

**5 YEAR MBA SYLLABUS**

**FOURTH YEAR**

**FIRST SEMESTER**

**PAPER – 1: GEO-POLITICS AND INTERNATIONAL RELATIONS**

**UNIT – I: Approaches to the study of International relations:** Realism and Neo-realism –  
Normative approach – Geo – Politics: Evolution of the concept.

**UNIT–II: Trends in the Post war International relations:** The main phases of Super power relations – The Evolution of cold war between the super powers (1950-1968) - Cold war and Détente(1969-85) – The end of cold war (1985-91)

**UNIT–III: Decolonisation and Self-determination (1945-91):** Decolonisation in Asia – Decolonisation in Africa

**UNIT–IV: Emergence of Regional Trade Blocks and Globalisation:** Integration of European Union (EU) – Globalisation: The relevance of Nation State in the emerging Global order

**UNIT–V: Regional conflicts and the emerging International Order:** Arab-Israeli dispute on the Palestine- The clash of civilizations Thesis – Samuel Huntington

**REFERENCE BOOKS:**

1. E.H. Carr, 1946: The Twenty Year's Crisis: 1919-1939, London, MacMillian.
2. Keohance, R.O., 1989: International Institutions and State Power: Essays in International Relations Theory: Boulder, Colo, Westview
3. Morgenthau. H.J. 1948: Politics Among Nations, New York: Alfred O. Knopf
4. Rogowski, R, 1989: Commerce and Coalitions: How Trade Affects Domestic Political Alignments, Princeton, Princeton University Press.
5. Waltz, K.N. 1979: Theory of International Politics, Reading, Mass Addison – Wesley.
6. Hollis, M and Smiths, Explaining and Understanding of International Relations, 1990.
7. Nye, Joseph: Understanding International Conflicts: An Introduction to Theory and History, 2000.
8. Brown, Chris: International Relations Theory. New Normative Approaches, 1992.
9. Beitz, Charles: Political Theory and International Relations (1979).
10. Archibugi, Daniele and David Held (ed): Cosmopolitan Democracy: An Agenda for a New World order 1995, Re-imagining political community (1998).
11. Huntington, Samuel: The Clash of Civilizations and the Remaking of World order, 1996.
12. David Held (ed): Global Transformations (1999).
13. Gaddis, John Lewis: The Cold war, 2005

**DEPARTMENT OF INTERNATIONAL BUSINESS STUDIES  
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**FOURTH YEAR**

**FIRST SEMESTER**

**PAPER – 2: BUSINESS ETHICS & CORPORATE GOVERNANCE**

**UNIT –I: Introduction to Business Ethics:** Definition – Principles of Personal Ethics – Principles of Professional Ethics – The Development of Business Ethics – Importance and Need for Business Ethics – Significance of Business Ethics – Values and Ethics in Business – Values Ethics and Business Strategy – Ethical Issues and Dilemmas in Business – Corporate Dilemma over Ethical Behaviour – Sources of Ethical problems – Code of personal ethics for Employees.

**UNIT –II:** Corporate Governance – Definitions – Historical Perspective of Corporate Governance – Significance of Corporate Governance in Developing Countries – Issues in Corporate Governance – Major thrust areas of Corporate Governance – Indian model of Corporate Governance – Obligations to Investors – Obligation to Employees – Obligation to Customers – Managerial Obligations – Regulations – Implementation of Recommendations of Birla Committee Report – The Reserve Bank's and other regulations –Corporate Governance in India – A Performance Appraisal Future of Corporate Governance in India.

**UNIT–III:** Ethical Decision making in Business – Ethical Decision making with Cross – holder conflicts and competition – Applying Moral philosophy to Ethical decision making – Kohlberg's Model of Cognitive Moral development – Influences on Ethical Decision making - Personal Values and Ethical Decision making – Corporate values and Ethical decision making – Role of Corporate Governance in Ensuring Ethics in the work place. A framework of Ethical decision – making – Using the Ethical decision making framework to improve Ethical decisions.

**UNIT–IV:** Globalization and Business Ethics – Growth of Global Corporations – Factors Facilitating Globalization – Role of Multinational Corporations – International Business Issues – International Codes of Business conduct – Challenges of Globalization in the context of Growing market economies – Key Global issues for Business – Corporate Governance is a pre-requisite for Globalization – Business Ethics in a Global Economy – Ethical perceptions and International Business – Global values – The Multinational Corporation – Sexual and Racial Discrimination – Human Rights – Price Discrimination – Bribery – Harmful Products – Pollution and the National Environment – Tele Communication Issues – Intellectual Property Protection – World Trade Organization.

