



**DEPARTMENT OF INTERNATIONAL BUSINESS
SCHOOL OF MANAGEMENT**

M B A: I B
COURSE CURRICULUM



**PONDICHERRY UNIVERSITY
PONDICHERRY
605 014**

DEPARTMENT OF INTERNATIONAL BUSINESS SCHOOL OF MANAGEMENT PONDICHERRY UNIVERSITY

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 780 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 an unique one with exquisite natural beauty with sea shore that captures viewers' imagination and provides an ideal atmosphere for persuading study and research. On the University Campus, seven Schools and 25 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 sponsoring four MBA programs – MBA (General), MBA (Tourism Studies), MBA (Banking Technology), and MBA (International Business).

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

Mission : DIB's mission is 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

- To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.
- 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.
- 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.
- To associate with other institutions in India and abroad with a view to further promoting management education in international business

About International Business Program

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 (MBA: IB) 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 International Marketing, Economic Analysis, International Logistics, and Cross Cultural Management to Management of MNC's, Global Business Information System, Export-Import Systems, etc.

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, three Computer Centres and 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: IB is a specialized program designed in the light of the face lifting of corporate world that has been taking place from the last one and half decades in and out side India. The Program, besides covering the general management courses, does include new courses which are identified based on the contemporary needs of the industry from international perspectives. The thrust areas of the program are presented below:

International Focus

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
International Economics

IT and Systems

Information and e-Business
Management System
Internet & Database Management
Leveraging IT in Global Business
Enterprise Resource Planning
Computer Networking
Data Mining and Warehousing

Human Resource

Human Resource Management
HR for Knowledge Based Organizations
Global Leadership & Skills
Development
Global HRD & O D and Change

Finance

Accounting and Financial Analysis
Merchant Banking and Financial Services
Corporate Finance
Global financial Markets & Instruments
Global Mergers and Acquisitions
International Investment & Portfolio Mgt

Marketing

Marketing Management
Global Buyer Behaviour
Global Brand Management
International Sales Promotion and
Negotiation
Rural Marketing
Advertising Management
Environmental Marketing
Sales & Distribution Management

General Management

Management Processes
Quantitative Techniques for Management
Entrepreneurship and Project Management
Managerial Economics
Insurance and Risk Management
Tourism, Hospitality & Customer
Relationship Management

Core Faculty

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.

| | |
|--|---|
| Dr. M. Ramadass, Ph.D Professor & Dean School of Management <i>Experience: 39 Years</i> | Agricultural Economics Health Economics Economics of Education |
| Dr. K. Mohan, MBA, M.Phil., Ph.D., M.Com., PGDLL, Professor & Head <i>Experience :27 Years</i> | Strategic Financial Management Corporate Finance International Finance Cost & Management Accounting |
| Dr. D. Sambhandan, M.A., M.Phil., Ph.D., (Adjunct Professor) <i>Experience :33 Years</i> | International Economics Managerial Economics Global Financial Markets |
| Dr. P. Sridharan, M.Com., M.Phil., Ph.D. Associate Professor <i>Experience :14 Years</i> | International Banking Financial Management Management Accounting |
| Dr. Bushan D. Sudhakar, MIM, Ph.D., AA (IIM-A) Reader <i>Experience : 13 Years</i> | International Marketing, Business communication & Negotiation Advertising & Branding, Business Communication & Negotiations skills Sales Promotion and Branding |
| Dr. Y. Srinivasulu, MBA, M.Phil, Ph.D Reader Experience: 17 Years | Marketing Management Services Marketing, Brand Management, Industrial Marketing |
| Dr. M. Banumathi, MA, MBA, Ph.D. Reader Experience: 15 Years | Strategic Management, Green Marketing International Trade International Economics |
| Dr. Rajeesh Viswanath MA, MBA, Ph.D Assistant Professor Experience: 12 Years | Organisational Behaviour Performance Management Systems Cross Cultural Management Human Resource Management |
| Dr. S. Thiagarajan M.A., MBA, M.Com., M.Phil, Ph.D. Assistant Professor Experience: 3 Years | Quantitative Techniques Operations Research Research Methodology Accounting, Advertising |
| Dr. P.G. Arul, M.Com, M.Phil, (MBA), Ph.D. Assistant Professor Experience: 10 Years | International Trade & Logistics International Advertisement & Research Human Resource Management Foreign Direct Investment |

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 (10+10) | : 20 marks |
| 2. Two Written Assignments (5+ 5) | : 10 marks |
| 3. Seminar Presentation | : 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 External Examiners (one academician and one practicing manager) and one Internal Examiner. The list of External Examiners is to be approved by the Dean, School of Management from a panel of External 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 one External Examiner and one Internal Examiner (respective Faculty Guide). The list of External Examiners is to be approved by the Dean, School of Management from a panel of External 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 shall carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during the second half of the Fourth Semester 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 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 one External Examiner and one Internal Examiner (respective Faculty Guide). The list of External Examiners is to be approved by the Dean, School of Management from a panel of External 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 shall be as given below:

Part A : Consisting 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 (with either (or) pattern) each carrying six (06) marks (two questions should be asked from each Unit). **5 X 6 = 30 marks.**

Part C : A compulsory question consisting of a Case study in the relevant Subject. **1 X 10 = 10 marks.**

| | |
|--------------|------------------|
| Total | 60 marks. |
|--------------|------------------|

Industrial 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 teacher of the Programme 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 University Departments.

PROGRAMME DETAILS (MBA - International Business)

| | | |
|---|----------|-------------|
| Total Number of Credits | - | 106 |
| Total Marks | - | 3650 |
| Total Number of Theory Papers | - | 30 |
| Total Number of Project Work | - | 3 |
| Total Number of Internship | - | 1 |
| Total No. of Comprehensive Viva-Voce | - | 4 |

MBA (International Business)

Detailed Course Structure

| First Semester | | | | |
|-----------------------|--|----------------|--------------|-----------------------|
| Code | Course | Credits | Marks | Hard/Soft Core |
| MIBA 411 | Management Processes | 3 | 100 | H |
| MIBA 412 | Organizational Behavior | 4 | 100 | H |
| MIBA 413 | Business Communication & Negotiation Skills | 3 | 100 | H |
| MIBA 414 | Macro Economics for Business | 3 | 100 | H |
| MIBA 415 | Accounting and Finance | 3 | 100 | H |
| MIBA 416 | Quantitative Techniques for Business Decisions | 3 | 100 | H |
| MIBA 417 | Global Business Environment | 2 | 100 | H |
| MIBA 401 | Foreign Language | 2 | 100 | S |
| MIBA 402 | Information Technology & E-Business Management Systems | 2 | 100 | S |
| MIBA 418 | Comprehensive Viva-Voce | 2 | 50 | H |
| Total | | 27 | 950 | |

| Second Semester | | | | |
|------------------------|---|----------------|--------------|-----------------------|
| Code | Course | Credits | Marks | Hard/Soft Core |
| MIBA 421 | International Marketing | 3 | 100 | H |
| MIBA 422 | International Human Resource Management | 3 | 100 | H |
| MIBA 423 | International Financial Management | 3 | 100 | H |
| MIBA 424 | Research Methods for International Business | 3 | 100 | H |
| MIBA 425 | Global Production and Operations Mgt. | 3 | 100 | H |
| MIBA 426 | International Economics | 3 | 100 | H |
| MIBA 427 | International Business Laws | 3 | 100 | H |
| MIBA 403 | Cross Cultural Management | 2 | 100 | S |
| MIBA 404 | International Banking | 2 | 100 | S |
| MIBA 428 | Comprehensive Viva-Voce | 2 | 50 | H |
| Total | | 27 | 950 | |
| MIBA429 | SUMMER PROJECT – 8 Weeks (May-June) Project Report – 100 Marks+ Viva Voce-50 Marks) | 5 | 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 | Overseas Project Management & Entrepreneurship | 3 | 100 | H |
| MIBA 514 | Global Insurance and Risk Management | 3 | 100 | H |
| MIBA 515 | International Trade Procedures & Documentation | 3 | 100 | H |
| *MIBA | Elective – I (Marketing/ Finance/ HR/ Systems) | 3 | 100 | H |
| *MIBA | Elective - II (Marketing/ Finance/ HR/ Systems) | 3 | 100 | H |
| *MIBA | Elective - III (Marketing/ Finance/ HR/ Systems) | 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 & Corporate Governance | 2 | 100 | S |
| *MIBA | Elective – IV (Marketing/ Finance/ HR/ Systems) | 3 | 100 | H |
| *MIBA | Elective – V (Marketing/ Finance/ HR/ Systems) | 3 | 100 | H |
| *MIBA | Elective – VI (Marketing/ Finance/ HR/ Systems) | 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 | | 19 | 650 | |

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

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 Mgt | 3 | 100 | H |
| MBIA 603 | Services Marketing | 3 | 100 | H |
| MIBA 604 | Retail Marketing | 3 | 100 | H |
| MIBA 605 | Rural Marketing | 3 | 100 | H |
| MIBA 606 | International Marketing Research | 3 | 100 | H |
| MIBA 607 | Environmental Marketing | 3 | 100 | H |
| MIBA 608 | Customer Relationship Management | 3 | 100 | H |
| MIBA 609 | Industrial Marketing | 3 | 100 | H |
| MIBA 610 | Sales and Distribution Management | 3 | 100 | H |
| MIBA 611 | International Industrial Buyer Behavior | 3 | 100 | H |
| MIBA 612 | Marketing of Hi-Technology Products and Innovations | 3 | 100 | H |
| MIBA 613 | New Product Development | 3 | 100 | H |
| MIBA 614 | Operations Research | 3 | 100 | H |

ELECTIVES
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 | Financial Statement Analysis | 3 | 100 | H |
| MIBA 627 | Investment Banking | 3 | 100 | H |
| MIBA 628 | Corporate Tax Planning and Management | 3 | 100 | H |
| MIBA 629 | International Accounting | 3 | 100 | H |
| MIBA 630 | Financial Engineering | 3 | 100 | H |
| MIBA 631 | Forex Management | 3 | 100 | H |
| MIBA 632 | Corporate Finance | 3 | 100 | H |
| MIBA 633 | Derivatives Management | 3 | 100 | H |

