIVES MANAGEMENT		
Objectives: To help students to know about various types of business financial services To overview the functions of Regulatory authorities like SEBI in India To know the concepts of Derivatives market and Hedging		
Unit	Description	Hours
1	Financial Services– Services Management – Characteristics - Fund Based and Non-Fund Based Financial Services –Innovative Financial Instruments and Products - Contemporary developments in the field of Financial Services.	09
2	Leasing: Concept – Types – Lease Agreements – Accounting and Legal aspects – Lease Evaluation – Potentiality of Leasing as a means of corporate financing – Future of Leasing industry.	09
3	Merchant Banking – Origin and Growth - Functions of Merchant Bankers – Merchant Banking in different countries – SEBI -Regulatory guidelines- Growth of Mutual Fund - Operational Mechanism of Mutual Fund Schemes – SEBI Guidelines – Off-shore Mutual Funds - Future of Mutual Fund-	09
4	Other Financial Services – Hire Purchase – Consumer Finance – Factoring – Venture Capital – Commercial Paper – Credit Rating – Credit Cards – Insurance – International Financing – Recent trends in marketing of Financial Services in International Money and Capital Markets	09
5	Derivatives Market in India and other countries- New Financial Derivatives emerging in international financial markets- Strategies – determining Hedgeability – Structuring the Hedge – Hedge Management Practices – Evaluating and Monitoring Hedge.	09
Text Books 1.Khan, M.Y., <i>Financial Services</i> , Tata McGraw Hill, New Delhi Reference Books: 1. Avadhani, Marketing of Financial Services 2. John Hull, <i>Options, Futures and other Derivatives</i> , Prentice Hall. 3. Robert W. Kolb, <i>Understanding Futures Markets</i> , Prentice Hall		

MIBA 625 -GLOBAL ASSET BACKED SECURITIES

Objectives:

To emphasize the significance of Asset Based securities
 To Understand the concepts of Asset backed Securities & Securitization in global perspective
 To introduce the concepts of Mortgage based Securities and Asset backed financing.

Unit	Description	Hours
1	Asset Based security Market - Asset securitization - Growth and changing character of the market -Contrast with traditional asset-based financing -Contrast with home mortgage securitization	09
2	The Securitization Process- Before the deal: suitability of assets, originator/servicer, & investors - The process: Typical structure and cash flows - Collateralized bonds, pass-through and pay-through securities - Legal structures for asset securitization.	09
3	CLOs and CBOs -Cash flow vs market value structures -Participation vs assignment of assets -Synthetic structures- Risk Assessment and Credit Enhancement -Sources of risk -Pool default risk -Seller/originator risk -Servicer performance risk -Swap counterparty risk -Legal risks -Sovereign risk - Non-credit risks - prepayment and market risk, Techniques of risk reduction -Credit risk management -Overcollateralization and excess servicing -Senior-subordinated structures -Financial guarantees -Financial guarantors.	09
4	The Investor's Viewpoint: Advantages and Disadvantages of Different Structures Comparison with conventional bonds -Comparison of major structures of ABS - Spread analysis -Comparison of risks and returns on security classes within particular ABS deals -Liquidity considerations -Discussion of investor motivations -reasons behind investors buying asset-backed securities- Understanding The Rating Process The Issuer's Viewpoint: Cost-Benefit Analysis - Securitization in the context of corporate financing choices -The economics of off-balance-sheet financing-performing a financial cost-benefit analysis for an originator- Servicer profitability analysis -Importance of retaining lines and other liquidity sources -reason behind companies financing with asset-backed securities.	09
5	Mortgage-Backed Securities -Home and commercial mortgage securitization - Measuring and managing prepayment risk - Other Asset Classes -Auto loan securitization - Credit card securitization - Equipment lease securitization - Asset-backed commercial paper - Asset-Backed Financing: Applications in Future-Flow Securitization and Securitization of Intangibles -Future-flow securitization: explanation and applications -Securitization of intangibles: explanation and applications	09

Text Books

1. Asset-Backed Securities, Anand K. Bhattacharya (Editor), Frank J. Fabozzi (Editor), Wiley Publications

Reference Books:

1. Investing in Asset-Backed Securities, Frank J. Fabozzi(Editor), Wiley Publications.

Capital Market Instruments: Analysis and Valuation, Moorad Choudhry, R Pienaar, Richard Pereira, Joannas Didier, Financial Times Press.

**MIBA 626: CORPORATE TAX PLANNING AND
MANAGEMENT**

Objectives:

To know about Tax Planning, Tax Procedures and Management

To learn about Tax Consideration in specified managerial decisions, Capital structure and dividend policy

Unit	Description	Hours
1	Introduction of direct tax-Income tax act1961-Direct tax code-Gross Total income - Total income--Residential status and Tax incidence - Incomes exempt from tax-	09
2	Basic Concept of tax planning: Tax Management: Tax avoidance and tax evasions:tax planning vs Tax management-Tax evasion vs Tax avoidance-Tax payments	09
3	Taxation of Companies: Computation of Profits and Gains of Business or Profession - Deductions available to company - Carry forward and set -off of losses in case of certain companies - MAT-Dividend Distribution Tax-Tax on undistributed profits of domestic companies.	09
4	Tax Consideration in specified managerial decisions , Capital structure and dividend policy - make or buy, own or lease, retain or replace, export or domestic sales, shut down or continue, purchase by installment or hire, Expand or Reduce the size of business.	09
5	Tax consideration in special areas - Foreign collaboration agreements, Mergers, Amalgamation, Reconstructions and Acquisitions - New Industrial undertakings and tax relief's.Tax incentives to the exporters.	09

Text Books

1. Lakhotia, R.N., and S.Lakhotia, Corporate Tax Planning Hand Book, Vision Books, New Delhi

Reference Books:

1. Vinod K.Singhania, Direct Taxes: Law and Practice, Taxmann publications, New Delhi.

2. Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan, Agra.

3. Palkivala, N.A. and Palkivala B.A., Kanga and Palkivala.s Law & practice of Income Tax, N.M.Tripathi.

MIBA 627: INTERNATIONAL ACCOUNTING

Objectives:

To make the students understand the concept and nuances of international accounting
 To help students to know the standards and practices for international business firms
 To know the importance of financial reporting in international environment.

Unit	Description	Hours
1	Objective of International Financial Reporting – Concept International Accounting Practices, introduction to inter corporate investments – inter company transaction – Global Joint Venture Accounting, Foreign Currency Translation accounting	09
2	Financial instruments – Presentation and disclosure – Convertible securities – recognition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting.	09
3	Inter corporate investment – Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statements disclosure.	09
4	Global mergers & acquisitions accounting – consolidating wholly, non wholly owned subsidiary under equity and cost recording – Inter company revenue, expenses & inter company profit & expenses	09
5	Financial reporting in an international environment – Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organisations.	09

Text Books

1. Comparative International Accounting, - Christopher Nobes, Rober Parker, 2007.
2. Financial Accounting & An International Introduction – David Alexander & Christopher Nobes, 2006.