**UNIT–V:** Corporate social responsibility: Definitions of CSR – Models for implementation of CSR – CSR as a business strategy for sustainable development – Advantages of CSR – Scope of CSR – Understanding Social Responsibility of Business – Protecting and Promoting stake holder's interests – The Indian Perspective: Reasons for change in CSR attitudes Social Responsibility and Indian Corporations.  
Creating an Ethical organization – Role of Corporate Governance – The Role of Corporate Culture – Role of Corporate social responsibility – Developing and executing a comprehensive Ethics programme – Codes of conduct – Ethics Committees – Ethics Communication systems – Ethics Training Programmes – Disciplinary system – system to monitor and enforce Ethical standards.

**REFERENCE BOOKS:**

1. Business Ethis – A Case perspective – O.C. Ferrell, John Fraedrich and Linda Ferrell Cengage Leachery
2. Business Ethics – An Indian Perspective – A.C. Fernando. Pearson

**5 YEAR MBA SYLLABUS**

**FOURTH YEAR**

**FIRST SEMESTER**

**PAPER – 3: STRATEGIC MANAGEMENT**

**UNIT – I:** Introduction to Strategic Management : Definition – Purpose and Mission – Mission Statement to Strategic Vision objectives and Goals – Policies – Programme Strategies – Strategic Decision making. Strategic Management Process – Benefits of Strategic Management. The 7-s Frame work.

**UNIT–II:** Corporate Governance: Role of Board of Directors Board Structure – Board Committees – Effectiveness of the BOD – Role of the CEO – Role of Top Management – Functions of Top Management – Social Responsibility – Social Audit – Methods of Social Auditing – Ethical Behaviour.

**UNIT–III:** Environmental Analysis: External environmental Analysis – Environmental scanning – constituents of Mega Environment and their impact – The Micro environment – Assessing the impact of opportunities and threats – Competition Analysis – Porter’s Approach – Risk assessment – Types of Strategies – Key factors for success (KES) – Porters Generic Strategies – Internal Corporate Analysis : Strengths and Weaknesses – Determining strengths & Weaknesses – Measuring strengths and weaknesses – Value chain analysis – Functional Resources scanning – Corporate culture strategic Marketing Issues – Strategic Financial Issues – Strategic R & D issues, Strategic operational Issues – Strategic Human Resource Management Issues – Strategic Information Systems.

**UNIT–IV: Strategy Formulation:** Strategic Factors Analysis Summary (SFAS) Matrix – TOWS Matrix – Business Strategy – Structure of the Industry and Competitive Strategy –Strategic Alliances – Corporate Strategy – Diversification Strategy – Divest / Sale and liquidation – Portfolio Analysis – International Portfolio Analysis – Corporate Parenting – Functional Strategy – Outsourcing – Marketing Strategy – Financial Strategy – R & D Strategy – Operations Strategy – Logistics Strategy – Human Resource Management Strategy – Information System Strategy – Strategic choice and Development of Policies.

**UNIT–V: Implementation Strategy:** Organizing for action – Corporate Development Stages Network Structure – Matrix Structure – Diversification: Related and Unrelated diversification – Mergers and Acquisitions – Reengineering – Job Design and Strategy implementations – MNCs and Strategy implementation - MBO and total Quality Management – Evaluation and control – Measurement of performance – Problems in measurement of performance- Strategy Audit – Strategic Information Systems – Balanced score card – Performance Management Systems Control.

**REFERENCE BOOKS:**

1. Strategic Management. The Indian Context – R. Srinivasan (PHI) 2008).
2. Strategic Management. Formulation Implementation& Control – John A Pearce II, Richard B Robinson, Jr. McGraw Hill.