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 HRD & Organisational Development & Change | 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 |

| <i>ELECTIVES SYSTEMS AREA</i> | | | | |
|--|--|----------------|--------------|---------------------------|
| 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 Engineering Principles & Project Management | 3 | 100 | H |

| Course Code & Title : MIBA 411: MANAGEMENT PROCESSES | | |
|--|--|--------------|
| Objectives: To give a comprehensive view of management process. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Overview of Management Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Webers - Bureaucracy, Elton Mayo's - Human Relations, Social System Approach, Decision Theory Approach. Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics | 09 |
| 2 | Introduction to Functions of Management – Planning Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Framing Strategies and formulating Policies. | 09 |
| 3 | Introduction to Functions of Management – Organizing and Staffing Organizing: Fundamentals of Organizing, Strategic Organization Structure, line and Staff Authority and Decentralization, Effective Organizing and Organization Culture. Staffing: Human Resource Planning, Job Analysis, Recruitment & selection, Training & Development, Performance Appraisal, Directing: Concept, Direction and Supervision Performance Theories. | 09 |
| 4 | Introduction to Functions of Management – Leading and Controlling Leadership: Concept, Function, Style and Theories of Leadership-Trait, behavioural and Situational Theories. Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication . Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post- Control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs. | 09 |
| 5 | International Management Reasons for going International – International management functions, Japanese management and theory Z, Japanese vs US Management Systems. | 09 |
| Text Books 1.Stoner,Freeman&Gilbert]r-Management(Prentice Hall of India, 6th Edition) 2.Koontz - Principles of Management (Tata Mc Graw Hill, Ist Edition 2008) 3. Rajeesh Viswanathan- Principles of Management(Himalaya Publications, Ist Edition 2010) Reference Books: 1. Management – Hitt, Layman & Porter: Pearson 3 rd Ed 2. Hampton: MANAGEMENT, McGraw-Hill1. 3. Stoner & Wankel: MANAGEMENT, Prentice Hall 4. Peter F.Drucker: PRACTICE OF MANAGEMENT, Pan Books 5. Robbins & Coulter - Management (Prentice Hall of India, 8th Edition) 6. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Edu., 5th Ed. 7. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008) 8. Important Business Magazines like: Business India, Business World and Fortune 9. Anyone Financial Daily: Economic Times, Financial Express, Business Standard | | |
| 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 Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| Course Code & Title :412 ORGANAZATIONAL BEHAVIOR | |
|--|--|
| Objectives: To give a comprehensive view on the behavior of individuals and groups within diverse organizations and on organizational structure and processes | |

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Fundamentals of Organizational Behaviour: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework. | 09 |
| 2 | Individual Behaviour in Organization: Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning. Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce | 09 |
| 3 | Dynamics of Organizational Behaviour Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Understanding Work Teams, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. | 09 |
| 4 | Power and Politics Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organisation | 09 |
| 5 | Organisational Change and Organization Development: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organizational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress. Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organizational Culture. Organizational Development – I order and II Order Change | 09 |

Text Books

1. Robbins and T Judge Organizational Behaviour, Pearson Publishers
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill)

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 Organizational Behavior: Leading Human Resources (Pearson Education, 8th Edition)
5. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India)
6. Davis, Keith - Human Behaviour at Works – Tata Mc Graw Hill, New Delhi.

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.

| Course Title : MBA 413: BUSINESS COMMUNICATION & NEGOTIATION SKILLS | | |
|---|---|--------------|
| Objectives: To Understand the communication process in an organisation To sharpen the communication skills both oral & written of the learner | | |
| CONTENTS | | |
| 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, consiseness 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 followup- 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 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: 1 Namita Gopal, business communication, New Age International Publishers, 2009 | | |
| 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. | | |

| | | |
|---|--|--------------|
| Course Code & Title : MBA 414: MACRO ECONOMICS FOR BUSINESS | | |
| Objectives: With many national economies getting opened up and integrated with the world economy, the contours of global monetary and macro economic environment have become significant for the business manager today. Hence, the course makes a departure from conventional Micro Economics to Macro Economics. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | General introduction to Macro Economics – fundamental concepts. Classical and Keynesian Macro Models – A stylized presentation of their postulates compared & contrasted | 09 |
| 2 | Aggregate supply and aggregate demand – Linking with prices, wages and unemployment – the anatomy of inflation and unemployment. | 09 |
| 3 | All about macro economic policy, Money, interest and income – Deriving IS/LM framework – Deriving the aggregate demand. | 09 |
| 4 | Monetary and fiscal policy, Commercial banks and the central bank money and credit – Financial markets and asset prices. | 09 |
| 5 | The economics of depression – Hyper inflation and deficits. An overview of advanced topics in new macro economics, the rational expectation revolution, the random walk of GDP, real business cycle theory – a new Keynesian model of sticky nominal prices. | 09 |
| Text Books <ol style="list-style-type: none"> 1. Samuelson, Paul, Economics, McGraw-Hill (latest Edition), 2. Rudiger Dornbusch, Stanley Fischer, Richard Startz, Macro economics, Tata McGraw-Hill, 2004. 3. Andrew B. Abel Ben S. Bernanke, Macro economics, Pearson Education, Low Price Indian edition, 2006. | | |
| Reference Books: Macro Economics: Theory and Policy, Gardner Ackley, Collier-Macmillan International Edition. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

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|---|
| Course Code & Title : MBA 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 and to expose the students to various concepts and principles of financial management for making efficient financing and investment decisions. |

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Book-Keeping and Accounting – Definition – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting - Accounting Concepts and conventions - Journal – Ledger- Trial Balance – Preparation of Trading, Profit and Loss Account and Balance Sheet – An Introduction to Company Final Accounts - International Accounting Standards – An Introduction to Tally Package. Capital and Revenue Expenditure- Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes and need for depreciation – Different Methods of Calculating Depreciation. | 09 |
| 2 | Financial Statements – Meaning – 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 – assumptions – 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. Concept of cost – 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. Hingorani, Ramanathan & Grewal : Management Accounting (Sultan Chand), 2005
2. S.N. Maheswari: Management Accounting (Sultan Chand), 2006
3. N. Vinayakam & B. Charumathi: Financial Accounting (S. Chand), 2004

Reference Books:

1. R.N. Anthony: Management Accounting- Text and cases (Irwin)
2. B.K. Bhar: Cost Accounting (Academic Publishers)
3. H.G. Guthman: Analysis of Financial Statements (Prentice Hall)

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 of the Semester a three hour written examination will be conducted covering the entire syllabus.

| Course Code & Title : MBA 416 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS | | |
|--|--|--------------|
| Objectives:. To expose the students to various statistical tools for data analysis and interpretation and to enable them to take objective decisions based on scientific methods. | | |
| CONTENTS | | |
| 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 – Central limit theorem – Determinate of Confidence interval. | 10 |
| 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. | 8 |
| 3 | Non Parametric statistics: Sign test, Runs test – Chi Square test – Mann Whitney –Wilcoxin test – Krushal Wallis – Friedman tests – Spearman’s Rank Correlation. | 8 |
| 4 | Pearson Correlation and Regression analysis - Basics of Multivariate Analysis: Factor analysis – Cluster analysis – Discriminant Analysis – Multiple Regression – Multiple Analysis of variance. | 9 |
| 5 | Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods - Assignment – Game Theory: Saddle point, Dominance and Mixed strategy. | 10 |
| Text Books 1. R Panneerselvam, 2006, "OPERATIONS RESEARCH", Prentice-Hall of India. 2. S.P. Gupta, 2006 “STATISTICAL METHODS”, Sultan Chand & Co., New Delhi. 3. Chandan Kumar Mustafi, 2008 “STATISTICAL METHODS IN MANAGERIAL” Decisions”, Macmillan, India. | | |
| Reference Books: 1. Richard I. Levin, 2006, “STATISTICS FOR MANAGERS”, Prentice-Hall, India. 2. Sidney Siegal and N. John Castellan, 1988 “NON PARAMETRIC STATISTICS FOR THE BEHAVIOURAL SCIENCES”, McGraw Hill College, India. 3. Joseph Hair and Rolph Anderson Barry Babin 2010 “MULTIVARIATE DATA ANALYSIS” 7/E, Prentice Hall, India. 4. David R Anderson et. al., 2009 South-Western College Pub “QUANTITATIVE METHODS FOR BUSINESS” South Western College, India. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus | | |

| |
|---|
| Course Title : MIBA 417: GLOBAL BUSINESS ENVIRONMENT |
| Objectives: To Understand about various factors that are having impact on the functioning of business. |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | International Business-- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO | 09 |
| 2 | 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 |
| 3 | Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition. | 09 |
| 4 | 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 and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication. Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and external techniques. Management of Risk in Foreign Exchange Markets: Foreign exchange derivatives– swaps, futures, options and forward contracts. | 09 |
| 5 | Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects | 09 |

Text Books

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
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.

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

| | | |
|---|---|--------------|
| Course Code & Title : MIBA 401: FOREIGN LANGUAGE – FRENCH (SOFT CORE) | | |
| 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 | Paroles et gestes (Pages 8 – 13) Objectifs linguistiques - Saluer - se présenter - présenter quelqu'un | 09 |
| 2 | Chiffres et lettres (Pages 14 – 19) Objectifs linguistiques - demander une information - demander quelque chose | 09 |
| 3 | A Paris (Pages 22 – 27) Objectifs linguistiques donne son opinion | 09 |
| 4 | Activités et préférences (Pages 28 – 33) Objectifs linguistiques exprimer ses préférences - proposer / accepter ou refuser une proposition | 09 |
| 5 | Au fil des heures (Pages 36 – 41) Objectifs linguistiques préciser son identité - s'excuser et se justifier - dire l'heure | 09 |
| Text Books 1. BOOKS PRESCRIBED: Pierre GILBERT & Philippe GREFFET, BONNE ROUTE – <i>Méthode de Français I Paris</i> : Alliance Française / hachette, 1988. Lessons 1 to 5 (Pages 8 – 41) | | |
| 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. | | |

| Course Code & Title : MBA 402: INFORMATION TECHNOLOGY AND E-BUSINESS MANAGEMENT SYSTEMS | | |
|---|--|--------------|
| Objectives:. The objective of the course is to help the student understand and appreciate the critical role of Information Systems in today's organizations | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | System concepts – components of an IS – IS resources – fundamental roles of IS applications in business – e-business in business – trends in IS – types of IS – managerial challenges of information technology. <i>Competing with information technology (IT)</i> Fundamentals of strategic advantage - strategic uses of IT – The value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet | 09 |
| 2 | Data resource management – types of databases – database management approach – data warehouses, data mining and their business applications. <i>The networked enterprise</i> Networking the enterprise – trends in telecommunications – business value of telecommunications networks – the Internet revolution – the business value of Internet, Intranet and Extranet | 09 |
| 3 | IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models - Enterprise e-Business systems - Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM) <i>E-Commerce systems</i> : E-Commerce systems – Essential e-Commerce processes – electronic payment processes - e-Commerce application trends – Web store requirements – Clicks-and-bricks in e-Commerce – m-Commerce | 09 |
| 4 | Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT – End user resistance and involvement – change management: <i>Developing Business/IT solutions</i> : IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – evaluating hardware, software and services | 09 |
| 5 | Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. <i>Enterprise and global management of IT</i> : Managing the IS function – failures in IT management - Global business/IT strategies and applications – global IT platforms | 09 |
| Text Books 1. O'Brien, J. (2004). <i>Management Information Systems: Managing information technology in the business enterprise</i> , New Delhi: Tata McGraw-Hill. | | |
| Reference Books: 1. O'Brien, J. (2004). <i>Management Information Systems: Managing information technology in the business enterprise</i> , New Delhi: Tata McGraw-Hill. Stair, R. M. & Reynolds, G. W. (2001). <i>Principles of Information Systems</i> , 5e, Singapore: Thomson Learning. | | |
| 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. | | |