Reference Books:

1. International Corporate Reporting comparative approach – Clare Roberts, Pauline Weetman, Paul Gardon, 2004.
2. Advanced Financial Reporting & An International approach – Jagdish Kothari, Elisabeth Barone, 2009.

MIBA 628: FOREIGN EXCHANGE MANAGEMENT

Objectives:

- To understand concepts and techniques of foreign exchange
- To deals with foreign exchange contracts and managing the exchange risk
- To make students career in foreign exchange and control

Unit	Description	Hours
1	Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market (Commercial Banks, FEDAI – RBI) – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate - Participants in Foreign Exchange Market.	09
2	Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control	09
3	Foreign Exchange Transactions - Purchase and Sale Transactions – Spot and Forward Transactions –Ready Exchange Rates – Principal types of Buying Rates – Principal types of Selling Rates – Ready Rates based on Cross Rates – Inter Bank Deals – Cover Deals, Trading, Swap deals and Arbitrage Operations.	09
4	Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract – Inter Bank Deals (Theoretical Aspects only)	09
5	Exchange Risk and Management: Transaction Exposure – Translation Exposure and Economic Exposure Management of Risk Exposure (netting, Marketing, leading and lagging) – Assets and Liabilities Management and techniques - Currency Futures and Option Contracts – Financial Swaps – Forward Rate Agreement – Interest Rate Options.	09

Text Books

1. C. Jeavanandam (2012)” Foreign Exchange Practice and Concepts”, Sultan Chand & Sons, New Delhi.
2. Apte P.G (2011) “International Financial Management”, TataMcGraw Hill, New Delhi

Reference Books:

1. Alan C. Shapiro (2010) Multinational Financial Management Prentice-Hall of India, New Delhi.
2. Cheul S Eun& Bruce Gresnick(2008) International Financial Management Tata McGraw Hill Co., New Delhi.

MIBA 629: CORPORATE FINANCE

Objectives:

To introduce the concepts of Corporate finance as they apply in today's global world.
 To combine the existing skills of finance with fundamental issues of Managerial Finance
 To understand Financial implications of a financial statement

Unit	Description	Hours
1	Introduction: Meaning and Functions of Corporate Finance – Financial Forecasting and Profit Planning – Forecasting Financial Requirements – Estimating External Fund Requirements	09
2	Basic Concepts of Corporate Finance: Time Value of Money – Cost of Capital – Capital Structure – Financial Decision making – Dividend Policies.	09
3	Capital Expenditure Planning: Meaning – Methods; Capital Rationing – Types and Causes – Single Period and Multi period Capital Rationing Sensitivity Analysis – Replacement Decisions and Capital Rationing Evaluation of Risky Investments	09
4	Valuation of Firms: Factors affecting Firms' Value – Different approaches to Value Determination – Valuation of Bonds, Preferred Stock and Common Stock. Mergers, Consolidation and other Forms of Combination: Meaning – Forms – Techniques of Combination – Process of Combination – Reasons for Combination – Financial Consideration in Combination.	09
5	Project Appraisal: Project Identification – Planning – Control – Aspects of Appraisal – Economic, Technical, Financial and market Appraisal – Vertical Integration – Diversification.	09

Text Books

1. Brealey, R.A., Myers, S.C., and Allen F.: "Principles of Corporate Finance", 9th Edition, McGraw – Hill.

Reference Books:

1. Berk, Jonathan and Peter Demarzo, Corporate Finance, BostonMass.: Pearson Addison Wesley, 2007.
2. Tirole, Jean (2006) "The Theory of Corporate Finance" Princeton University Press.
3. Grinblatt M. and S. Titman (2002) 2nd Edition "Financial Markets and Corporate Strategy" McGraw-Hill.
4. Kuchhal, S.C., "Corporation Finance" Chaitanya Publications, new Delhi.

MIBA 630: INTERNATIONAL TAXATION

Objectives:

- To provide an overview of international tax concept, issues, planning opportunities and risks
- To raise the awareness of students concerning Cross-border business and transactions.
- To learn about the concepts of International Transfer Pricing

Unit	Chapter	Hours
1	Introduction–Global business and International Taxation, the rise of business taxation, Taxing resident on Income from all sources, taxing the profits of a business establishment – GST and its effect on International Taxation	09
2	The Companies against International Double Taxation-National and International Taxation, Origin of Model Tax treaties- The Tax Treaty System- Post war development of the Bilateral Treaty Network, The role International Organizations-. Taxation avoidance treaty and Double Taxation – Tax Heavens.	09
3	International Tax Avoidance-The Legal Regulation of Economic Relations, Taxation of Revenue and Opportunities for Avoidance, Tax planning, International Investment and Tax Avoidance. –Multinational Transfer Pricing– Objectives of transfer pricing, Transfer pricing methodology, transfer pricing & government relations, transfer prices in theory and practice.	09
4	The Internationalization of Tax Administration-The development of Tax administrative co-operation, Information exchange under Tax Treaties, Simultaneous Examination and Co-operation in Assessment, Co-ordinating Treaty Interpretation and Application, Assistance in Collection.	09
5	Multinational Transfer Pricing–Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer pricing	09

Text Books:

1. Russo, R (Editor), Finnerty, CJ (Author), Merks, P (Author), Pettricione M, (Author), (2007) Fundamentals of International Tax Planning (IBFD)
2. Holmes, Kevin, International Tax Policy and Double Taxation Treaties (IBFD, 2007)
3. Baker, Philip, Double Taxation Conventions and International Tax Law, (London, Sweet & Maxwell, 3rd edition, 2001)

Reference Books:

1. Williams, David W., (1991) Trends in International Taxation, (Amsterdam, International Bureau of Fiscal Documentation,
2. Ogley, Adrian (1993) Principles of International Taxation: A Multinational Perspective (London,Interfisc Publishing
3. Rohatgi, Roy (2007) Basic International Taxation – Volume 1 (Principles) (London BNA International, 2nd Ed,)

MIBA 631: INTERNATIONAL BANKING

Objectives:

To provide the students with a sound grasp of the practices of modern international banking
 To understand the central theme and issues of International Banking
 To learn the practices of Financial Institutions and centres.