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**FOURTH YEAR** **FIRST SEMESTER**

**PAPER – 4: EXIM MANAGEMENT**

**UNIT-I** :Export-Import Procedure and Documentation: Basic documents used in international trade-export letter of credit - processing of an export order - excise duty and sales tax procedure - pre-shipment documentation - standardization procedure for export by sea, inland container depots, container freight stations, export by air, courier service, land and river, export by post. Collection, negotiation of export documents - registration, formalities with export promotion councils, FIEO, export promotion schemes, incentives to exporters - Registration formalities - opening of letter of credit for import. Retirement of import documents. Customs procedure for clearing of imported goods

**UNIT-II:** Export-Import Finance: Export finance and payments - export credit - financing foreign receivables - advances against collections - discounting trade acceptance - institutional support for export finance in India - RBI guidelines - trade control - ECGC guidelines - FEDAI guidelines - International Chamber of Commerce. Stages of export finance - types of pre-shipment and post-shipment finance. Different stages of post shipment finance-types of post-shipment finance - New schemes of export financing - rediscounting of export bills -options for the exporters - forfeiting and factoring - finance for software exports - Import finance - import letter of credit-exchange control requirements - RBI guidelines - FEDAI & UCPDC provisions.

**UNIT-III:**Shipping, Insurance and Packaging: Shipping & Marine Insurance - General Information on Shipping - Types of Containers and Ships - Containerization - Marine Insurance - Air Transportation - Bill of Lading/Air Way Bill/Sea Way Bill - Maritime Fraud - Packaging Introduction - Mechanical tests - Climatic tests - Stretch Wrapping - Cushioning materials - Shrink packaging - packaging cost - Lab testing - International Care labeling code etc.

**UNIT-IV:** Global Market Place (GMP) and Global Emerging Markets (GEM) – Genesis of GMP World Economy and GMP Genesis of GEM – Current role of GEM in the world – Future of GEM in the GMP – Emerging Global Business order – Global Economic Strategy – Investment Strategy for GEM.

**UNIT-V:**International Migration and knowledge transactions – changing contest of international migration – drivers of modern migration - changing forms of migration – National and regional perspectives – Firm level perspectives – Individual perspectives- future challenges

**PRESCRIBED BOOKS:**

1. Allan M. Williams and Vladimir Balaz “International Migration and Knowledge “, Routledge, London and New york ,2008
2. Vladimir Kvint,” The Global Emerging Market”, Routledge, London and New york ,2009

**5 YEAR MBA SYLLABUS**

**FOURTH YEAR**

**FIRST SEMESTER**

**PAPER – 5: INDIA’S FOREIGN TRADE**

**UNIT –I:** Global trade and its growths – India’s relative position in World Trade - Trends in India’s Foreign Trade: Direction and composition of India’s foreign trade; India’s Balance of trade and Balance of Payments - Export – Import policy; Export promotion and institutional set-up; Deemed exports; Rupee convertibility and impact on foreign Trade.

**UNIT –II:** India’s trade relations with major countries and trading blocks and groups – India’s relations with major international economic institutions such as IMF and World Bank

**UNIT –III:** Problems and Prospects of India’s Exports of major items: Software exports and service exports - Agriculture and Allied Products - Export of apparel (Garments); Pharmaceuticals: Cashew; Carpet; Chemicals and Allied Products; Cotton Textiles; Electronic Goods; Engineering Goods; Gem & Jewellery; Handicrafts and Gift Items; Handloom; Silk; Leather; Marine Products; Plastic and Linoleums; Shellac; Sports Goods; Spices; Synthetic and Rayon Textiles; Wool; Power Loom & Mill made; Jute.

**UNIT-IV:** Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; EPZs and SEZs.

**UNIT-V:** Foreign Investment Policy: Policy and frame work for FDI in India; Policy on foreign collaboration and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

**REFERENCES:**

1. Gupta, R.K.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.
2. Nabhi’s Exporter’s Manual and Documentation, Nabhi Publication, New Delhi.
3. Soderstenm B.O: International Economics, McMillan, London.
4. Varsheny R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi
5. Verma, M.L: International Trade, Commonwealth Publishers, Delhi.