S E C O N D S E M E S T E R



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|--|---|--------------|
| Course Code & Title : MBA 421: INTERNATIONAL MARKETING | | |
| Objectives:. To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | The importance and scope 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, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, pricing strategies. | 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,(2010), <i>Marketing Management- The South Aisan Perspective</i> , Pearson 2. warren J. keegan(2010): <i>Global Marketing Management</i> ’ Pearson Education | | |
| Reference Books: 1) Svend Hollensen (2010): <i>Global Marketing: A Decision-Oriented Approach- 3rd Edition</i> , Pearson Education. 2) Ramasamy, Namakumari (2010) <i>Marketing Management</i> , McMillan Publishers 3) Saxena: Marketing Management (Tata McGraw-Hill) | | |
| 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. | | |

| Course Code & Title : MIBA 422: INTERNATIONAL HUMAN RESOURCE MANAGEMENT | | |
|---|--|-------|
| Objectives: The objective of the course is to provide insight from International Human Resource Management (IHRM) to give an overview and the practical implications of operating across national borders in the pursuit of core strategic competences, the management of global organizational values and culture, and the competition for talent | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Human Resource Management: Evolution-objectives-importance of Human factor in organization – HR policy and planning-recruitment and selection-training –performance evaluation-executive development programme – career planning and succession | 09 |
| 2 | Growth of Internationalization of world business – Strategic orientation and means of globalization – Creating a strategy-oriented IHRM system – IHRM and competitiveness advantage – HRM profession and function – New mandate for IHRM in the changing environment | 09 |
| 3 | IHRM Challenges and opportunities –Domestic and MNC’ perspective – IHRM planning, Procumbent to Placement practice for international assignments- training and development- Competitive compensation and incentives for performance – -Performance Management -Career management in international setup – Managing expatriation -IHRM in the host country context | 09 |
| 4 | Employees and Employer relations – Contemporary issues and new directions of industrial relations - Changing dynamics of union management – Relevance and returns of Labour Laws - Grievance handling - management of personal growth in the line of organizational growth | 09 |
| 5 | Developing HR –Employee empowerment – Knowledge development and utilization - Creation of Intellectual capital and HR Value creation – Shared Corporate Culture – and Change Management and develop global organizational learning systems-Cultural Factors in Global HR practices – HR polices and Managing MNC’s – Cross-national differences and HR practices – United States , United Kingdom, Japan, China, and India | 09 |
| Text Books: 1. Peter J. Dowling & Denise E. Welch (2009) International Human Resource Management, Cengage Learning 2. Aswathappa k; Sadhna Dash(2009) International Human Resource Management; Tata McGrawHill, New Delhi | | |
| Reference Books: 1. Bhatia S.K. 2005. <i>International Human Resource Management: A Global Perspective: ractices and Strategies for Competitive Success</i> , Deep and Deep Book Publishers, New Delhi, 2. Dessler, G. 2005 . <i>Human Resource Management</i> (10 th Ed.), Prentice Hall Publishing Company Limited, 3. Peter J. Dowling & Denise E. Welch. 2005 . International Human Resource Management: | | |
| 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. | | |

| |
|---|
| Course Code & Title : MIBA 423-INTERNATIONAL FINANCIAL MANAGEMENT |
| Objectives: The course provides an analytical framework for understanding how cross-border financing, valuation, risk management and investment decisions are influenced by exchange rates, tax and legal issues and country risk. |

CONTENTS

| 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

1. Jeff Madura, International Financial Management, 7th Edition, Thomson India.
2. Jeff Madura, International Corporate Finance, 8th Edition, SW cengage Indian Edition.

Reference Books:

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. Aswath Damodaran, Corporate Finance -Theory and Practice, Wiley & Sons Inc,2nd Edn.
5. Aswath Damodaran, Investment Valuation , Wiley ,2nd Edition.

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.

| Course Code & Title : MIBA 424-GLOBAL PRODUCTION AND OPERATIONS MANAGEMENT | | |
|---|---|--------------|
| Objectives: To understand the concept and techniques of operations management | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | System concept of production – Types of 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- definition of a quality system- classification 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. Paneerselvam.R , Production and Operation management, Prentice Hall, New delhi. 2. Operations management for competitive management, chase, Jacobs & Aquilano, Tata Mcgraw hill,11E | | |
| Reference Books: 1. William J.Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin. 2. Joseph G. Monks: OPERATION MANAGEMENT – THEORY AND PROBLEMS | | |
| 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. | | |

| Course Code & Title : MIBA 425: INTERNATIONAL ECONOMICS | | |
|--|--|--------------|
| Objectives: The objective of this course is to impart the fundamental principles of international economics and monetary system and different foreign exchange markets. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | What is International Economics about? – Basis of international trade theory – Has the growth of newly Industrializing countries hurt advanced countries? – Imperfect competition and international trade – the economics of dumping - Instruments of trade policy – Political economy of trade policy – theory of customs union | 09 |
| 2 | National Income Accounting and Balance of Payments – Exchange Rate and Foreign Exchange Market : An Asset Approach – | 09 |
| 3 | Money, interest rates and exchange rates – price level and exchange rate in the long run – Output and exchange rate in the short run. | 09 |
| 4 | Fixed Exchange rate and Foreign Exchange Intervention – International Monetary System 180 – 1973. | 09 |
| 5 | Macro economic policy and coordination under floating exchange rate – Optimum currency areas and European experience – Asian Financial crisis. | 09 |
| Reference Books: <ol style="list-style-type: none"> 1. Robert Gilpin, <i>Global Political Economy: Understanding the International Economic Order</i>, Hyderabad: Orient Longman 2001. 2. Paul R. Krugman and Maurice Obstfeld, <i>International Economics: Theory and Policy</i>, Addison Wesley, 2004. 3. Dominic Salvatore, <i>International Economics</i>, Macmillan, recent edition. 4. Bo Sodersten, <i>International Economics</i>. 5. Bretton Woods Commission, <i>Bretton Woods: Looking to the Future</i>, Washington DC, BWC, 1994. 6. M. Carnoy, M.Castells, M. Cohen and F.H. Cardoso (eds) <i>The New Global Economy in the Information Age: Reflections on our Changing World</i>, University Park PA, Pennsylvania State University Press, 1993. 7. P. Drucker, <i>The New Realities</i>, Oxford, Heinemann, 1989. 8. H.H. Dunning, <i>The Globalization of Business</i>, London, Routledge, 1993 a. H. James, <i>International Monetary Cooperation since Bretton Woods</i>, Washington DC, IMF and Oxford University Press, 1982. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| Course Code & Title : MBA – 426 INTERNATIONAL BUSINESS LAWS | | |
|--|--|--------------|
| Objectives: To expose the students to the legal and regulatory framework and their implications concerning global business operations and to have a better understanding of the functioning and objectives of various world organizations. | | |
| CONTENTS | | |
| 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 trade marks; 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 | 09 |
| 5 | 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 |
| Text Books <ol style="list-style-type: none"> 1. Ray A. August, “International Business Law Text, Cases and Readings” (4th Edition) Amazon.com 2. Ray A. August, Don Mayer, Michael Bixby, “International Business Law and its Environment” (5th Edition) Amazon.com | | |
| Reference Books: <ol style="list-style-type: none"> 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. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi. 5. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| | |
|--|--|
| Course Code & Title : MIBA 427-RESEARCH METHODS FOR INTERNATIONAL BUSINESS | |
| Objectives:. Is to develop research skills in view of investigating into the international business opportunities as well as problems | |
| Expected Outcome: To inculcate the systematic manner of preparing research report after interpretation and analysis of data. | |

CONTENTS

| 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. O R Krishnaswamy and M. Ranganatham, 2007 “METHODOLOGY OF RESEARCH IN SOCIAL SCIENCES”, Himalaya Publication, India.
2. R Panneerselvam, 2004, "RESEARCH METHODOLOGY", Prentice-Hall of India.
3. Uma Sekaran, 2003 “RESEARCH METHODS FOR BUSINESS: A SKILL BUILDING APPROACH” 7/E, John Wiley and Sons, India.

Reference Books:

1. Fred Kerlinger and Howard B Lee, 1999, “FOUNDATIONS OF BEHAVIORAL RESEARCH”,
2. Paul K Hatt and William J Goode, 2006, “METHODS IN SOCIAL SCIENCES”, Surjeet, India.

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.

| Course Code & Title : MBA403: 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. Expected Outcome: Towards the end of the course students should be able to understand and appreciate the cultural and managerial practice in international business. | | |
| CONTENTS | | |
| 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 , <i>International Management: Managing across Borders and Cultures</i> , 5 th Edition, Pearson Education, 2009 2. Richard M. Hodgetts & Fred Luthans, (2005), <i>International Management</i> , 3 rd Edition, Tata McGraw Hill Publications, New Delhi, | | |
| Reference Books: 1. Hodgetts ,R.,M.,& Luthans F, (2005), <i>International Management</i> , Tata McGraw Hill Publications, New Delhi. Hill, C. (2007) <i>International Business: Competing in the Global Marketplace</i> . (6 th ed) Tata McGraw-Hill. | | |
| 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. | | |

| |
|--|
| Course Code & Title : MIBA 404: INTERNATIONAL BANKING (SOFT CORE) |
| Objectives: The course aims to provide the students with a sound grasp of the practices of modern international banking and the central themes and issues will be examined in an international and comparative context. |

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Global trends and development in international banking – Outline of international banking and finance. Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL-II. | 09 |
| 2 | International financial centers – Offshore banking units – Special Economic Zones – Foreign exchange management control – International loan agreements – International debt management. | 09 |
| 3 | Asset liability management – Profitability of international banking operations – Investment banking – Correspondent banking – Bank Regulation: Regulation and prudential supervision of banks in the UK and EU. International regulatory and supervisory convergence. Regulating the multifunctional bank. | 09 |
| 4 | International financial institutions – IMF, IBRD, BIS, IFC, ADB, WTO – international competitiveness – implications and effectiveness and country risk. | 09 |
| 5 | Treasury and risk management – bank risk management – letters of credit mechanism – buyers and sellers credit – bilateral and counter trade. | 09 |

Text Books

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

Reference Books:

1. International Finance – G. Shailaja, University Press, 2008.
2. Apte-P.g-International Financial Management Tat McGraw Hill, 2005.

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.