Unit	Description	Hours
1	Global Trends and Development in International Banking – Methods of Payments – Fund Settlement Options – International Remittances – Nostro, Vostro, Loro and Mirror Accounts – Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL III	09
2	International Payment Instruments – Letter of Credit Mechanism and Uniform Customs and Practice for Documentary Credits / URC / URR Buyers/Sellers credit – S.W.I.F.T – Offshore Banking Units – Special Economic Zones	09
3	International Financial Centers – International Banking Department – Investment Banking – Correspondent Banking – Relationship Banking – Financing International Trade – Bank Regulation and Prudential Supervision of banks in the USA, UK and EU. International regulatory and supervisory convergence.	09
4	International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – International Competitiveness – Arbitration and Mediation in International Banking – Japanese American and Swiss Banking Practices.	09
5	Risk Management in International Banking – Forex Risk – Implications and Effectiveness of Country Risk – Asset/Liability Management – Bilateral and Counter Trade – Approaches to Risk Management in International Banking	09

Text Books

1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007

Reference Books:

1. Jane Hughes & Scott MacDonald. (2002). International Banking: Text and Cases. Prentice Hall. ISBN: 9780201635355
2. A.W. Mullineux & Victor Murinde. (2003). Handbook of International Banking. Edward Elgar Publishing. ISBN 1840640936
3. Thomas J. P'brien, International Finance – Corporate Decision in Global Markets, 2nd edition

Human Resource Electives

HUMAN RESOURCE AREA

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 641	HR for Knowledge Based Organisations	3	100	H
MIBA 642	Global Leadership & Skills Development	3	100	H
MIBA 643	Technology for H R Value Creation and Management.	3	100	H
MIBA 644	Global Human Resource Development	3	100	H
MIBA 645	Industrial Relations and Labour Legislations	3	100	H
MIBA 646	Advanced Behavioural Science	3	100	H
MIBA 647	Performance Management Systems	3	100	H
MIBA648	Organisation Development	3	100	H
MIBA 649	Training and Development	3	100	H
MIBA 650	HRD Score Card 2500	3	100	H
MIBA 651	Human Resource Accounting	3	100	H

MIBA 641 HR FOR KNOWLEDGE BASED ORGANIZATIONS		
Objectives: To understand the challenges of knowledge based organization (KPO) and HR interventions to manage the organization To appreciate the values of autonomy, accountability and acknowledgement in the organization To know the significance of ICT in HR practices		
Unit	Description	Hours
1	Changing dimensions of the work concept – Nature of works and practices of working hours – Employees Life in knowledge based organizations – Operational mechanisms of KPOs – Dimensions of HRM in KBOs – New Roles and Challenges for HRM in the KBO.	09
2	Managing knowledge for organizational effectiveness – Process and Methods - Concept of Intellectual Capital and Learning Orientation in the Organizations – Knowledge and Role related issues – Performance appraisal in a KBO	09
3	Managing knowledge and Health of Human Resource and Organization – New work rules and Change of Mental makeup of the Employees – Employees attrition and Stress Management - Rewarding knowledge – Management of Retention and KBO. Employee Engagement' Initiatives, Work from Home Concepts (Short Term and Long Term) and Certain Special Provisions to Women Workforce, ERP, SAP, Oracle, PeopleSoft and Xpedien and so on at appropriate slots.	09
4	Information and Communication Technology (ICT) implications over HR practices in KBO – HRIS for a KBO – Concept , Mechanisms , and Software Orientation – Performance Management – Mechanics and One Illustrative Process.	09
5	Management of leisure in KBO – HR and comprehensive recreation retention practices – Online Assessment of Employees changing pattern of attitude and behavioural components - Comprehensive Case Study on HRM in a KBO – Collection and Complication of the material by the participants under the guidance of the Resource Person	09
Text Books 1. Frances Horibe, Managing Knowledge Workers, John Wiley and Sons		
Reference Books: 1. Ganesh Natarajan and Sandhya Shekhar, Knowledge Management – Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited		

MIBA 642: GLOBAL LEADERSHIP AND SKILLS DEVELOPMENT

Objectives:

To provide a thorough understanding of the concepts of leadership stypes and theories.
 To familiarise how leadership models works in different scenrions.
 To understand and appreciate how as a manager they can apply different models of leadership.

Unit	Description	Hours
1	The difference between leadership and management, Evolution of leadership theories, Attributes of Effective Leaders - Leadership Styles -, Leadership Skills and Tactics, Leadership skills and tactics- Developing Leadership Pipeline Psychometrics and Assessment Centers - Development Centers at appropriate places.	09
2	Global Business Strategies and Competition Principles of Enduring Success , Leading a Learning Organization, Leaders as a Designer, Coaching a Leader, Developing next generation leaders from global perspective,	09
3	Leadership studies and current trends in the development of global leader, Selecting the Right Transition Strategy, Zeitgeist Leadership, Level 5 Leadership application in MNC and transformation of employees attitude,	09
4	Organizational Efforts in creating global awareness for development of their managerial personnel as global leaders. Leadership Challenges, Managing diversity Strategies to teach the team to lead change,	09
5	Implementing Change, Creating the capabilities to cope with disruptive innovation, Designing Training Module for different levels.	09

Text Books:

1. Durbin. Leadership Principles. Cengage Publications.

Reference Books:

1. Kevin Dalton. Leadership and Management Development. Developing tomorrows managers. Pearson Publishers.
2. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (14th Edition). Pearson Education.

**MIBA 643 TECHNOLOGIES FOR HR VALUE CREATION
AND MANAGEMENT**

Objectives:

- To provide an understanding about the use of technology for effective management of human resource
- To learn about the Human Resource Information system
- To know about the new mandates for Human Resource

Unit	Description	Hours
1	Evolution of Technology in HR- Values & skills – Value system of Japan, China and America- Indian Value system – Science & Technology Vs Ethics & Morals	09
2	Human Resource Function and Technology – Personnel policies – and procedures and the utility of Technology to ensure efficiency to the organization – Designing and Development of human resource data recording and information giving systems – performance employee rewards, payment, training , job satisfaction and other aspects of HRIS – Limitations of HRIS	09
3	Technology and Human Resource Health – Concept and Measurement of Organizational and Human Resource Health (OHRH) – Ergonomics – Need – causes – Benefits – MSD – Signs & Symptoms – preventive measures of Musculo Skeletal Disorder (MSD) – Prevention of Ergonomics hazards – Job Hazard analysis – MSD management.	09
4	Technology, Society and Management – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables Which effect Organization Relations.	09
5	New mandate for HR – Value Creation in the Mind of Stakeholders – Comprehensive Case Studies and Field Visits – Presentation - Report writing - IT Laws, Cases	09

Reference Books:

1. Organizational Dynamics
2. Management by Values – K. Chakraborty
3. Public Personnel Management
4. Harvard Business Review

MIBA 644 -GLOBAL HRD

Objectives:

To familiarize students with the need of HRD in changing pattern of organizational requirements
 To understand the linkage of HRD practice in planned change and development of organizations.