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**FIRST SEMESTER**

**PAPER – 6: KNOWLEDGE MANAGEMENT**

**UNIT – I:** The Knowledge Society – Knowledge Information, Data & Wisdom – Forms of Knowledge – The Knowledge Asset – Knowledge Transfer – Knowledge Management Practices – Knowledge Gap – Knowledge Vision

**UNIT – II:** Knowledge Process – Barriers to Knowledge Management – Knowledge Workers – Information Vs. Knowledge – Building as Knowledge Corporation - Knowledge Capital Vs. Physical Capital – Forms of Knowledge Capital

**UNIT – III: Imperatives of the New Age :** Marketspace Vs. Marketplace – New Economies of Scale – Links in Virtual Value Chain – Customer Relationship Management (CRM) – Business Ethics and Knowledge Management

**The Social Role of Knowledge**

**Knowledge Creation Process :** Knowledge Sharing - Knowledge Capturing and Storage – Knowledge – The Basic Functions of Knowledge Management – The Knowledge Leadership – Chief Knowledge Officer (CKO) - Knowledge Creation Cycle – Leveraging on Knowledge - Knowledge Models - Knowledge Mapping

**UNIT – IV: Knowledge Management Tools :** Personal Knowledge Management (PKM) Tools

**Knowledge Technologies :** Content Management – Technology Components of Knowledge Management – ERP an BPR - Data Warehousing , Data Mining – The future of Meta –data Architecture

**Knowledge Management Infrastructure :** Infrastructure - Access Technologies – Characteristics of an Ideal Knowledge Management – tool – Information Architecture – Computer Networks

**UNIT – V : Knowledge Management Implementation :** Roadblocks to Success - Knowledge Management : The Indian Experience

**Futuristic Knowledge Management :** Knowledge Engineering – Theory of Computation – Data Structure – Hamiltonian Cycle – Queing Theory

**Organisational Restructuring :** Power of Innovation, Learning Organisation, Peter Senge's Learning Organisations – Knowledge Management Implementation Issues - Knowledge Networks Implementation

**REFERENCE BOOKS:**

1. A THOTHATHRI RAMAN” Knowledge Management” EXCEL Books Publication, New Delhi, 2004
2. DONALD HISLOP “ Knowledge Management in Organizations” Oxford University Press, New Delhi, 2008
3. David E. McNabb” Knowledge Management in Public Sector” Prentice-Hall of India Private limited, New Delhi, 2007

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FIRST SEMESTER

PAPER – 7: W T O & TRADE RELATED ISSUES

**UNIT – I: GATT to WTO:** Brief out line of GATT from 1947 and subsequent rounds of negotiations – Tokyo Round and Uruguay Round negotiations – Formation of WTO and basic principles of WTO – Tariff cuts and Bindings;  
**Ministerial Conference:** Singapore, Geneva, Seattle, Doha and Cancun Conferences.

**UNIT –II:** General Elimination of Quantitative Restrictions - Agreement on Agriculture Agreement on the Application of Sanitary and Phytosanitary Measures.

**UNIT –III:** Agreement on Implementations of Anti – dumping Agreement-Agreement on Subsidies and Countervailing Measures.

**UNIT –IV:** Trade-Related Aspects of Intellectual Property Rights - Agreement on Trade-Related Investment Measures – Agreement on Technical Barriers to Trade.

**UNIT –V:** Agreement on Safeguards – Agreement on Textiles and Clothing – General Agreement on Trade in Services.

**Reference:**

1. Palle Krishna Rao , excel book, New Delhi, 2005

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FOURTH YEAR

SECOND SEMESTER

**PAPER – 1: MANAGEMENT OF FINANCIAL SERVICES**

**UNIT – I: Financial Services: An Overview:**

Financial Systems and Markets – Concept Nature and Scope of Financial Services  
– Participants in Financial Market – Management of Risk in Financial Services –  
Regulatory Framework for Financial Services

**UNIT – II: Financial Market Operations:**

Stock Exchange: Functions and Organizations – Broking and Trading in Equity –  
Broking and Trading in Debt – Mutual funds – Relevant Regulations.

**UNIT – III: Merchant Banking Services:**

Merchant Banking: Concept, Nature, Role & Functions – Managing an Issue –  
Mergers and Restructuring – Project Financing – Under writing.

**UNIT – IV: Assets Financing Services:**

Leasing and Hire Purchase – Dent Securitization – Housing Finance – Credit  
Rating.

**UNIT – V: Allied Financial Services:**

Credit Cards Debit Cards - ATM – Banking & Insurance (Including Pension Funds)  
– Venture Capital – Factoring, Forfeiting and Bill Discounting.