THIRD SEMESTER



Course Code & Title : MIBA 511 - GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Logistics Management: Concepts – Importance – 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: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor 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

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi , 2006.

Reference Books:

1. Donald J Bowersox and David J Closs “Logistics Management, Tata Mc.Graw Hill, New Delhi.
2. David Stewart ,”International Supply chain Management”, Cengage publications, 2008.
3. Reji Ismail, “Logistics Management” Excel Books, 2008.

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

| Course Code & Title : MIBA 512: OVERSEAS PROJECT MANAGEMENT & ENTREPRENEURSHIP | | |
|---|--|--------------|
| Objectives: The objective of this course is to provide knowledge of entrepreneurship and also provide necessary inputs for the creation of the new ventures | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Introduction to Entrepreneurship: Meaning and definition of Entrepreneurs – types – theories of Entrepreneurship – problems faced by entrepreneurs – skills and knowledge necessary for entrepreneurs - Entrepreneurship development programme – course content – training and development. | 09 |
| 2 | Environment of entrepreneurs: Business plan preparation – feasibility report preparation - features of good plan preparation – 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 |
| 3 | Project management: Project initiation- introduction – 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 |
| 4 | Project implementation: Budgeting and cost estimation – scheduling of projects – PERT – CPM – cost control in project management – project management information systems – project control. | 09 |
| 5 | Project management in New Era: 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 |
| Text Books 1. Project Management – A Managerial approach by Jack Meredith 2. Entrepreneurship Development in India by Vasant desai 3. S.S.Khanka, Entrepreneurial Development, S.Chand&co | | |
| Reference Books: 1. Project management by Harold kerzner. 2. P. Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House | | |
| 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. | | |

| |
|---|
| Course Code & Title :MIBA 513: GLOBAL INSURANCE AND RISK MANAGEMENT |
| Objectives: The objective of this course is to learn basic principles of insurance and risk management and contemporary issues related to insurance. |

CONTENTS

| Unit | Description | Hours |
|------|---|-------|
| 1 | Nature and History of Insurance Business – Insurance Business in India Europe, UK and USA – insurance Act 1938 – General insurance business – Nationalisation – Insurance as a social security tool – Insurance and economic development – IRDA – Entry of private players into Insurance business – Actuarial profession – Global Trends and developments in Insurance Business. | 09 |
| 2 | Principles of Legal aspects of Insurance – Principles of Insurable Interest – Principles of Utmost Good Faith – Principles of Indemnity – Principles of Subrogation – Doctrine of Proximate Cause – Tariff Advisory Committee – Legal Aspects of Life Assurance – Global Insurance Regulatory Frame work. | 09 |
| 3 | Life insurance – Features – LIC of India – Products – Calculation of Premiums – Surrender Value – Mathematics of life insurance – Mortality Tables, Risk Premium, Interest Table, Premium Calculations – Factors determining premium – Extra premium – Actuarial aspects – Term assurance annuities – Group insurance and Pension plans – Health related insurance – Claims settlement – Life insurance products & Services in Europe, UK & USA. | 09 |
| 4 | Global Non-life Insurance: Principles & Practices Fire insurance – Standard fire policy; Marine – Cargo and Hull insurance – Types; Motor insurance – Liability insurance, Types of policies; Engineering insurance – Electronic equipment insurance, Burglary insurance – Underwriting Practices – Claims settlement in International Perspectives. | 09 |
| 5 | Risk management process – Risk identifications: perception of risk, Threat analysis, Even analysis, Safety Audit – Risk evaluation – Concept of probability – Statistical methods of risk evaluation – Value at Risk (VaR) – Risk Management Methods – Contingency Planning – Risk Transfer – Captive Insurance agreements – Reinsurance – Catastrophe covers – Legal Aspects of Reinsurance – Reinsurance Markets – Lloyds Markets – Risk Management techniques for global insurance market players. | 09 |

Text Books

1. Mishra, M.N: Insurance principles and practices, S. Chand and Co., Delhi.
2. Vinayakam, N., Radhaswamy and Vasudevan, SV: Insurance principles and practices, S. Chand and Co., Delhi.
3. Mishra, M.N: Life Insurance Corporation of India, Vol. I, II & III, Raj Books, Jaipur.

Reference Books:

1. Life Insurance Corporation Act 1956.
2. Insurance Regulatory Development Act 1999.

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 of the Semester a three hour written examination will be conducted covering the entire syllabus.

| Course code & Title : MIBA 514 - INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION | | |
|---|--|--------------|
| Objectives: It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading. | | |
| CONTENTS | | |
| 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 | Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise 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 – Transport, Negotiation and Insurance 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 – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management. | 09 |
| Text Books <ol style="list-style-type: none"> 1. Aseem Kumar "Export and Import Management", Excel Books, 2007 2. David Stewart ,"International Supply chain Management", Cengage publications,2008 | | |
| Reference Books: <ol style="list-style-type: none"> 1. Jeevanandam C "Foreign Exchange : Practices Concepts and control" Sultan chand Publications, 2002. 2. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India. 3. Export and Import Manual, Nabhi Publications, New Delhi. 4. World Development Indicator, World Bank Publication | | |
| CMIE Report. | | |
| 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. | | |

Course Code & Title : MBA 515: INTERNATIONAL STRATEGIC MANAGEMENT

Objectives: The objective of the course is to familiarize the participants with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations.

CONTENTS

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Concept, Characteristics and Dimensions of Strategic Management – Emergence of International Strategic Management (ISM) – Logic and process of Internationalization – Forces necessitating the adoption of ISM concept by MNC's as well as Indian Companies – Corporate global strategy | 09 |
| 2 | Nature, components and significance of environmental scanning – Corporate capability analysis – Diagnosing industry globalization potential – Building global market participation – Competition in global industries | 09 |
| 3 | Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis – Significance of value chain analysis in strategy making – Balanced Scorecard to link today's action with tomorrow's goals | 09 |
| 4 | Setting corporate objectives in MNC's – External and internal forces interacting with corporate objectives – Identifying strategic alternatives – Stability strategy – Growth and diversification strategy – Merger, acquisitions and retrenchment | 09 |
| 5 | Choice of corporate strategy : CIT, CASCADE and PORTFOLIO MODELS – Formulating generic competitive strategy – Implementing corporate strategy – Strategic control and operational control | 09 |

Text Books

1. John A. Pearce & Richard B Robinson. Strategic Management AITBS Publication.

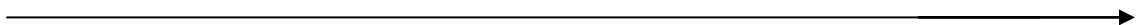
Reference Books:

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
3. Porter, M., Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi.

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 of the Semester a three hour written examination will be conducted covering the entire syllabus.

FOURTH SEMESTER



Course Code & Title : MIBA 502 GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE

Objectives: The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

CONTENTS

| 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 – Cdoe 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 Governace, IIM Banagalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill
4. Bhatia, S.K., Business Ethics and Corporate Governance
5. Bowie Norman, Business Ethics, Prentice Hall
6. Laura P Hartman, *Perspectives in Business Ethics*-Tata McGraw Hill, New Delhi
7. O C F errell,John Paul Frederich, Linda Ferrell; *Business Ethics –Ethical Decision Making & Cases*,- Biztantra ,New Delhi.

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.

ELECTIVE COURSES

- *Marketing*
- *Finance*
- *Human Resource*
- *Systems*

Marketing Electives

| <i>MARKETING AREA</i> | | | | |
|------------------------------|---|----------------|--------------|-----------------------|
| Code | Course | Credits | Marks | Hard/Soft Core |
| MIBA 601 | Global Buyer Behaviour | 3 | 100 | H |
| MIBA 602 | International Sales Promotion and Brand Mgt | 3 | 100 | H |
| MBIA 603 | Services Marketing | 3 | 100 | H |
| MIBA 604 | Retail Marketing | 3 | 100 | H |
| MIBA 605 | Rural Marketing | 3 | 100 | H |
| MIBA 606 | International Marketing Research | 3 | 100 | H |
| MIBA 607 | Environmental Marketing | 3 | 100 | H |
| MIBA 608 | Customer Relationship Management | 3 | 100 | H |
| MIBA 609 | Industrial Marketing | 3 | 100 | H |
| MIBA 610 | Sales and Distribution Management | 3 | 100 | H |
| MIBA 611 | International Industrial Buyer Behavior | 3 | 100 | H |
| MIBA 612 | Marketing of Hi-Technology Products and Innovations | 3 | 100 | H |
| MIBA 613 | New Product Development | 3 | 100 | H |
| MIBA 614 | Operations Research | 3 | 100 | H |

| Course Code & Title : MBA 601: GLOBAL BUYER BEHAVIOUR | | |
|---|--|--------------|
| Objectives: To understand the behaviour of the consumer and how the business organisations tackling the consumers in its environment. | | |
| CONTENTS | | |
| 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. | | |
| 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. | | |

| |
|--|
| Course Code & Title : MIBA 602 INTERNATIONAL SALES PROMOTION AND BRAND MANAGEMENT |
| Objectives: The objective of this course is to enable the students to understand the basic concepts of sales promotion and in-depth knowledge on advertising and its importance |
| Expected Outcome: the brand building and its nature to this current business environment. |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | Introduction to sales promotion: 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 | Branding concepts: 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 | Introduction to advertising: 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 | Advertising and communication: 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: 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 McGraw Hill 2009

Reference Books:

1. Advertising & sales promotion by Kazmi & Batra (Excel books)

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

Course Code & Title : MBA 603: SERVICES MARKETING

Objectives: The objective of this course is to understand the characteristics of services Marketing and the application of marketing concept in various fields of services sector.

CONTENTS

| 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
2. Lovelock: services Marketing – people, Technology, & Strategy
3. Rao, KRM ; Services Marketing.