Unit	Description	Hours
1	HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries	09
2	Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support	09
3	Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies-Competencies / Expertise and certain Unique Skills of various Nationalities	09
4	HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training	09
5	Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots	09

Text Book:

1. Richard A Swanson , Foundations of Human Resource Development, Pearson Publisher
2. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)

Reference Books:

1. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
2. Nedlar, Corporate HRD Practice American Society for Training and Development – Publications

MIBA 645: INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS

Objectives:

To promote a critical understanding of substantive and procedural labour laws.
To develop skills in handling legal issues in industrial relations and other labour matters.

Unit	Description	Hours
1	History of IR - Understanding /Appreciating IR/Employee Relations - Approaches of IR - Theories of IR/Perspectives of IR - IR in globalised economy - Managing IR Changes - IR and Productivity - Technology and IR - Effective Communication Systems and IR Management. IR Trends, Trade Unions in IT and Layoffs in IT,	09
2	History of Trade Unions -Structure-Organisations – Problems - Trade Unions -Theories - functions, methods - Trade Unions ACT 1926 - Management of Trade Unions in India - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions. Special Provisions related to Women Employment in Night Shifts and also latest Amendments to Maternity Benefit Act, Gratuity Act, etc.	09
3	The nature of Collective Bargaining: - The Legal framework of CB - Negotiating Techniques & Skills - Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication -Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.	09
4	Workers Participation in Management: Evolutions, objectives of WPM - WPM in India - Comparative Study of WPM in Global content - Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.	09
5	Principles of labour legislation - Factories Act 1948 - Contract labour Act 1970 - Industrial Establishment (SO) Act 1946 - Industrial disputes act 1947 - Problems of industrial peace - Grievance & Disciplinary procedures - The minimum wages Act 1948 - Payment of Wages Act 1936 - Payment of Bonus Act 1965 - The Employee Provident Fund Act & Miscellaneous Act 1952 - The Payment of Gratuity Act 1972 - The Workmen Compensation Act 1923 - The Maternity Benefit Act 1961 - ESI Act 1948 - The Role of Government in IR - National Commission on IR- Labor Administration .	09

Reference Books:

- 1.C.S. VenkataRatnam (2006) ,”Industrial Relations” , Oxford University Press
- 2.Mamorio,Mamoria,Gankar (2008) “Dynamics of Industrial Relation”, Himalaya Publishing
3. Ratna Sen (2007),” Industrial Relations in India”, Macmillan
4. Monal Arora (2007), “Industrial Relations” , Excel Books

MIBA 646 - ADVANCED BEHAVIOURAL SCIENCE

Objectives:

To study the behavior of individuals and groups from global perspective.
 To find the importance of culture and its relation to organizations
 To understand the concept, nature and issues involved in cross cultural practices of organizations

Unit	Description	Hours
1	Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of International Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Managing International Organizational Behaviour	09
2	Culture and its Relation to Organizational Behavior, Implication for Managers, Ethics – Four perspective of Ethics – Relativism and Universalism, Social Responsibility of Corporations, Communication – Cross Cultural Communication, Barriers to Cross Cross-Cultural Communications. Implications for Managers	09
3	Negotiation and Conflict Resolution, Situational Factors and Negotiating Tactics, Differences between Indian Cultural and Cross-Cultural Negotiation. Strategies to enhance Cross cultural negotiation. Group – Group Structure and Processes, Team – Teams at work. Motivation –.	09
4	Elements of Structure – The Contingency Perspective, Types of Organization Structure. Structural Variations, Emerging Structures in the Global Economy. Sexual Harassment (Prevention) Committees, Change Management Initiatives and Conflict Management Issues	09
5	Concept, Nature, Resistance to change, managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. GE change Strategy, Conflict: Concept, Sources, Types, Functionality and Dysfunctional of Conflict, Concept, Characteristics, Elements of Culture, Implications of Organization culture, Process of transforming Organizational Culture. Managing Cross-Cultural Transitions: Moving Abroad and Coming Home	09

Text Books

1. International Organizational behavior – Anne Marie, Pearson Publishers
2. International organizational Behavior – Adler, Pearson Publishers

Reference Books

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill)
2. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
3. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 12th Edition)
4. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organisational Behavior: Leading Human Resources (Pearson Education, 8th Edition)
5. Davis, Keith - Human Behaviour at Works – Tata Mc Graw Hill, New Delhi

MIBA 647: PERFORMANCE MANAGEMENT SYSTEM

Objectives:

To provide a thorough understanding of the different performance appraisal systems from Global perspective.
 To explain and evaluate frameworks for developing performance management system.
 To understand and appreciate and design a PMS model

Unit	Description	Hours
1	Vision & Mission, Goal Setting, SMART Objectives, Competency Mapping, Gap Analysis (Both Competency and Performance) and PIPs (Performance Improvement Plans). Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC, Linking of performance management and strategic planning in an organization	09
2	Designing performance tools according to international business standards, methods of measuring performance in MNCs, Measuring results and behaviors, - BARS from global perspectives. Skills required & the role of the appraiser in a MNC,	09
3	Personal Development plans, Appraisal and its application in US Europe and Asia. performance management & reward systems in MNC: performance linked remuneration system, performance linked career planning & promotion policy, Performance Counseling and Problem Solving from global perspective	09
4	Need for performance counseling.. Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by liking organizations vision. Strategies adopted by GE in transforming employees.	09
5	Performance Management and Motivation from Global scenario – Application of Expectancy model, Reward and Recognition from global perspective, Challenges of implementing PMS in MNC. Developing of Performance management model	09

Text Books:

1. Rajasekhar Kandepu, Bhagirath V. Shanbhag (2017) Performance @ Results, Himalaya Publishing House
2. Herman Aguinis. (2007). Performance Management. Pearson Education.
3. Lance A. Berger & Dorothy R. Berger. The Talent Management Hand Book. Tata Mc-Graw Hill.
4. RK Sahu. Performance Management System. Excel Books.

Reference Books:

1. T. V. Rao. Appraising & Developing Managerial Performance. Excel Books.
2. TV Rao et al. 360-degree feedback & assessment & development Centres. Volume I, II and III. Excel Books.

MIBA 648: ORGANIZATION DEVELOPMENT

Objectives:

- To provide a thorough understanding of the impact of Organizational Development.
- To familiarise with OD interventions .
- To understand and apply the OD intervention tools.

Contents

Unit	Description	Hours
1	Conceptual frame work of OD, Managerial Grid, Belbin Model and other Models of Team Building, CFTs, (Cross-Functional Teams), HPTs (High Performance Teams), Gallup Surveys, WCA (Working Climate Analysis), WLB (Work Life Balance), OHS (Organizational Health Surveys) and ESS (Employee Satisfaction Surveys) Empowerment, Teams and teamwork, Parallel learning structures,	09
2	Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: A normative-re-educative strategy of changing, Applied behavioral science, Action research	09
3	Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations	09
4	conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peace making, interventions, partnering,	09
5	The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD. Designing OD model	09

Text Books:

2. Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI. Organization Development. behavioral science interventions for Organization Improvement.
3. Dr. Bhupen Srivastava, Biztantra. Organizational Design and Development-Concepts and Applications.