**REFERENCE BOOKS:**

- |                        |  |
|------------------------|--|
| 1. Benton E.G.         | “Financial Intermediaries”                       |
| 2. Edmister R.D.       | “Financial Institutions, Markets and Management” |
| 3. Frenstermaker, J.V. | “Readings in Financial Markets and Institutions” |
| 4. Rangarajan D.       | “Innovations in Banking”                         |
| 5. Verma, J.C.         | “A Manual of Merhant Banking”                    |
| 6. Westlake, M.        | “Factoring”                                      |
| 7. I.M. Bhole          | “Financial Institutions and Markets”             |
| 8. N. Vinayakan        | “A Profile of Indian Capital Market”             |



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FOURTH YEAR

SECOND SEMESTER

Paper -2: INTERNATIONAL ACCOUNTING

**UNIT – 1: INTERNATIONAL ACCOUNTING: AN OVERVIEW:**

Development of International Accounting- Scope of International Accounting- Importance of International Accounting- Difficulties in International Accounting- GAAP – IAS and its adaptation in India.

**UNIT - 2 : FOREIGN CURRENCY TRANSACTION AND TRANSLATION:**

Definition of Foreign Currency transaction and Translation, Need for and issues involved in Foreign Currency Translation, Process of recording foreign ( international) Transactions, Accounting Treatment of Forward Currency Translations, Techniques of Foreign Currency Translations, Treatment of Translation Gains and Losses. **CONSOLIDATION OF FINANCIAL STATEMENTS:** Need for Consolidation- Consolidation Techniques- IAS 27 and Consolidation- Indian Accounting Standard (AS 21) and Consolidation

**UNIT – 3: ACCOUNTING FOR PRICE LEVEL CHANGES:**

Concepts and Forms of Price Level Changes- Types of Price Level Changes- Common Phenomenon of Price Level Changes-Need for Price Level Changes Adjustments- Factors Causing Distortions to Accounting Profit vis-à-vis Financial statements- Consequences of Distorted Profits- Techniques of Price Level Adjustments. **HARMONIZATION OF ACCOUNTING PRACTICES:** Concept and Need For Harmonization- Harmonization Process- IAS 7 Vs AS 3- Institutional Efforts in Harmonization- Impediments to Harmonization

**UNIT- 4: TRANSFER PRICING:**

Need For Transfer Pricing- Factors Governing Transfer Pricing Policy- Methods of Transfer Pricing- Transfer Pricing Methods- Comparison- Transfer Pricing Methods in practice- Fixing a minimum Transfer Pricing - Transfer Pricing Methods for Services- **FOREIGN FINANCIAL STATEMENT ANALYSIS:** Techniques of Financial Statement Analysis-Process and utility of Horizontal, Vertical and Ratio Analysis- Modern Techniques used in Financial Statement Analysis- Difficulties in Analyzing Foreign Financial Statements

**UNIT- 5: SEGMENT REPORTING:**

International GAAP on Segment Reporting- Difference between Business, Geographical, Reportable Segment- Disclosure Requirements- Indian GAAP on Segment Reporting- Segment Reporting in Practice- Corporate Disclosure in Practice **INTERNATIONAL FINANCIAL REPORTING:** Provision of International GAAP on Interim reporting- IAS 34 on Interim Financial Reporting- Disclosures in Interim Financial Reporting- Comparative statements- Indian GAAP on Interim Financial Reporting- SEBI GUIDELINES ON Interim Reporting and Disclosure- Interim Reporting in Practice

**References**

1. A.K. Das Mohapatra, International Accounting, Prentice Hall of India, 2007.
2. Frederick D.S.Choi, Gary K. Meek, International Accounting, Pearson Education,2007
3. Shahrokh M. Saudagaran, International Accounting- A user Perspective, Thomson south-western,2007

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FOURTH YEAR

SECOND SEMESTER

PAPER – 3 : PROJECT MANAGEMENT

**UNIT – I: Project Formation And Appraisal:** Project Management –An Overview – Feasibility & Technical Analysis – Market and Demand Analysis – Economic and Financial Analysis – Formulation of Detailed Project Reports.

**UNIT – II: Project Planning And Scheduling:** Planning Time Scales – Network Analysis – Material and Equipment – Human Resource – Project Costing and Financing – Project Organisation.

**UNIT – III: Implementation And Control:** Project Management Information System – Material and Equipment – Human Resource – Financial Aspects.

**UNIT – IV: Project Termination:** Project Auditing – Project Audit – Construction and Use of the Audit Report – Project Audit Life Cycle\_ Essentials of an Audit/Evaluation  
**Project Termination:** Varieties of Project Termination – Termination Process – Final report – A Project History

**UNIT – V: Project Completion And Evaluation:** Integrated Project Management Control System - Managing Transition from Project to Operations – Project Review.