Reference Books:

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

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.

| Course Code & Title: MIBA 604 - RETAIL MARKETING | | |
|---|---|--------------|
| Objectives: The objective of this course is to know about various operational and administrative aspects of the ever growing Retailing. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Meaning and scope of retail marketing – different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing – retailing environmental issues in India. | 09 |
| 2 | Retailing operations: Retail store location & layout – location strategy – location criteria – interior and exterior design layout – retail store Management planning – visual and display methods in retailing – store maintenance – vendor relationship. product and merchandise management | 09 |
| 3 | HR & Legal compliances in retailing – Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances . | 09 |
| 4 | Supply chain management and IT application in retailing: Point of sale – back end IT applications – retail database – basic concepts of SCM – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major supply chain drivers – scope of SCM – problems in SCM – role of SCM in retail industry – developing supply chain systems. | 09 |
| 5 | Globalization and retail formats – Retail marketing issues and challenges in India – case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance . | 09 |
| Text Books 1. Levy & Weirtz Retail Management, (TMH), 2. Dunne Retailing, (Dryden Publications), | | |
| Reference Books: 1. Ron Hasty, James Reardon Retail Management , (Mcgraw Hill), 2. Berman & Evans, Retail Management 3. Swapna Pradhan, Retail Management | | |
| 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. | | |

| |
|---|
| Course Code & Title: MIBA 605 - RURAL MARKETING |
| Objectives: To lay an emphasis on the incorporation of Rural Marketing and Social Marketing concepts to facilitate the students to update their knowledge with regard to diversified range of issues and problems on marketing strategies to manage the real world situation |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | Rural Markets in India – An overview: Nature, definition, scope, importance and trends & future of rural marketing in India- Factors that influence Rural Markets – demographic - economic - Socio-cultural and psychological factors, other factors like population, land distribution & use, infrastructure. | 9 |
| 2 | Understanding the rural consumer: Aspects of Buying Behaviour – Major influential Buyer Behaviour - Reference Groups and trends in consumer behaviour – aspects relating to Rural Marketing Research | 9 |
| 3 | Marketing Strategies & Tactics adopted/ needed to rural markets factors affecting marketable surplus, regulated markets, co-operative marketing, role of government and statutory mechanisms and its impact on rural marketing. Product marketing & Service marketing in rural India. Marketing of Rural & cottage industry products | 9 |
| 4 | Product and pricing decisions for rural markets – Product developments, product adoptions, modification decisions (including packaging) branding, decisions of product augmentation for rural marketing and rural pricing elements and decisions. | 9 |
| 5 | Managing the rural promotions – understanding rural communication media (Traditional Vs. Current Opportunities) Designing & Developing Rural Market promotions, build relationship & Events. Accessing Rural Indian Markets: Distribution, dynamics of distribution process, Participants in the channel, types of intermediaries, Role of IT in Rural Marketing (e-choupals) – Understanding the rural marketing process | 9 |

Text Books

1. Krishnamacharyulu, C.S.G. and Ramakrishnan, Lalitha, (2002), *"Rural Marketing - Text and cases"*, 1st edition, Pearson Education (Singapore) pte. Ltd., Indian Branch, Delhi

Reference Books:

1. R.L.Varshney & S.L.Gupta, (2000), *Marketing Management, An Indian Perspective*, Sultan Chand.
2. V.S.Ramasamy & Namakumari, (1999), *Marketing Management, Planning Implementing and Control, An Indian Context*, Macmillan.

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

| Course Code & Title : MIBA 606 - INTERNATIONAL MARKETING RESEARCH | | |
|---|--|--------------|
| Objectives:. To imparting the different research techniques for marketing related problems and how to manage the product in the market | | |
| CONTENTS | | |
| 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 | | |
| 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. | | |

| Course Code & Title: MBA 607 - ENVIRONMENTAL MARKETING | | |
|---|--|--------------|
| Objectives:. The objective of this course is to impart knowledge on this area of marketing and equip them to meet the global consumer expectations | | |
| CONTENTS | | |
| 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. | | |
| 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. | | |

| Course Code & Title: MIBA 608 - CUSTOMER RELATIONSHIP MANAGEMENT | | |
|--|---|--------------|
| Objectives: The marketers through out the world are shifting their focus from Conquest Marketing to Retention Marketing. This course makes it clear to the students on how to maintain relationships with the customers in order to retain them. | | |
| CONTENTS | | |
| 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 Perspective, 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 Catheart, 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 | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| |
|---|
| Course Code & Title: MBA 609 - INDUSTRIAL MARKETING |
| Objectives: This course helps the learners to understand the various aspects that an industrial or business customer will consider before making a purchase and what the marketer has to do. |

CONTENTS

| 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 – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule. | 09 |
| 2 | Nature of Industrial buying: Organisational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing | 09 |
| 3 | Market Segmentation: Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research. The Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media , budgetary support, evaluation of advertising. | 09 |
| 4 | Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Business Service Marketing: Special Challenges, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, | 09 |
| 5 | Sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, sales training, Directing, Motivating, Task Assignment, Compensation, Measuring the Effectiveness of Sales Force. Relationship Sales and Marketing, Four forms of Seller Roles. | 09 |

Text Books

1. Industrial Marketing, Robert R. Reeder & Reeder – PHI

Reference Books:

1. Business Marketing Management, Michael D. Hutt, Thomas W. Speh, Cengage Learning, 9/e, 2007
2. Industrial Marketing, Krishna Havaladar – TMH, 2/e, 2005 Industrial Marketing, Prof. P. K. Ghosh, Oxford

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 of the Semester a three hour written examination will be conducted covering the entire syllabus.

| Course Code & Title: MBA 610 - SALES AND DISTRIBUTION MANAGEMENT | | |
|---|---|--------------|
| Objectives: The objective of this course is to give necessary inputs necessary for managing the personal selling and distribution activities. | | |
| CONTENTS | | |
| 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) | | |
| 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. | | |

| Course Code & Title: MBA 611 - INTERNATIONAL INDUSTRIAL BUYERBEHAVIOR | | |
|---|--|--------------|
| Objectives:. To give necessary inputs that are necessary to understand the BtoB customers in the Globalised Markets. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Types of industrial products: Accessory equipments, Raw and Processed Materials, Component parts, Assemblies Operating supplies, the derived nature of demand, researching the industrial market. | 09 |
| 2 | Demand for industrial products, Major equipment, minor equipment, Fabricating or component parts, process material, operating supplies, raw materials, derived demand, elasticity of demand, Customer motives | 09 |
| 3 | Organizational buying, Participants in industrial buying process, the nature and study of organizational buying behaviour, market response, the grid model, the organizational buying decision process, economic influence, political influence, legal influence, suppliers' influence, technology influence, customer influence, government influence, labour influence | 09 |
| 4 | Nature and scope of organizational variable, buying tasks, interpersonal influence on buying behaviour, the buyers' center, users, influencers, deciders, gate keepers, relationship in the buying centre, implications for marketing strategy, information required by the marketing strategist, developing marketing strategies, management of the marketing function. | 09 |
| 5 | Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model and case studies | 09 |
| Text Books <ol style="list-style-type: none"> 1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002. 2. Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2003 | | |
| Reference Books: <ol style="list-style-type: none"> 1. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2003. 2. Schiffman, L.G and Kanuk L.L.Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003. | | |
| 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. | | |

| | | |
|--|--|--|
| Course Code & Title: MIBA 612 - MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS | | |
| Objectives: Understand the concept of High Technology Products, High Technology Customers, Advertising in High – Tech markets, Distribution Channels and Uses of Internet in Marketing. | | |
| Expected Outcome: End of the Course the student should appreciate the conceptual framework behind the Marketing of High – Tech Products and also to apply in Global markets. | | |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | Introduction to High Technology - Defining High Technology – A Supply chain Perspective on Technology – A Continuum of Innovations – Marketing Need for High-Technology Products and Innovations | 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 | 05 |
| 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. Realizing the Promise of Technology: Societal, Ethical, and Regulatory Considerations - The Paradoxes of Technology and Unintended Consequences – Ethical Controversies Surrounding Technological Advances – Social Responsibility and Business Decisions | 13 |

Text Books

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

Reference Books:

1. Geoffrey 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

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

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|---|
| Course Code & Title: MIBA 613 - NEW PRODUCT DEVELOPMENT |
| Objectives: To impart knowledge on stages of new product development process , its analysis and evaluation |
| Expected Outcome: Students should be able to appreciate the International Logistics, especially shipping and air transportation in Indian Context. |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | Introduction: Competition and product strategy. What is a new product, Factors contributing to NPD, Product life cycle in theory and practice, New product development process, Strategic Planning for New Product, Invention Vs Innovation, Theory of diffusion of an Innovation | 09 |
| 2 | Concept Generation & Evaluation: Sources of new product ideas, Generation of New Product ideas, Criteria for screening, - Concept testing – purpose & procedure. | 09 |
| 3 | Product Development: Business Analysis – Purpose, Stages of Business analysis. Product Testing .Market potential and Demand, Estimating first time sales, Replacement Sales, Repeat Sales, Estimating costs, Sales & Profits | 09 |
| 4 | Test Marketing & Commercialisation: Test Marketing, Advantages & disadvantages, Test marketing strategies. Launch cycle. Managing Growth. Managing Maturity | 09 |
| 5 | Organizing & Control of the New Product Function: Managing the New product development process, Managing R & D, The future of New Product management | 09 |

Text Books

1. Ramanuj Manjumdar, (2002), “*Product Management in India*”, 2nd Edition, Prentice Hall Publication

Reference Books:

1. C. Merle Crawford, (2003), “*New Product Management*”, Tata McGraw Hill.
2. Edgar A. Pressemier, “*Product Management Strategy & Organization*”- John Wiley & Sons, Hamilton Publications
3. Oswald A.J. Mascarenhan S. J. Oxford – “*New Product Development*”- IBH Publishing Co (P) Ltd, New Delhi.
4. William L. Moore & Edgar, (1993) “*Product Planning & Management*”, A Pressemier McGraw Hill Inc. Publication

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.

| |
|---|
| Course Code & Title: MIBA 614 - OPERATIONS RESEARCH |
| Objectives: To provide necessary inputs for optimum utilisation of resources by employing operational research techniques. |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | OR - Meaning, Nature and Scope - Phases, Methodology, Applications and Techniques of OR - Limitations of OR - Linear Programming - Formulation of LP Problem - Graphical Method, Simplex Method - Dual of a LP. | 09 |
| 2 | Transportation problem - General structure - Methods for finding critical and optimal solutions (initial feasibility solution and optimization) - Degeneracy - Transportation problems - Assignment Problems. | 09 |
| 3 | Theory of Games - Meaning, Types of games Two person, Zero - sum game - Minimax and Maximax strategies - Saddle points - Game with pure strategies - Game with mixed strategies - Solution Methods for games - Graphical method - Limitations. | 09 |
| 4 | Network Analysis - Shortest path problem- PERT / CPM - Basic concepts - Preparation of Network diagram - Computation of Critical Path - PERT cost - Applications of PERT - Limitations of PERT / CPM. | 09 |
| 5 | Waiting Line Theory - Meaning, concepts used, elements of Queuing system - Basic Structure of Queuing models - Single channel, Multi channel queuing models - Limitations of queuing theory. | 09 |

Text Books

1. Panneerselvam, R., 2006, "OPERATIONS RESEARCH", Prentice-Hall of India.
2. V Shenoy et. al., "OPERATIONS RESEARCH FOR MANAGEMENT", Wiley Eastern, New Delhi, 1991.
3. C R Kothari, "AN INTRODUCTION TO OPERATIONS RESEARCH", Vikas Publishing, India.

Reference Books:

1. Herbert, M. & Wright G.P., 2010, "OPERATIONS RESEARCH TECHNIQUES FOR MANAGEMENT", Prentice Hall, India.
2. Andrew Vazsonyi & Herbert Spier, 1987, "QUANTITATIVE ANALYSIS FOR BUSINESS", Prentice Hall, India.
3. Ronald V. Hartley, 1976, "OPERATIONS RESEARCH: A MANAGERIAL EMPHASIS", Scott & Foreman, India.