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour. (3rd Edition). Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.

MIBA 649: TRAINING AND DEVELOPMENT

Objectives:

- To provide a thorough understanding of the impact of an Training and development on Organizational and employee development.
- To explain and evaluate how to identify training needs linking performance appraisal.
- To understand and appreciate and develop training models

Contents

Unit	Description	Hours
1	Learning & Development (L&D). Post-Training Performance Improvement Tracking, Linking PMS to Training Need Identification, Dale Carnigie Model of Training, SHL, Accenture and Honeywell, Specialized Agencies in Training Need for training, types of training. Applying of T – Group Training from Global Perspective	09
2	Function wise / Skill wise. Training In-House Infrastructure, External Training and Academic Affiliations for MDPs for focused Learning of Courses in developing Leadership Pipeline. Training Budget Theories of learning- reinforcement theory – social learning theory – andragogy – resistance to training Technology in training	09
3	Steps in training – identification of job competencies in MNC – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment	09
4	Designing of training programs in MNC, Trainer identification for Expatriate – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program for global managers – budgeting of training.	09
5	Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training at Global Level	09

Text Books:

1. Raymond Noe. Training and Development.
2. Devendra Agochia. Every Trainers Handbook.
3. Radha Sharma. 360 Degree Feedback. Competency Mapping and Assessment Centre.

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour. (3rd Edition). Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.
4. Hersey Paul., Blanchard., Kenneth H and Johnson Dewey E. Management of Organsational Behavior: Leading Human Resources. (8th Edition). Pearson Education.

MIBA650 : HRD Score Card 2500		
Objectives: To provide a thorough understanding of the HRD Score Card 2500 for an Organizational Development To familiarise and enable how to use HRD Score Card 2500.		
Unit	Description	Hours
1	Introduction to HRD Audit & HRD Score Card – Need for HR Audit – HRD System & Strategies, Indepth Audit of HRD System – Competency mapping, Manpower Planning Audit, Organizational Intervention, 360 Degree Feedback and Leadership Development -HR Analytics	09
2	HRD Competencies – Competencies of HRD Staff, learning Attitude of Line Managers, Top Management Styles, learning orientation for Non Supervisory Staff, Credibility of HR Department, Final Competencies Score	09
3	HRD Culture and Values – Rationale for Assessment System, Organizational Culture and Total HRD Culture Scores. HRD Impact and Alignment – Impact of HRD, conversion Table and Dimensions	09
4	HRD Audit Instruments – Designing of HRD audit questionnaire, Type of analysis HR Budget, Workforce Turnover, Re-hiring Cost Impacts due to Attrition	09
5	HRD Scoring – HRD System and Strategies, HRD Competencies, HRD Culture and Values and HRD Impact and alignment Incremental Equations to Business Turnovers and Profit Margins.	09
Text Books: 1. TV Rao. (2008). HRD Score Card 2500. Sage publications. 2. Radha Sharma. (2007) 360 Degree Feedback. Competency Mapping and Assessment Centre. Himalaya Publishing House.		

Systems Electives

SYSTEMS AREA

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 661	Enterprise Resource Planning	3	100	H
MIBA 662	Cyber Crimes and IT Laws	3	100	H
MIBA 663	Data Mining and Data Warehousing	3	100	H
MIBA 664	Software Project Management	3	100	H
MIBA 665	Cloud Computing & Accounting	3	100	H

MIBA 661: ENTERPRISE RESOURCE PLANNING

Objectives:

To make the students to participate in planning and implementation of advanced enterprise wide systems and technologies in their career.

To grasp the activities of ERP project management cycle.

To understand the emerging trends in ERP developments

Unit	Description	Hours
1	Enterprise resource planning – Evolution of ERP, MRP – problems of systems islands – need for system integration and interface	09
2	ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits.	09
3	ERP process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP.	09
4	The emergence of reengineering concepts – concepts of business process – rethinking of processes – identification of reengineering needs – preparing for reengineering. Implementing change.	09
5	Supply chain management – Indian perspective – CRM solutions – E-business – business opportunities – basic and advanced models in internet – internet banking and solutions – Future and growth of E-business	09

Text Books

1. Hammer, Michael – Reengineering the corporation.
2. E-commerce strategy, technologies and applications by David Whitley.

MIBA 662: CYBER CRIMES AND IT LAWS

Objectives:

To impart the different emerging laws in related to IT and cyber-criminal procedure for solving the problem.

To understand basics of IT laws for business management.

To be aware of recent trends in cybercrime management

Unit	Description	Hours
1	Understanding how cyber criminals work- Web hacking – Fundamentals of cyber laws – Email hacking – Spoofing attacks	09
2	Initialising a Search and Seizure Operation – Tracking email accounts – Analysing email headers – Understanding cyber forensics – Cell phone forensics – Recovery of Digital Evidence – Understanding Encryption – Recovering evidence from encrypted information – recovering evidence from password protected files – Recovering evidence from steganographic files – Analysing log files – Setting up a Cyber Crime Investigation cell.	09
3	Basic Forensic Principles – Forensic Imaging & Verification – Data Recovery and Analysis.	09
4	Digital Signatures and the Indian Law – Electronic Contracts – The UNCITRAL Model law on Electronic Commerce. Legal issues: Penalties and Offences under the IT Act 2000 – Offences under the Indian Penal Code – Investigation and Adjudication Issues – Digital Evidence	09
5	Cyber Sabotage case – Online Financial Fraud – Tracking the author of malicious code – Tracking a terrorist – Online Lottery Fraud	09

Reference Books:

1. Information technology act of Government of India 2000.
2. Publication of cyber criminal’s act by GOI.
3. Websites related to cybercrimes.

MIBA 663: DATA MINING AND DATA WAREHOUSING

Objectives:

To impart the basic knowledge about the data mining and how far it is feasible to the warehouse projects.

To understand the various data mining tools used in the organization.