**REFERENCE BOOKS:**

- 1 Goel, BB Project Management – a Development Perspective, Deep & Deep , New Delhi
- 2 Kerzner, H., Project Management: A System for Approach to Planning, scheduling and controlling, CBS Publishers, Delhi.
- 3 Joseph G, Monks, Operations Management – Theory and Problems, McGraw Hill International Editions.
- 4 Stall Worthy, I.A & Kharbanda, O.P., Total Project Management – From Concept to completion, Gower Publishing Co. U.k.
- 5 Harrison, F.L., Advanced Project Management: A structured Approach, Metropolitan Book Co., New Delhi.
- 6 Choudhury S., Project Management, Tata McGraw Hill, India.
- 7 Prasanna Chandra, Project Planning, Analysis, Selection , Implementation and Review, Tata McGraw Hill.
- 8 Kanter J. Managing with information, Prentice-Hall of India, New Delhi.
- 9 Rao. P.C.K., Project Management & Control, S. Chand, New Delhi.
- 10 Jack R. Meredith, Samuel J. Mantel, Jr. Project Management, New Delhi, John wiley, 2006
- 11 Larry Richman , Project Management, PHI, New Delhi,2009
- 12 R. Panneerselvam, P. Senthilkumar, Project Management, PHI, New Delhi,2009

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FOURTH YEAR

SECOND SEMESTER

PAPER – 4: TECHNOLOGY AND INNOVATION MANAGEMENT

**UNIT – I:** Technology Management : Concept and drivers—Role of Chief Technology Officer-Technology Policy- Science And Technology Policy, 2003- Status of technology in India- Formulating technology strategy-Tools for company technology analysis -Tools for industry –technology analysis -Technology innovation strategies.

**UNIT – II:** Technological Innovation- Types of innovation-Sources of innovation -Models of innovation-Creative thinking types-Creative process -Individual Creativity techniques-Group Creativity techniques-Characteristics of creative people- Fostering creativity.

**UNIT – III:** Research and Development strategies- Integration of R&D -Selection and implementation of R&D strategies--In Source to open Source Movement -R & D Management- Financial evaluation of R&D projects- Project Planning and Control techniques.

**UNIT – IV:** Technology Acquisition - Methods of acquisition-Internal development - External acquisition sources-New Product Development-Process innovation

**UNIT – V:** Technology transfer- Modes and Routes of transfer- Pricing and Price Negotiation-Integrated Diffusion Strategy -Influencing factors-Innovation adoption -Diffusion strategies-Technology absorption-Influencing factors - Deployment strategies.

**Reference Books:**

1. Norma Harrison & Danny Samson, *Technology Management—Text and International Cases*, McGraw-Hill International, Newyork, 2005.
2. C.S.G. Krishnamacharyulu and Lalitha R., *Management of Technology*, Himalaya publishing House, Mumbai, 2008
3. Tarek Khalil, *Management of Technology— The Key to Competitiveness and Wealth Creation*, McGraw Hill, Boston, 2006.
4. V.K. Narayanan, *Managing Technology and Innovation for Competitive Advantage*, Pearson Education, New Delhi 2006.
5. Pradip N Khandwalla: *Corporate Creativity*, Tata McGraw Hill , New Delhi 2006.
6. White, *The Management of Technology and Innovation*, Thomson, New York 2007.

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**SECOND SEMESTER**

**PAPER – 5: INTERNATIONAL HRM**

**UNIT – I:** Introduction : Need for International HRM – Role of IHRM in the Management of MNCs - Distinction between domestic and International HRM – An integrated approach in developing an IHRM Model. Factors affecting an MNEs IHRM Policies and practices.

**UNIT – II:** Recruitment, Selection and Staffing in International Context: – Approaches to multinational staffing decisions – Recruitment Methods – Selection Criteria and techniques – Process of International Staffing Policy – other issues in International Staffing.

**UNIT – III:** Training and Developing in International Context : Training and development of International Staff – Types of expatriate training – career development.

**UNIT – IV:** Compensation Management in International Context : Form of Compensation and factors that influence compensation policy – compensation practices across the Countries – Social Security Schemes in different Countries – Performance Management – Industrial Relations in International Context.