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.

Finance Electives

| <i>FINANCE AREA</i> | | | | |
|----------------------------|---|----------------|--------------|-----------------------|
| 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 | Management Financial Services | 3 | 100 | H |
| MIBA 625 | Global Asset Backed Securities | 3 | 100 | H |
| MIBA 626 | Financial Statement Analysis | 3 | 100 | H |
| MIBA 627 | Investment Banking | 3 | 100 | H |
| MIBA 628 | Corporate Tax Planning and Management | 3 | 100 | H |
| MIBA 629 | International Accounting | 3 | 100 | H |
| MIBA 630 | Financial Engineering | 3 | 100 | H |
| MIBA 631 | Foreign Exchange Management | 3 | 100 | H |
| MIBA 632 | Corporate Finance | 3 | 100 | H |
| MIBA 633 | Derivatives Management | | | |

| Course Code & Title : MIBA 621: GLOBAL FINANCIAL MARKETS AND INSTRUMENTS | | |
|---|--|--------------|
| Objectives: The basic objective of this course is to impart the fundamental knowledge about the global financial market and strategies adopted by the financial markets. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | International Business Environment – Framework – International Economic Institutions – WTO – UNCTAD – IMF and World Bank – Regional Economic Cooperation – Growth and Development of MNCs – Types and Rationale – Gains for of International Trade | 09 |
| 2 | 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 |
| 3 | International Finance – 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 – Euro Bonds – Repos – CPs – Loan Syndicates – Euro Deposits | 09 |
| 4 | Multinational Financial Management – Complexities – 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 | International Banking – Banking Practices of European Banks – Large Banking Centers – Japanese Banking – American Banking System – Basel I and Basel II guidelines – LIBOR – Portfolio of Operations of Global Banking – Swiss Banking Practices. | 09 |
| Text Books <ol style="list-style-type: none"> 1. Buckley, Adrian., Multinational Finance, Prentice Hall of India, New Delhi 2. Shapiro A C., Multinational Financial Mangement, Prentice Hall, New Delhi | | |
| Reference Books: <ol style="list-style-type: none"> 1. Henning C N, Piggot W and Scott W H., International Financial Mangement, Mc Graw Hill Int Ed, NY 2. Apte P G., International Financial Management, Tata Mc Graw Hill, New Delhi 3. Maurice, Levi., International Finance, Mc Gaw Hill Int Ed, New York | | |
| 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. | | |

Course Code & Title : MIBA 622 -GLOBAL MERGERS AND ACQUISITIONS

Objectives: The Course will provide a broad overview of corporate Mergers and Acquisitions; an understanding of the conceptual framework and a review of the empirical evidence. The course covers the M & A process; the historic pattern of merger and acquisition activity; financial, strategic, economic and managerial perspectives on Mergers

CONTENTS

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Introduction – Forms of Corporate Restructuring - Historical Overview of M&A Activity – Building Value : The Strategic Perspective – Approaches to Formulating Strategy – Alternative Perspectives on Mergers – Formulating a Competitive Strategy – Diversification Strategy – Are Acquisitions Successful? | 09 |
| 2 | Horizontal Merger – Vertical Merger – Conglomerate Merger - Economic Rationale for major types of Mergers – Managerial and Financial Synergy and different types of Mergers – 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 – Reasons for International M&A – Strategic Alliances as an Alternative to M&A – Organizing for Acquisitions – Sources and Limits of Value Creation in M&A – Deal Structuring & Negotiation – Bid Strategies and Defence Tactics. | 09 |
| 4 | Regulation of Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Challenges of M&A - Post-Acquisition Audit and Organizational Learning – Meeting the Challenges of M&A. | 09 |
| 5 | Discussions by students of recent national and international Case Studies of Restructuring and M&A Activities | 09 |

Text Books

1. Sudarsanam, Sudi, “Creating Value from Mergers & Acquisitions”, Harlow, PHI
2. Weston Fred J. et al, “Mergers, Restructuring and Corporate control”, PHI, Delhi.
3. Ansoff, H. Igor, “Corporate Strategy”, McGra Hill, New York.

Reference Books:

1. Peter Thomas & Robert H Waterman, “In Search of Excellence”, Harper & Row,
2. Porter, Michael E., “Competitive Strategy”, The Free Press, New York.
3. Porter, Michael E., “Competitive Advantage”, The Free Press, New York.
4. Rock, Milton L., “The Mergers and Acquisitions Handbook”, McGraw Hill.

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 of the Semester a three hour written examination will be conducted covering the entire syllabus.

| Course Code & Title : MIBA 623 : INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT | | |
|---|---|--------------|
| Objectives: To expose the students to various theories of investment, different approaches of investments, analyse individual securities and management of a portfolio in the international context | | |
| CONTENTS | | |
| 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 – Dow Jones 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 <ol style="list-style-type: none"> 1. Fischer and Jordon, <i>Security analysis and Portfolio Management</i>, Prentice Hall. 2. Fuller and Ferrel, <i>Modern Investments and Security Analysis</i>, McGraw Hill. | | |
| Reference Books: <ol style="list-style-type: none"> 1. Graham & Dodd, <i>Security Analysis and Portfolio Management</i>, McGraw Hill, 2. Preeti Singh, <i>Investment Management</i>, Himalaya Publishing House, Bombay. 3. Bhalla, V.K., <i>Investment Management</i>, S. Chand & Co, New Delhi. 4. Dance, M.N., How to Invest Wisely in Real Estates, Sneh. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

Course Code & Title : MIBA 624 : MANAGEMENT OF FINANCIAL SERVICES

Objectives: To understand the nature and suitability of various Financial Services offered in the international financial markets

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Financial Services – Introduction – Services Management – an overview – 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. | |
| 3 | Merchant Banking – Introduction – Origin and Growth - Functions of Merchant Bankers – Merchant Banking in different countries – SEBI - Regulatory guidelines. | 09 |
| 4 | Mutual Funds : Introduction – Types and Schemes – Growth of Mutual Fund - Operational Mechanism of Mutual Fund Schemes – SEBI Guidelines – Off-shore Mutual Funds - Future of Mutual Fund | |
| 5 | 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 |

Text Books

1. Khan, M.Y., *Financial Services*, Tata McGraw Hill, New Delhi

Reference Books:

1. Avadhani, Marketing of Financial Services
2. John Hull, *Options, Futures and other Derivatives*, Prentice Hall.
3. Robert W. Kolb, *Understanding Futures Markets*, Prentice Hall

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

| |
|--|
| Course Code & Title : MIBA 625 - GLOBAL ASSET BACKED SECURITIES |
| Objectives: To understand the structure and process of asset securitization and the merits of this technique for investors. |

CONTENTS

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Introduction to Asset Based security Market - Asset securitization defined and explained- 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.

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.

| Course Code & Title MBA 626: FINANCIAL STATEMENT ANALYSIS | | |
|--|--|--------------|
| Objectives: To Expose the students to the various advanced techniques of financial statement analysis and interpretation and their merits and suitability for efficient decision making. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Financial Statement Analysis: Introductory Techniques - Cross Sectional Techniques - Common Size - Financial Ratios - Time Series Techniques - Trends variability Measure - Statistical Distribution of Ratios - Normality - Cross Section correlation - Time series Movements - Differences under different accounting methods | 09 |
| 2 | Cross Sectional Analysis of Financial Statement information - Criteria For comparables - Non Synchronous reporting - Industry and economic Influence - Time series analysis approaches - causal factor analysis - Seasonality - Stationary Auto Correlation methods - ARIME Box - Jenkins modelling. | 09 |
| 3 | Equity Markets and Financial Statement Analysis - An overview of Market efficiency - Investment Strategies Asset Pricing Theories - Beta and Variance - Estimation approaches - Economic determinants - Capital Market reaction to information releases - Market efficiency Anomalies - CAR measures - serial correlation analysis | 09 |
| 4 | Strategic Management and Financial Statement Analysis - Strategic Alternative - synergy Generating Distribution of firm's value - Financial Variables and pre merger analysis - performance Accounting firms - Capital markets and corporate restriction in Announcements. | 09 |
| 5 | Financial planning and Forecasting - Accounting information for Financial Management - Alternative forecasting Approaches - Security Analysis forecasts - Techniques in working capital Management - LP approach to Long Range Financial planning - Simultaneous equation models | 09 |
| Text Books 1. Foster, George, Financial Statement Analysis, Prentice Hall, and N.J 1986. 2. Christian Gouereiroox, Arch Models and Financial Applications, Springer, New York | | |
| Reference Books: 1. Martin Baxter, Andrew Robbie, Financial calculus, Cambridge University, Press Cambridge, 1996. 2. Martin David, Wendell Fleming H. Mathematical Finance, Springer New York. 3. Teacake Karaka, Quantitative Methods for Portfolio Analysis, Lower Academic Publishers, Boston 1993. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| Course Code & Title MIBA 627 : INVESTMENT BANKING | | |
|---|--|--------------|
| Objectives: To obtain an overview and understanding of the techniques and skills involved in market making, equity and fixed income underwriting, proprietary trading, financial restructuring, mergers and acquisitions advisory services, and venture capital investments. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Investment banker - Activities –Investment banking, Sales and Trading of Financial Products, Research and Review of companies, Global Transaction Banking, Investment Management, Merchant Banking, Commercial Banking, Investment banking Vs Merchant banking. | 09 |
| 2 | Guidelines for issues Management - Management of capital issues - Pre issue activities - Post issue activities - Underwriting and Brokerage - Registrar and Share transfer Agents - Pricing and Marketing of public issues — Listing Guidelines- The new issue market/Initial Public Offerings (IPOs) - Publicly Traded Markets: Factors affecting the secondary trading market, stock exchanges, market indices, liquidity and volatility issues -Corporate effects on stock pricing, price/earnings ratios, book value, valuation based on expectations vs historical reporting -External and international economic effects on stock market values, liquidity and volatility -Fundamentals of stock market technical analysis -Private Equity/Venture Capital and Direct Investment | 09 |
| 3 | Essentials of the Fixed Income/Bond Market -Differences between stocks/equity and bonds/credit markets -Fundamentals and mathematics of the credit, fixed income/bond market -Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads, Investment Grade vs Non Investment Grade (High Yield/Junk Bonds) -Fundamentals of the workings of the credit markets -Convertible Bonds and Asset Backed Securities -Trading, Positioning, Underwriting and Distribution -Rating Agencies. | 09 |
| 4 | Investment Process - Methods - Sources of funding/investor decision making – Credit borrowing Vs Issuing Equity - Analysis of funding options: bank borrowing, cross currency, private placements, private equity, public stock/bond market, high yield market, floating rate vs. fixed rate borrowing, equity vs. convertible securities Disinvestments mechanism — Incentives — Future Prospects | 09 |
| 5 | Raising of offshore Finance — GDR — ADR — Bonds - Legal aspects & Modalities - Regulation of Stock Exchanges & Share Brokers. | 09 |
| Text Books 1. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions Joshua Rosenbaum, Joshua Pearl, Joseph R. Perella, Wiley Publications | | |
| Reference Books: 1. Verma, “Merchant Banking: Organisation and Management”, Tata McGraw Hill, 2005 2. SEBI Guidelines, Taxmann’s Publications, 2008 . | | |
| 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. | | |