To be aware of recent trends in data warehousing management

Unit	Description	Hours
1	Data Warehousing – Introduction – architecture – meta data management – data quality management – Infrastructure Development – overview – current capabilities – establishing Warehouse organisational infrastructure – development life cycle – architecture design and implementation strategy	09
2	Initiating a Data Warehouse Project – techniques for data warehouse requirement analysis – designing and implementing the data warehouse – techniques for constructing and implementing the architecture – production performance tuning – data warehouse support and maintenance overview.	09
3	Data Mining – Introduction – Definitions – comparison with other research areas – DM application areas – case studies – Association rules – introduction – methods to discover association rules – Clustering techniques – introduction – clustering paradigms – partitioning algorithms – k-Medoid algorithms – Hierarchical Clustering – Categorical Clustering Algorithms.	09
4	Decision Trees – Introduction - Tree Construction Principles – Decision Tree Construction Algorithms – Decision Tree Construction with Presorting – Pruning Technique – Integration of pruning and construction – Other Techniques – Neural Network Learning – Data Mining using Neural Network.	09
5	Case Study on Data Warehousing and Mining application and tools.	09

Reference Books:

1. Richard, J. Kachur, Susan Mc Demott: Data Warehouse Management
2. Handbook, Prentice Hall, Professional Technique Reference, 2000.
3. Arun K. Pujari, Data Mining Techniques, Universities Press, 2001.
4. Sam Anahory, D. Murray, S. Anahory: Data Warehousing in the Real 222.
5. World: A Practical Guide for Building Decision Support Systems, Addison Wesley, 1997.
6. Vipin Kumar, Michael Steinbach, Pang-Ning Tan: Introduction to Data Mining, Pearson Education, 2005.

MIBA 664: SOFTWARE PROJECT MANAGEMENT

Objectives:

- To sensitise one to software engineering and project management
- To develop knowledge and skills for systems development.
- To prepare one for specialising on information systems management

Unit	Description	Hours
1	Software as a product – its characteristics, components and applications, software engineering as a process – process maturity levels – different process models – linear sequential model, prototyping model, rapid application development model, evolutionary software process models, conventional methods for software engineering – system engineering, information engineering and product engineering.	09
2	Software Project Management Concepts: Management Spectrum, People, Product, Process. Software Project Planning: Software Scope, Resources, Software Project Estimation Techniques and Models, Make/Buy Decision Tree and concepts. Risk Analysis and Management: Software Risks, Risk Identification, Risk Projection, RMMM approach.	09
3	Software Scheduling and Tracking; Basic Concepts, People and Effort, Task Set for Software Project, Task Network, Scheduling, EVA Approach, Error Tracking. Software Configuration Management: SCM Baselines, SCM Process, Version Control, Change Control, Configuration Audit, Status Reporting, SCM Standards.	09
4	Software Process and Metrics: A Framework for Technical Software Metrics, Metrics in the Process and Project Domains, Software Measurement, Metrics for Small Organizations, Establishing Metrics Program. Metrics for the Analysis Model, Design Model, Source Code, Testing and Maintenance.	09
5	Software Quality Assurance: Quality Concepts, Quality Movement, SQA, Software Reviews, Formal Technical Reviews (FTRs), software reliability, ISO 9000 Quality Standards. Statistical Quality Assurance (SQA) for software. Metrics for Software Quality, Integrating Metrics within the Software Engineering Process, Statistical Quality Control. Software Quality Assurance: Concepts, metrics (McCall's Quality factors and Hewlett-Packard's FURPS factors).	09

Test Book:

1. T Glib, Addison-Wesley. Principles of Software Engineering Management.

Reference Books:

2. Roger S Pressman. Software Engineering: A practitioner's approach. 4th edition, McGraw Hill.
3. Shooman. Software Engineering. Tata McGraw Hill.

MIBA: 665 CLOUD COMPUTING & ACCOUNTING

Objectives:

- To understand basics of cloud computing for business management
- To gain Knowledge of various applications on cloud for efficient business.
- To provide with a comprehensive understanding of cloud computing tools that can be used in designing business processes

Unit	Description	Hours
1	INTRODUCTION: Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.	09
2	IMPLEMENTATION AND CONTROL Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.	09
3	CLOUD COMPUTING FOR MANAGERS Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.	09
4	APPLICATIONS OF CLOUD SERVICES Applications – Online Planning and Task Management –Event Management – CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.	09
5	VIRTUAL OFFICE MANAGEMENT Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand	09

TEXTBOOK:

1. John W. Rittinghouse and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012

REFERENCES

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
3. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007
4. Bunker and Darren Thomson, “Delivering Utility Computing”, 2006, John Wiley & Sons Ltd.
5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.

MSME Electives

MSMEAREA

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 671	Innovation and Startup Management	3	100	H
MIBA 672	Internationalization of MSMEs	3	100	H
MIBA 673	Perspectives on Start-ups and MSMEs	3	100	H
MIBA 674	Establishment of MSME's	3	100	H

MIBA 671: INNOVATION AND STARTUP MANAGEMENT

Objectives:

- To study the creativity and innovation process of startup
- To understand the effective management of startup
- To inculcate entrepreneurship and skill development among students

Unit	Description	Hours
1	Introduction to Creativity and Innovation- Nature of creativity: Person, Process and Environment; Nature of Innovation: Making the Idea a reality; Need and Roles of creativity and Innovation in the Organization; Dynamics that underlie Creative thinking	09
2	Creative insight: Idea evaluation- Creativity in Teams; Developing and contributing to a Creative-Innovative Team; Managing for Creativity and Innovation- Tools and techniques for creativity; Evolving a culture of Innovation in Organizations; Global perspective on Innovation	09
3	Entrepreneur and Entrepreneurship: Entrepreneurship and Economic Development; A Typology of Entrepreneurs; - Entrepreneurial Competencies: Role, Task and personality; Entrepreneurial skills: Creativity, Problem solving, Decision making, Communication, Leadership quality; McClelland's N-Ach theory, personal efficacy, technology backup;	09
4	Traits/Qualities of an entrepreneur; Steps of entrepreneurial process; Opportunity/Identification and product selection; Conducting Feasibility studies; Entry strategies; Intellectual property; Small Enterprises and Enterprise launching formalities; Project report preparation	09
5	Role of support institutions and Management of small business- Director of Industries; DIC, SIDO, SIDBI, SIDC, NSIC, State financial Corporations; Assistance from different organizations in setting up a new Venture-Export and Import apply procedure; Laws: Liabilities under the Factories Act, Shops and Establishment Act, Sale of goods Act, Environment protection Act; Understanding Labor- Management relationship	09

Text Books:

1. Allan Afuah (2003) "Innovation Management", Oxford Publications
2. Desai Vasant (2009) The dynamics of entrepreneurial development and Management, Himalaya Publishing
3. Kuratko, D.F. & Hodgetts (1998) Entrepreneurship: Theory, Process and practice", R.M Thomson Press

MIBA 672: INTERNATIONALIZATION OF MSMEs

Objectives:

- To gain a better understanding of internationalization of SMEs
- To know the strategies behind the internationalization process of SMEs
- To educate the various government /non-government support programs towards SMEs internationalization.