**UNIT - V:** Organisational Dynamics and HRM: Special Issues in IHRM : Characteristics & Competencies of a Global Manager – Adoptability to the global business environment – Tactical planning for cross-cultural negotiation - Role of Global HR Manager – HRM in cross Border Strategic Alliances / Mergers - Hiring Inpatriate and Expatriate Managers – Managing Ethical Issues in HRM

**Reference Books:**

1. Dr. Nilanjan Sengupta and Dr. Mousumi S Bhattacharya” International Human Resource Management” EXCEL Books, New Delhi, 2007
2. MONIR H. TAYEB” International Human Resource Management” Oxford University Press, New Delhi
3. Peter J.Dowling and Denice E. Welch” International Human Resource Management” CENGAGE Learning, New Delhi
4. R PMohanty” Human Resource Management “ EXCEL Books, New Delhi, 2007
5. International HRM – Aswathappa – Tata McGrawHill
6. International Human resource Management 5<sup>th</sup> Edition, Dowling Peter, Thomson South – Western College Pub – 2007
7. Global HRM Concepts and Cases : KODwani, AMitabh / Kumar, Senthil S. ICFAI University Press – 2006.

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SECOND SEMESTER

**PAPER – 6: GLOBAL SUPPLY CHAIN MANAGEMENT**

**UNIT - I: Introduction:** Meaning and importance of S.C.M – S.C.M in the Global Environment – Consequence of S.C.M: Creating Value, satisfaction, and Differential Advantage - Role of Marketing in S.C.M - Role of the Sales Function in S.C.M – R & D in S.C.M

**UNIT- II: Supply Chain Sales Forecasting:** Forecasting in the supply chain - **Evolution and growth of production in S.C.M** : Supply Chain Production – Standard Methods of Production

**UNIT-III: Purchasing in a supply chain:** Role of logistics in the supply chain - Evolution and Growth of information systems in S.C.M - Financial issues in S.C.M - Customer service in a S.C.M

**UNIT–IV: Inter Functional Coordination in S.C.M:** Inter -Corporate Corporation in S.C.M - Measuring Performance in the Supply Chain

**UNIT – V: Managing the Supply Chain:** Managerial and Research Implications.

**Reference:**

1. John T. Mentzer, Supply chain Management – sage publications New Delhi, 2008.
2. Rahul v.altekar- Prentice/hall of India - New delhi-110001, 2005
3. Sunil chopra/peter meindl , Prentice/hall of India private limited ,New delhi-110001, 2007.
4. S.S Mishra, Taxmann's Publication on Pvt, Ltd, New Delhi,2009.
5. Donald j bowersox ,Davi j closs, M bixby cooper Tata mcgraw hill publishing company limited New Delhi , 2008 - Supply Chain Logistics Management.

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SECOND SEMESTER

**PAPER – 7: FOREIGN EXCHANGE RISK MANAGEMENT**

**UNIT – I: FRAMEWORK OF FOREIGN EXCHANGE:** Foreign exchange-sources and uses - foreign trade and foreign exchange - balance of payments of India

**UNIT- II: INTERNATIONAL EXCHANGE SYSTEMS:** Fixed and Floating Exchange Rates - Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis

**UNIT–III: ADMINISTRATION OF FOREIGN EXCHANGE:** History of Exchange Control in India – Foreign Exchange Management Act, 1999 – Administrative Set -Up- Organization of an Authorized Dealer – Foreign Exchange Markets

**UNIT–IV: EXCHANGE ARITHMETIC:** Ready or Spot Exchange Rates – Ready rates Based on cross Rates – Forward Exchange Contracts – Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals - Execution of Forward Contract – Cancellation / Extension of Forward Contract

**UNIT –V: RISK MANAGEMENT:** Exchange Dealings – Futures and options – Exchange Risk: Transaction Exposure – Exchange Risk: Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk

**RECOMMENDED BOOKS:**

1. David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes, Market and Money, Harcourt Brace Jovanovion, 1993
2. H.P Bhardwaj: Foreign Exchange Handbook, Wheeler publishing, 1994.
3. Treasury and Risk Management in Banks – 11 BF Taxmann- 2006.
4. Bibek Debroy: The Convertible Rupee & How to Profit from it, Global Business Press.
5. C. Jeevanandam: Foreign Exchange, New Delhi, Sultan Chand & Sons 1994.
6. A Guide to Forex Delaing and Operating, Published by State Bank of Hyderabad, 1993.