| Course Code & Title MIBA 631 : CORPORATE TAX PLANNING AND MANAGEMENT | | |
|---|--|--------------|
| Objectives: To enable the students to understand the concept of corporate tax planning and management and their implications in different specialised situations. | | |
| CONTENTS | | |
| 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: Basic concepts- 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.Singhanian, 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. | | |
| 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. | | |

| Course Code & Title MBA 629 :INTERNATIONAL ACCOUNTING | | |
|---|---|--------------|
| Objectives: To make the students understand the concept and nuances of international accounting standards and practices for international business firms and the importance of financial reporting in international environment. | | |
| CONTENTS | | |
| 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 <ol style="list-style-type: none"> Comparative International Accounting, - Christopher Nobes, Rober Parker, 2007. Financial Accounting & An International Introduction – David Alexander & Christopher Nobes, 2006. | | |
| Reference Books: <ol style="list-style-type: none"> International Corporate Reporting comparative approach – Clare Roberts, Pauline Weetman, Paul Gardon, 2004. Advanced Financial Reporting & An International approach – Jagdish Kothari, Elisabeth Barone, 2009. | | |
| 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 of the Semester a three hour written examination will be conducted covering the entire syllabus. | | |

| |
|--|
| Course Code & Title MBA 630 : FINANCIAL ENGINEERING |
| Objectives: To acquaint the students with the concept and various tools of financial engineering and to expose the students to the financial engineering process and strategies for competitive management of international business. |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | Introduction to Financial Engineering-Meaning, scope and Need-Tools of Financial Engineering-Financial Engineering and Financial Analysis-Factors Contributing to the Growth of Financial Engineering-Financial Engineering process. | 09 |
| 2 | Financial Product Development-Need-Direction-Design-Testing and Introduction-Recent Debt Market Innovations-Zero Coupon Securities-Repo and reverse Market, Junk Bonds, Fixed Vs floating Rate-Equity and Equity Related Instruments-Equity Options-Warrants-Equity Distribution-The Role of Equity in Corporate Capital Structure-Hybrid Securities-Meaning-Need and Types of Securities. | 09 |
| 3 | Financial Engineering Process and Strategies-Overview-Changing Face of Liquidity Management-Asset Liability Management (ALM) in Banking Sector Hedging-Process of Hedging-Risk Management Issues and Instruments-Liquidity Risk Management-Interest Rate Risk Management-Currency Risk Management-Role of GAP-Simulation-Duration Method-Value at Risk (VAR). | 09 |
| 4 | Corporate Restructuring-Mergers and De-mergers-Motives-Acquisitions-Takeover-LBO-Sources of Value in a Leveraged Buy Out-Disinvestment Process-Motives-The Role of Financial Engineer. | 09 |
| 5 | Globalization-International Capital Markets and Instruments-Development of New Markets and Linkages-Recent Trends in Settlement and Clearing-Financing Engineering and Monetary Policy-Legal Protection for innovative Finance Products-Using a Copy Right-Patent Right and Trade Mark-Legal Protection Against Unfair Competition. | 09 |

Reference Books:

- 1) John F.Marshall & Vipul; K. Bansal, Financial Engineering: A complete Guide to Financial Innovation, Prentice-Hall of India Private Ltd. New Delhi.
- 2) ZVI Bodie, Alex Kane, Alan J Mrcus&Pitabas Mohanty, Investments, The McGraw-Hill Companies.
- 3) Gerald a.Fleishcer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Meredity Corporation, New York.
- 4) Prasanna Chandra, Financial Management, Tata McGraw Hill.

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.

| Course Code & Title MIBA 631: FOREIGN EX CHANGE MANAGEMENT | | |
|---|--|--------------|
| Objectives: This course aims to provide the students an insight into the operational mechanism of foreign exchange market, the forex risks involved and mechanics of management of such risks. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | The Foreign Exchange Markets: Organisation-Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rtes – FEDAI Regulations – Role of RBI. | 09 |
| 2 | Exchange Rates – Exchange Rate Systems – Determining Exchange Rates – Fixed and Flexible exchange rate system – Exchange Rate Theories – Participants in the Foreign Exchange Markets; Cash and Spot Markets – Exchange Rate Quotes – LERMS – Determinants of Exchange Rates – Spot Rates, Forward Exchange Rates – Forward Exchange Contracts; Foreign Exchange and Currency Futures; Exchange Rate Arrangement in India – Exchange Controls. | 09 |
| 3 | Foreign Exchange Transactions – Purchase and Sale Transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors Determining Forward margins. | 09 |
| 4 | Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; management of exposures internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques. | 09 |
| 5 | Management of Risk in Foreign Exchange Markets: Forex Derivatives Swaps – Future and Option and Forward Contracts. Currency Derivatives – Cutrrency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options. | 09 |
| Text Books <ol style="list-style-type: none"> 1. Yadav, Surendra S., P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi. 2. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, Ne Delhi 3. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi. Reference Books: <ol style="list-style-type: none"> 1. Alan C Shapiro: Multinational Financial management, Prentice Hall, New Delhi. 2. Francis Cheruynilam: International Economics, Tat Mc Graw Hill Pub Ltd, New Delhi 3. Ian H Giddy: Global financial Markets, AITBS Publishers and Distributors, New Delhi 4. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, response Books, Sage Publications, New Delhi. 5. Levi, Maurice D: International Fiance, Mc Graw Hill, International Edition 6. Zeneff, D and J Zwick: International Financial Management, prentice Hall, International Editon. | | |
| 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. | | |

| Course Code & Title MIBA 632: CORPORATE FINANCE | | |
|--|---|--------------|
| Objectives: To expose the students to the various corporate policies, strategies and practices to be followed in efficient financial administration of a corporate enterprise. | | |
| CONTENTS | | |
| 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", 9 th Edition, McGraw – Hill. | | |
| Reference Books: 1. Berk, Jonathan and Peter Demarzo, Corporate Finance, Boston Mass.: Pearson Addison Wesley, 2007. 2. Tirole, Jean (2006) "The Theory of Corporate Finance" Princeton University Press. 3. Grinblatt M. and S. Titman (2002) 2 nd Edition "Financial Markets and Corporate Strategy" McGraw-Hill. 4. Kuchhal, S.C., "Corporation Finance" Chaitanya Publications, New Delhi. | | |
| 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. | | |

| Course Code & Title MBA 633: DERIVATIVES MANAGEMENT | | |
|---|---|--------------|
| Objectives: To create an awareness among the students about the meaning, scope and types of Derivatives and their operational mechanism and the various risk management techniques to avoid/minimise the risks involved in investment. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Financial Derivatives – Introduction- Meaning- Definition- purpose and types of Derivatives - Derivatives Market in India and other countries- New Financial Derivatives emerging in international financial markets. | 09 |
| 2 | Futures - Forward and Futures Contracts – Futures Markets- the mechanics of Futures Markets – the Long and Short of Financial Futures- Clearing House Arrangement – Futures price-Spot price – Forward price - Trading Futures positions. | |
| 3 | Options – Meaning – Types of Options– Options Contract - Options Trading - Differences between Futures and Options Contract– Market participations and motivations - | 09 |
| 4 | Swaps – Meaning – Types – Interest Rate Swap – Currency Swaps – Valuation – mechanics of operation – Credit Risk and Swaps | 09 |
| 5 | Risk Management – Meaning of Risk – Sources of Risk – Systematic and Unsystematic Risk – Hedging – Objectives – Strategies – determining Hedgeability – Structuring the Hedge – Hedge Management Practices – Evaluating and Monitoring Hedge. | 09 |
| Text Books 1. John Hull, “Options, Futures and Other Derivatives”, Prentice Hall. Reference Books: 1. Kolb, Robert W., “Understanding Futures Markets”, Prentice Hall. 2. Chance Don, “An Introduction to Derivatives, Dryden Press 3. Das Satyajith, “ Swaps & Derivatives Financing, Probes 4. Chew Lillian, “Managing Derivative Risk”, John Wiley, New Jersey | | |
| 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. | | |

Human Resource Electives

| <i>HUMAN RESOURCE AREA</i> | | | | |
|-----------------------------------|---|----------------|--------------|-----------------------|
| 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 & Organisational Development & Change | 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 |

| Course Code & Title : MBA 641HR FOR KNOWLEDGE BASED ORGANIZATIONS | | |
|--|--|--------------|
| Objectives: To understand the challenges of knowledge based organization (KPO) and HR interventions to manage them effectively for the benefit of both the organization and its stakeholders and to appreciate the values of autonomy, accountability and acknowledgement in the organization where knowledge is the major resource for its business. | | |
| CONTENTS | | |
| 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 – Now work rules and Change of Mental makeup of the Employees – Employees attrition and Stress Management - Rewarding knowledge – Management of Retention and KBO. | 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 | | |
| 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. | | |

| | | |
|--|--|--|
| Course Code & Title : MIBA 642 - GLOBAL LEADERSHIP AND SKILLS DEVELOPMENT | | |
| Objectives: To cover theories of leadership and the skills needed to be an effective leader and change agent from global perspective. | | |

CONTENTS

| Unit | Description | Hours |
|------|--|-------|
| 1 | The difference between leadership and management, Evolution of leadership theories, Attributes of Effective Leaders - Self-awareness, Self-regulation, Motivation, Empathy and Social skills. Leadership Styles - Authoritative style, Autocratic style, Benevolent style, Coaching style, Democratic Style, Pacesetter style, Expert style, Manipulative style, Bureaucratic style, Participative style, Likert's four styles, Tannenbaum & Schmidt Continuum of leaders behavior, Leadership Skills and Tactics., . Leadership skills and tactics- Persuasion approaches Motivation skills in application,, Conflict resolution skills, Leadership tactics | 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, Tying leadership development to organization goals. The learning organization - Innovative learning, Leading a learning organization Leader as a designer Leader as a teacher Leader as a steward, Leadership Succession. | 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, Moving from command and control to teamwork, Understanding teams and teamwork Principles of great teams in MNC, Leadership approaches that foster performance, Leadership succession-an overview Importance of the right CEO Insider Vs outsider for CEO Job, Choosing the Right CEO. | 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, Transforming an Organization, Leadership Succession Strategy. Succession Strategy adopted by GE and Infosys, Evolution of an Organization, The Creativity stage, The Stage of Direction-setting, The Stage of Decentralization The Stage of Coordination The Stage of Collaboration | 09 |
| 5 | Narcissistic leaders, Implementing Change, Change Agents, Disruptive innovation - Factors that affect disruptive innovation, Creating the capabilities to cope with disruptive innovation | 09 |