Contents

Unit	Chapter	Hours
1	Introduction: Internationalization: Introduction; Definition or Meaning of Internationalization- Factors influencing Internationalization of SMEs – Steps in internationalization of SMEs - International opportunities for SMEs – Benefits of Internationalization of SMEs.	09
2	Approaches to Internationalization: Stages, Economic, Networks-Holistic approaches - Integrative and knowledge-based Models. Gradualist, Born-Global, Born-Again Global approaches	09
3	Forms and modes of internationalization: Exporting - Joint Venture - FDI. Modes: Management contracts -Turn-key Operations- Subcontracting – Licensing – Franchising – Overseas Branches – subsidiary - Mergers and acquisitions - Ecommerce, International Trade Exhibition - Trade Journals	09
4	Selection of markets: Nature of Product - International Market Information - Foreign Market Needs – Foreign Competition - Support of Government Agencies.	09
5	Strategies for internationalization: Geographical Concentration/Diversification, Product-Market Expansion Grid, Ethnocentric, Polycentric , Geocentric, Reginocentric Strategies - Offensive and Defensive Competitive Strategies.	09

Essential Readings:

1. Nelly Daszkiewicz, Krzysztof Wach, “Internationalization of SMEs – Context, Models and Implementation”, Gdańsk University of Technology Publishers, First Edition, 2012.
2. Arul.P.G. (2015) Empowering SMEs for Global Competitiveness, Edited Volume, TR Publication, Chennai
3. Vasanth Kiran, Mousumi Majumdar, Krishna Kishore, “Internationalization of SMEs: Finding A Way Ahead Alliance School of Business”, Alliance University Bangalore India: Available online at <http://www.iasir.net>

References:

1. M V Ravikumar, N. Ramesh and M K Sridhar (2011) “Internationalization of SMEs – Study of critical factors “, Research Study sponsored by Indo-Korean Institute for Science and Technology, 2011
2. Karen Wilson, “Encouraging the Internationalization of SMEs”, OECD Papers, 2006, Vol 6, Issue 12, Pg 43

MIBA 673: PERSPECTIVES ON START-UPS AND MSMEs

Objectives:

To exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.

To get an insight of issues faced by the startups

To know about the Financing and supporting Institutions of Start Ups and MSME's

Contents

Unit	Description	Hours
1	Introduction: Definition and meaning SMEs & start-ups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for start-ups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.	09
2	Process of new venture: Registration & Licensing, bank & other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run.	09
3	Launching of startups: Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.	09
4	Supporting institutions: Banks – MSMEs Development Institute – Distract Centers – SIDBI – SFC – Venture Capitalist – Angel Funds Institutions	09
5	Financing: Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.	09

Text Books:

1. Norman Scarborough (2010) "Effective Small Business Management: An Entrepreneurial Approach". Prentice Hall Publication.
2. Vasant Desai (2014) Small scale industries and Entrepreneurship", Himalaya Publishing House, 9th Edition
3. Dr. Jyoti Gogte (2014) Startup and New Venture Management, Vishwakarma Publication, I Edition

References Books:

1. Prof. Anjan Raichaudhuri (2010) Managing New Ventures – Concepts and Cases on Entrepreneurship, PHI Learning Pvt Ltd
2. Report of the Working Group on MSME for the 12th Five-Year Plan, Ministry of MSME, Government of India.

MIBA 674: ESTABLISHMENT OF MSMEs		
Objectives:		
To encourage entrepreneurial thinking in the student community To evaluate their personal prospects for continuing or starting a business venture and To understand the essentials of establishing SMEs		
UNIT	Chapter	Hours
1	INTRODUCTION: Evolution of SMESs in India-Relevance to Indian Economy- Growth and development of SMEs before and after 1991-Government policies on SMEs- Present status of sector wise SMEs.	09
2	ENTREPRENEURSHIP AS A CAREER: Choice of Entrepreneurship as a Career, Factors favoring entrepreneurship as a career - Reasons for the failure of entrepreneurship venture – Avoidance of failure - Concept & importance of Competence - Awareness & Assessment of Competence - Development of Competencies.	09
3	ENTREPRENEURIAL PROCESS: Developing Successful Business Ideas - Recognizing and Evaluating the Opportunity - Feasibility Analysis - Industry and Competitor Analysis - Developing an Effective Business Model - Moving from an Idea to an Entrepreneurial Firm - Managing and Growing the Enterprise and Exercises – Types of entry strategies and selection.	09
4	RESOURCE PLANNING AND DETAILED PROJECT REPORT: Locational Considerations - Procurement of Land and Buildings- Procurement of Machinery- Equipment, Preparation of the Detailed Project report - Filing of Entrepreneur Memorandum - Processing for Financial Assistance - Obtaining Statutory Licenses and Clearances, Trial Production, Commercial Production.	09
5	TOOLKIT FOR ENTREPRENEURS: Experiences of Entrepreneurs looking beyond placements & salaries - Entrepreneurs roadmap - Successful Entrepreneur’s Personality - Managing excellence in Career - Business Start-up Checklist - Self Assessment Checklist for Entrepreneur, Critical thinking skills -Case Studies & Work Sheets etc.	09
Text Book:		
<ol style="list-style-type: none"> 1. Desai Vasant, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House Delhi, 5th Edition, 2014 2. Poonima M Charntimath, “Entrepreneurship development and small business enterprise”, Pearson Publishers, 1st Edition, 2005 3. David, Otes “A Guide to Entrepreneurship”, Jaico Books Publishing House Delhi, 2004 4. A Sahay& V Sharma, “Entrepreneurship & New Venture Creation”, Excel Books, 1st Edition, 2008 		
REFERENCES		
<ol style="list-style-type: none"> 1. William J. Stolze, “Startup: an entrepreneur's guide to launching and managing a new venture, Rock Beach Press, 1989. 2. Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich “Small Business Management: Launching and Growing New Ventures, 5th Edition, 2013 3. Morse and Mitchell, “Cases in Entrepreneurship” Sage South Asia Edition, 2006 4. K Ramachandran, “Entrepreneurship – Indian cases on Change Agents” TMGH 		

Operations Electives

**ELECTIVE
OPERATIONS**

Code	Course	Credits	Marks	H/S Core
MIBA 681	Inventory Management & Material Requirements Planning	3	100	H
MIBA 682	Modeling Techniques and It for Operations Management	3	100	H
MIBA 683	World Class Manufacturing	3	100	H
MIBA 684	Quality Management	3	100	H
MIBA 685	Applied Operations Research	3	100	H

**MIBA 681: INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS
PLANNING**

Objectives:

- To introduce the fundamental nature of inventory from a financial, physical, forecasting, and material requirement planning standpoint
- To emphasize the significance of inventory management for smooth operation of business
- To introduce various inventory management and requirement planning techniques and tools to students

Unit	Description	Hours
1	Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management: Objectives and Importance of the inventory management function about Profitability, Strategy, customer satisfaction and Competitive Advantage.	09
2	Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce through put time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.	09
3	Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.	09
4	Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM	09
5	Materials Management in JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context. Performance: Evaluation of Performance of Materials Function - Criteria and methodology of evaluation, AHP for Vendor Evaluating and Selection.	09