Text Books

1. Leadership Principles - Durbin, Cengage Publications

Reference Books:

2. Leadership and Management Development – Developing tomorrow's managers - Kevin Dalton, Pearson Publishers

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

| |
|--|
| Course Code & Title : MIBA 643 TECHNOLOGY FOR HR VALUE CREATION AND MANAGEMENT |
| Objectives: To provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of human resource |

CONTENTS

| 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:

Current and Back Issues of:

1. Organizational Dynamics
2. Management By Values – K. Chakraborty
3. Public Personnel Management

Harvard Business Review

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

| Course Code & Title : MBA 644 - GLOBAL HRD AND ORGANIZATIONAL DEVELOPMENT | | |
|--|--|--------------|
| Objectives: To familiarizing students with the need of HRD in changing pattern of organizational requirements of human talent and understanding the linkage of HRD practice in planned change and development of organizations. | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | HRD concept, nature, objectives and philosophy – HRD culture and Climate – HRD practices in Indian Industries and other companies | 09 |
| 2 | HRD personnel, qualities and qualifications in MNC – HRD Mechanisms – HRD Policies and procedures and their alignment with corporate planning - Strategic linkages with organization mission and vision in United States and Indian Scenario. HR Score Card and its application. | 09 |
| 3 | Training for Global HRD managers and analyzing Training needs for HRD Managers in MNC – Training methods and application of T – Group Training Strategy, in Performance Management System and its application. Linking Performance Appraisal with training, Counseling, - Direct and Indirect counseling , Post Appraisal Counseling, Management Development – Need Assessment – Management Development methods in MNC for Expatriate. | 09 |
| 4 | Foundations of OD and Transformation – Intervention Theory and Strategy Inter – group Problems in Organizations. | 09 |
| 5 | OD interventions: 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): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., | 09 |
| Reference Books: 1. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press 2. Nedlar, Corporate HRD Practice 3. American Society for Training and Development - Publications | | |
| 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. | | |

| Course Code & Title : MIBA 645: INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS | | |
|--|--|--------------|
| Objectives: To promote a critical understanding of substantive and procedural labour laws. The approach is to develop skills in handling legal issues in industrial relations and other labour matters. | | |
| CONTENTS | | |
| 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. | 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. | 09 |
| 3 | The nature of CB - 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 | 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 | Introduction – Classification - Sources & development of labour legislation - 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 Industrial Relations - Labor Administration - ILO, ILC. | 09 |
| Reference Books: 1."C.S.Venkata Ratnam", Industrial Relations , Oxford University Press, 2006. 2. "Mamorio,Mamoria,Gankar",Dynamics of Industrial Relation, Himalaya Publishing House,2008. 3. " Ratna Sen",Industrial Relations in India, Macmillan, 2007. 4." Monal Arora", Industrial Relations, Excel Books, 2007. 5." B.D.Singh,"Industrial Relations, Excel Books, 2005. 6. " T.N.Chhabra and R.K.Suri", Industrial Relations,Dhanpat Rai & co, 2005. | | |
| 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. | | |

| Course Code & Title : MIBA 646 - ADVANCED BEHAVIOURAL SCIENCE | | |
|---|---|--------------|
| Objectives: Focuses on the behavior of individuals and groups from global perspective. | | |
| CONTENTS | | |
| 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: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework | 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 – American Motivation Theories and its application outside USA, Managing Expatriates. Diversity – Cox's Model of the Multicultural Organization, Managing Diversity for Competitive Advantage. Leadership – Leadership in two cultures, Implication for Managers. | 09 |
| 4 | Elements of Structure – The Contingency Perspective, Types of Organization Structure. Structural Variations, Emerging Structures in the Global Economy. | 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 | | |
| 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. | | |

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|--|
| Course Code & Title : MBA 647 PERFORMANCE MANAGEMENT SYSTEM |
| Objectives: To enhance the productivity and potential level of the employees in a scientific manner |

CONTENTS

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Performance Appraisal – A conceptual Frame Work, Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC - aims and role of PMS, characteristics of an ideal PMS process from Global perspective , Linking of performance management and strategic planning in a MNC | 09 |
| 2 | Designing performance tools according to international business standards, determinants of performance, methods of measuring performance in MNCs, Analyzing the causes of poor performance from Global Perspective, Selecting performance measurement approach according to the MNC. Measuring results and behaviors, - BARS from global perspectives, gathering performance information, implementing performance management system. Introduction, need, skills required, the role of the appraiser in a MNC, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview of Expatriate , follow up & validation, present thoughts & future decisions. | 09 |
| 3 | Personal Development plans and transfers of Global Managers, 360 degree 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 | Concept, the need for performance counseling in MNC. 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. | 09 |

Text Books

1. Performance Management, Herman Aguinis, Pearson Education, 2007.
2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill
3. Performance Management System , RK Sahu, Excel Books

Reference Books:

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

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.

| Course Code & Title : MBA648 ORGANIZATION DEVELOPMENT | | |
|---|---|--------------|
| Objectives: Students should gain a thorough understanding of the organization's ability to assess its current functioning and ability to achieve goals | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research | 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: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures. | 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): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., | 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, Techno structural (Structures, technologies, positions etc.) & Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing. | 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, Research on OD | 09 |
| Text Books <ol style="list-style-type: none"> 1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI. 2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra | | |
| 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. | | |

| Course Code & Title : MBA 649 TRAINING AND DEVELOPMENT | | |
|---|---|--------------|
| Objectives: This course is intended to develop executive with training analytical skills and design training programs from global perspective | | |
| CONTENTS | | |
| Unit | Description | Hours |
| 1 | Definition – meaning – need for training in MNC – Importance of training – Objectives of training – Concepts of education – training and development – overview of global training functions – types of training. Applying of T – Group Training from Global Perspective. | 09 |
| 2 | Principles of learning- theories of learning- reinforcement theory – social learning theory – andragogy – resistance to training Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning | 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, with special focus on training strategy in L&T and Infosys - 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 Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training at Global Level. | 09 |
| 5 | Introduction, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Emphasis on Speed in Design, Focus in Content & Use of Multiple Delivery Methods, Increased Emphasis on Capturing and Sharing Intellectual Capital, Increased Use of True Performance Support, Increased Emphasis on Performance Analysis and Learning for Business Enhancement, Increased Use of Training Partnerships & Outsourcing Training, Training and Development from a Change Model Perspective, Methods to Determine Whether Change is Necessary, Key Issues in Implementing Change. | 09 |
| Text Books 1. Employee Training and Development – Raymond Noe 2. Every Trainers Handbook – Devendra Agochia 3. 360 Degree Feedback, Competency Mapping and Assessment Centre – Radha Sharma | | |
| 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. | | |

| Course Code & Title : MIBA650 HRD Score Card 2500 | | |
|--|--|--------------|
| Objectives: This course is intended to develop executive to measure the maturity level of HRD, its system and strategies, competencies, culture and values and business impact through a score card. | | |
| CONTENTS | | |
| 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 | 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 | 09 |
| 5 | HRD Scoring – HRD System and Strategies, HRD Competencies, HRD Culture and Values and HRD Impact and alignment | 09 |
| Text Books 1.TV Rao, HRD Score Card 2500, Sage publications, 2008 2.Radha Sharma 360 Degree Feedback, Competency Mapping and Assessment Centre - 2007 – Himalaya Publishing House | | |
| 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. | | |

| |
|---|
| Course Code & Title : MBA 651 HUMAN RESOURCE ACCOUNTING |
| Objectives: This course is intended to develop executive with the skills of calculating values of the human assets of the organisation |

CONTENTS

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Introduction: Meaning & definition of HRA – Importance, Development of the Concept – An Historical Score Card, HRA for managers & HR Professionals, Investment in Human Resources – Quality of Work Force and Organization, Performance – Efficient use of Human Resource – Modern market investment theory – Enumerating the assets – Calculating the market Values of Assets – Illiquid and Non Marketable Assets – Human Capital | 09 |
| 2 | Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity - Training – Human Capital & Productivity - -, Human Resource Accounting – Measurement of Human values addition into Money value – Objective of Human Resource Accounting – Approach to Human Resource Accounting | 09 |
| 3 | Investment Approach – Investment in Human Resource, Hr values – Concepts Methods and Mechanics, Recruiting and training cost – Depreciation – rates of Return – Organization behavior Vs Turnover – Non Value adds in the Management of Human Resources, Measures and Prevention – Organization Climate Approach – Improvement Determination of change in Human resource variables - Increased Costs, cost Reduction and Future Performance | 09 |
| 4 | HR Accounting – Design, preparation and Implementation: Responsibility Accounting and Management Control, Management Control structure and process, Design of HR Accounting Process and Procedures for each of the HR Subsystem including Recruitment, induction, PA and training, Classification of Costs in HR Accounting – Behavior Aspects of Management Control – Social Control | 09 |
| 5 | HR Auditing and Accounting – HRA Software, HRA orientation Reporting Processes including P&L Accounting & Balance Sheet, Experiences and Extrapolation (For Future scenario) on HRA | 09 |

Text Books

1. Human Resource Accounting : Advances in Concepts, Methods and Applications (Hadrcover) “Eric G Flamholts” Spinger; 3 edition, 1999 ISBN 0792382676
2. How to measure Human Resource Management (Hadrcover) Jac Fitz-enz, et al, mcGraw Hill, 2001.
3. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publication House

Reference Books

1. Human Resource Accounting M Saeed, D K Kulshreshtha, Anmol Publications
2. Human Resource Accounting D. Prabakara Rao, Inter Indian Publications

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.

Systems Electives

| <i>SYSTEMS AREA</i> | | | | |
|----------------------------|---|----------------|--------------|---------------------------|
| 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 Engineering Principles & Project Management | 3 | 100 | H |

| Course Code & Title : MIBA 661: ENTERPRISE RESOURCE PLANNING | | |
|--|---|--------------|
| Objectives: To make the students able to participate in planning and implementation of advanced enterprise wide systems and technologies in their career. | | |
| CONTENTS | | |
| 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. | | |
| 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. | | |

| Course Code & Title : MBA 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. | | |
| CONTENTS | | |
| 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 criminals act by GOI. 3. Websites related to cyber crimes. | | |
| 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. | | |

Course Code & Title : MBA 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.

CONTENTS

| 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 World.
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.

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 of the Semester a **three hour** written examination will be conducted covering the entire syllabus.

Course Code & Title : MIBA 664: SOFTWARE ENGINEERING PRINCIPLES AND 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

CONTENTS

| 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.

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