Text Books

1. Zipkin (2000), “Foundations of Inventory Management”, McGraw-Hill Higher Education
2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington,(1994) “Production Planning and Inventory Control”; Prentice Hall
3. J. R. Tony Arnold, Stephen N. Chapman (2010), “Introduction to Materials Management”- Pearson; 7th edition

Reference Books:

1. Richard J. Tersine, (1993) “Principles of Inventory and Materials Management” Prentice

Hall; 4th edition

2. Max Muller, (2011) “Essentials of Inventory Management”, AMACOM; 2 editions
3. Plossl,(1994) “Orliky’sMRP”McGraw-Hill; 2 edition
4. J H Greene, Homewood III: Richard D Irwin, (1986) “Production and Inventory Control” McGraw-Hill US

MIBA 682: MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

Objectives:

To help students to understand the modelling techniques like business modelling, Linear programming, Decision trees, Dynamic programming and IT in operations management.
 To learn the features of Enterprise Resource Planning
 To understand the significance of IT in operations Management

Unit	Description	Hours
1	Introduction to Business Modeling: Modelling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modelling, Modelling with spreadsheet in simple decision-making situations.	09
2	Linear Programming: Application of LPP in operations management, Formulation of LPP, simplex method, duality, Sensitivity Analysis. Trans-shipment problems. Concept of Goal programming, Goal programming model formulation.	09
3	Decision Trees: Concept, Application of Decision Trees in operations management. Sequencing problems: Concept, Application- Job Sheet Scheduling: Priority Dispatching rules, None-Delay schedule generation algorithm	09
4	Concept and Introduction- Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation. Dynamic Programming: Terminologies of Dynamic Programming- Applications in Capital Budgeting Problems, Reliability improving problems. Simulation- types of Simulation, Steps of stimulation, Flow Chart for single server queuing Model, Flowchart for Parallel Server queuing model.	09
5	IT in Operations: Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations- Software in operations: Introduction, characteristics and key features of software's for Project Scheduling, Logistics / Supply chain management and Quality management	09

Text Books

1. N.D. Vohra, (2009) “Quantitative Techniques in Management”, McGraw Hill Education; 4th edition
2. Bal Krishnan, Render, Stair, (2012) “Managerial Decisions Modelling with Spreadsheets, Pearson; 3rd edition
3. Mittal and Mohan, (1996) “Optimization Methods in Operations Research and Systems Analysis” new age publishers; First edition

Reference Books:

1. Chase, Aquilano, Jacobs, Agarwal, (2006) “Operations Management for Competitive Advantage” the McGraw-Hill; 11th edition
2. Gillette B.E, (1976) “Introduction to Operations Research” McGraw-Hill Inc., US
4. J.K.Sharma, (2014) “Quantitative Techniques for Managerial Decisions” Trinity Press Publication
5. Taha Hatndy, (2010) “Operations Research” An Introduction- Pearson; 9th edition

MIBA 683: WORLD CLASS MANUFACTURING

Objectives:

- To acquaint the students with the world class manufacturing environment
- To introduce students to the concept of optimized production in Manufacturing
- To help students to understand the significance of improved process efficiency and Cycle time

Unit	Description	Hours
1	Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.	09
2	Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example.	09
3	System & tools for world class manufacturing: Improving Product & Process 62 Design – Lean Production – SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S ,3 M, use of IT, JIT, Product Mix, Optimizing, Procurement & stores practices, Total Productive maintenance, Visual Control.	09
4	Human Resource Management in WCM: Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.	09
5	Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy- Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead	09

Text Books:

1. Ron Moore, (2001) “Making Common Sense Common Practice – Models for manufacturing excellence” Butterworth-Heinemann Ltd; New edition
2. B.S. Sahay, KBC Saxena, Ashish Kumar, (2000) “World Class Manufacturing - Strategic Perspective” Macmillan India Ltd-new Delhi

Reference Books:

1. Womack, (2007) “Machine That Changed the World” Free Press; Reprint edition
2. Jeffrey K.Liker, (2004) “The Toyota Way, McGraw Hill Education; Reissue edition
3. Narayanan, (2000) “Managing Technology & Innovation for Competitive Advantage” Pearson; 1 edition
4. M.G.Korgaonkar, (2000) “Just In Time Manufacturing” Macmillan Publishers India

MIBA 684: QUALITY MANAGEMENT

Objectives:

- To recognize the importance of Quality Management
- To have comprehensive knowledge of quality management
- To study the tools and techniques which are needed for enhancing quality.

Unit	Description	Hours
1	Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, need for quality approach to strategy, Quality and its types, Supporting policies	09
2	Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus	09
3	Process and Statistical Quality Control- quality system, control chart for variables (X andR) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card	09
4	Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.	09
5	Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools	09

Text Books:

1. Panneerselvam, R. and Sivasankaran, P (2014). “Quality Management”, PHI Learning, New Delhi,
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, (2003)” Total Quality Management, Pearson Education, Inc., USA, 2003.

Reference Books:

1. Feigenbaum, A.V. (1983), “Total Quality Control”, McGraw-Hill, New York,
2. Phillip J. Ross, Taguchi (2005) “Techniques for Quality Engineering”, Tata McGraw-Hill (Second Edition), New Delhi,
3. Saaty, T.L., (2000) “Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process”, Vol.6, RWS Publications, Pittsburg, PA.,
4. Summers, C.S., (2005) “Quality Management: creating and Sustaining Organizational Effectiveness”, Prentice-Hall of India, New Delhi,

MIBA 686: ADVANCED OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas
- To evaluate the situation and utilize the resources for maximum output

Unit	Description	Hours
1	Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.	09
2	Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.	09
3	Shortest Path Problem, Floyd’s Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.	09
4	Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games	09
5	Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1) : (GD/\alpha/\alpha)$, $(M/M/1) : (GD/N/\alpha)$, $(M/M/C) : (GD/\alpha/\alpha)$, $(M/M/C) : (GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.	09

Text Books:

1. Panneerselvam, R., (2006) “Operations Research”, PHI Learning Pvt. Ltd., New Delhi,
2. Hillier and Lieberman (2009), “Introduction to Operations Research”, Tata McGraw Hill, New Delhi, (8th Edition).

Reference Books:

1. Hamdy A. Taha, (2004) “Operations Research – An Introduction”, Prentice Hall of India, New Delhi,
2. Frank S. Budrick, Dennis McLeavy & Richard Mojena, (1998) “Principles of Operations Research for Management”; II Ed., Richard D. Irwin Inc.,
3. Hillier and Hillier, (2005), “Introduction to Management Science”, McGraw Hill International, New York, (2nd Edition)
4. Wagner, Harvey M. (2004), “Principles of Operations Research”, Prentice Hall of India, New Delhi, (2nd Edition)
5. Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi