ACHARYA NAGARJUNA UNIVERSITY

A State Government University, Accredited with "A" Grade by NAAC Nagarjuna Nagar - 522 510, Guntur, Andhra Pradesh, India.



M.B.A. INTERNATIONAL BUSINESS STUDIES

SYLLABUS



2022 - 2023 onwards

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

PROGRAM CODE:

ANUCACL22





ACHARYA NAGARJUNA UNIVERSITY (ANU)

- A Brief Profile

Acharya Nagarjuna University, a State University established in 1976, has been constantly striving towards achieving progress and expansion during its existence for over four decades, in terms of introducing new courses in the University Colleges, affiliated colleges and professional colleges. Spread over 300 acres of land on the National High Way (NH-16) between Vijayawada and Guntur of Andhra Pradesh, the University is one of the front ranking and fastest expanding Universities in the state of Andhra Pradesh. The University was inaugurated on 11th September, 1976 by the then President of India, Sri Fakruddin Ali Ahmed and celebrated its Silver Jubilee in 2001. The National Assessment and Accreditation Council (NAAC) awarded "A" grade to Acharya Nagarjuna University and also has achieved 108 International ranks, 39 National ranks UI Green Metrics rankings and many more It is named after Acharya Nagarjuna – one of the most brilliant preceptors and philosophers, whose depth of thought, clarity of perception and spiritual insight were such that even after centuries, he is a source of inspiration to a vast number of people in many countries. The University is fortunate to be situated on the very soil where he was born and lived, a soil made more sacred by the aspiration for light and a state of whole someness by generations of students. With campus student strength of over 5000, the University offers instruction for higher learning in 68 UG & PG programs and guidance for the award of M.Phil. and Ph.D. in 48 disciplines spread over six campus colleges and one PG campus at Ongole. It also offers 160 UG programs in 440 affiliated colleges in the regions of Guntur and Prakasam Districts. It has a Centre for Distance Education offering 87 UG & PG programs. Characterized by its heterogeneous students and faculty hailing from different parts of the state and the country, the University provides most hospitable environment for pursuing Higher Learning and Research. Its aim is to remain connected academically at the forefront of all higher educational institutions. The University provides an excellent infrastructure and on- Campus facilities such as University Library with over one lakh books & 350 journals; Computer Centre; University Scientific Instrumentation Centre; Central Research Laboratory with Ultra-modern Equipment; Well-equipped Departmental Laboratories; Career Guidance and Placement Cell; Health Centre; Sports Facilities with Indoor & Outdoor Stadiums and Multipurpose Gym; Sports Hostel; Separate hostels for Boys, Girls, Research Scholars and International Students; Pariksha Bhavan (Examinations Building); Computers to all faculty members; Wi-Fi connectivity to all Departments and Hostels; Canteen, Student Centre & Fast-food Centre; Faculty Club; Dr. H.H. Deichmann & Dr. S.John David Auditorium cum Seminar Hall; Post office; Telecom Centre; State Bank of India; Andhra Bank; Energy Park; Silver Jubilee Park; Fish ponds; internet center; xerox center; cooperative stores; Water harvesting structures.



ACHARYA NAGARJUNA UNIVERSITY

VISION

To generate sources of knowledge that dispels ignorance and establish truth through teaching, learning and research.

MISSION

To promote a bank of human talent in diversified faculties – Commerce & Management Studies, Education, Engineering & Technology, Humanities, Law, Natural Sciences, Pharmacy, Physical Education & Sports Sciences, Physical Sciences and Social Sciences that would become an investment for a prosperous society.

OBJECTIVES

- To inspire and encourage all who would seek knowledge through higher education and research.
- To provide quality instruction and research for the advancement of science and technology.
- > To promote teaching and research studies in disciplines of societal relevance.
- > To bridge the gap between theory and practice of the principles of higher education.
- > To develop human talent necessary for the industry.
- > To open up avenues of higher education and research through non-formal means.
- To invite and implement collaborations with other institutes of higher learning on a continuous basis for mutual academic progress.
- To motivate and orient each academic department/centre to strive for and to sustain advanced levels of teaching and research so that the university emerges as an ideal institute of higher learning.
- To focus specially on the studies involving rural economy, justifying its existence in the rural setting.



ACHARYA NAGARJUNA UNIVERSITY UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

VISION AND MISSION OF THE COLLEGE:

University College of Arts, Commerce and Law presently consists of 19 teaching departments and seven research centres and running 27 courses. It had a very good team of qualified teachers with strong profiles. The vision of the college is to promote learning and research in the faculties of social sciences, humanities, law, education and management. It is intended to encourage research temperament and develop inputs for the betterment of the society. The mission of the college is to nurture the scholarship, leadership and produce outcome to promote the quality of life and address the challenges in human society.





ACHARYA NAGARJUNA UNIVERSITY UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW DEPARTMENT OF INTERNATIONAL BUSINESS STUDIES <u>M.B.A. (INTERNATIONAL BUSINESS)</u>

VISION OF THE DEPARTMENT:

 To be among the best in International Business Education, Research, Training and Consultancy.

MISSION OF THE DEPARTMENT:

- + To continually improve the Programmes in international business keeping in view the three important aspects: relevancy, demand, and best of scholarship.
- + To design and execute management development programs for the service of industry, academic and society.
- + To undertake consultancy for organizations to help them achieve "excellence" in their performance and contribute to global economy and society.
- + To pursue research to add value to scholarship, and improve practice.



ACHARYA NAGARJUNA UNIVERSITY UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW DEPARTMENT OF INTERNATIONAL BUSINESS STUDIES <u>M.B.A. (INTERNATIONAL BUSINESS)</u>

PROGRAMME EDUCATIONAL OBJECTIVES (PEO's):

- ★ 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.

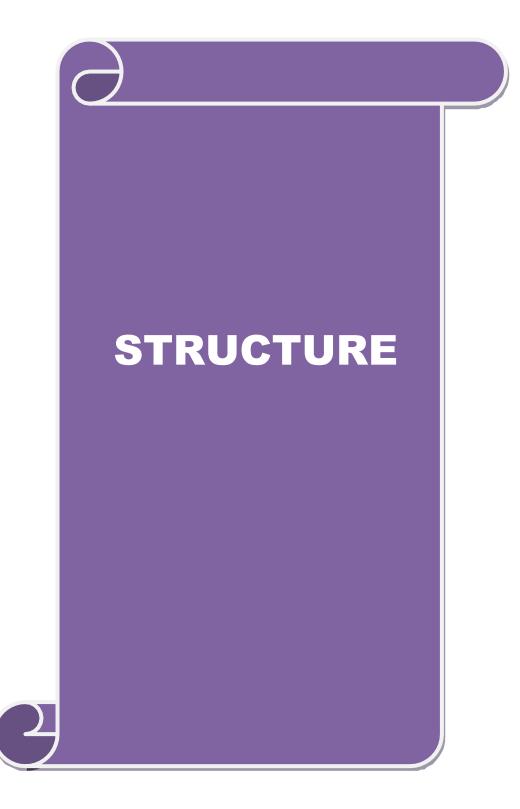
PROGRAMME OUTCOMES (PO's):

- + Students will develop professional skills that prepare them for immediate corporate employment and for life-long learning in the areas of International Business, Management and related fields.
- + Generic and Domain Knowledge Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
 - Problem Solving & Innovation Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
 - 2) Leadership and Team Work Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders
 - 3) Students will establish themselves as effective professionals by solving real problems through the use of International Business & management science knowledge and with attention to effective communication, critical thinking and cross cultural problem solving skills.

- 4) Students will be provided with a management educational foundation that prepares them for global excellence, international leadership roles along diverse cross cultural career paths with encouragement to professional ethics and active participation needed for a successful career across the globe.
- 5) Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies.

PROGRAMME SPECIFIC OUTCOMES (PSO's):

- ▲ An ability to recognize the importance of professional development by pursuing International Business which offers challenging and rewarding careers and immediate employment.
- ▲ Apply conceptual International Business foundations to solve practical decision making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.
- ▲ An ability to develop a systematic understanding of globalization and its impact on People, Global businesses, Technology and the Economy.
- ▲ An ability to analyze international business problem identification and to formulate and use the appropriate managerial techniques for solutions.
- ▲ An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.
- ▲ Use information and knowledge effectively: scanning and organizing data, synthesizing and analyzing in order to abstract meaning from information, and to share knowledge.
- ▲ Entrepreneurship Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.



ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW DEPARTMENT OF INTERNATIONAL BUSINESS STUDIES M.B.A. (INTERNATIONAL BUSINESS)

Seme ster	Course Code	Course Title	Hours Per Week		Per		С		Marks	
			L	P		CIA	ESE	Total		
Ι	MBA (IB) 1.1 (R22)	Principles of International Management and Organizational Behavior	04	00	3	30	70	100		
Ι	MBA (IB) 1.2 (R22)	Managerial Economics	04	00	3	30	70	100		
Ι	MBA (IB) 1.3 (R22)	Accounting and Finance for International Managers			3	30	70	100		
Ι	MBA (IB) 1.4 (R22)	Quantitative Techniques for Business Decisions	04	00	3	30	70	100		
Ι	MBA (IB) 1.5 (R22)	Global Business Environment	04	00	3	30	70	100		
I Opt	MBA (IB) 1.6a (R22)	Theory of International Trade and Business	04	04 00)4 00 3	3	30	70	100	
One	MBA (IB) 1.6b (R22)	World Geography	LUSE I		16			100		
I Opt One	MBA (IB) 1.7a (R22)	IT Tools and Techniques for Global Managers (Including Lab Ms. Office & Ms Excel)	ers (Including		3	30	70	100		
	MBA (IB)International Business1.7b (R22)Communication & Soft Skill									
	TOTAL		28	02	21	210	490	700		
	MBA (IB) 1.8 (R22)	AUDIT COURSE	00	00	00	100				

SEMESTER-I

L- Lectures; P- Practical; C- Credits; CIA- Continuous Internal Assessment; ESE- End – Semester Examination

Seme	Course Title		Hours Per Week		С	Marks		
ster	Coue		L	L P		CIA	ESE	Total
II	MBA (IB) 2.1 (R22)	International Marketing	04	00	3	30	70	100
II	MBA (IB) 2.2 (R22)	International Financial Management	04	00	3	30	70	100
II	MBA (IB) 2.3 (R22)	International Human Resource Management	04	00	3	30	70	100
II	MBA (IB) 2.4 (R22)	Operations Research		00	3	30	70	100
II	MBA (IB) 2.5 (R22)	Research Methods for International Business	04	00	3	30	70	100
II Opt	MBA (IB) 2.6a (R22)	Global Production and Operations Management	04	00	3	30	70	100
One	MBA (IB) 2.6b (R22)	Global Mergers and Acquisitions	04		3	30		100
II Opt	MBA (IB) 2.7a (R22)	International Economics	04	VGARJIO	3		- 0	100
One	MBA (IB) 2.7b (R22)	Global Outsourcing and Business Development	sourcing and		3	30	70	100
	1	TOTAL	28	00	21	210	490	700
		MOOC's	00	00	00	100		

SEMESTER-II

Note: The student will go for Project after Second semester examinations (summer vacation) for 2 months and has to submit the report in the fourth semester for evaluation.

Sem	Course Code	Course Title		ours Week	С	Marks		
ester			L P			CIA	ESE	Total
III	MBA(IB) 3.1 (R22)	International Strategic Management	04	00	3	30	70	100
III	MBA(IB) 3.2 (R22)	Geo Politics and International Relations	04	00	3	30	70	100
III	MBA(IB) 3.3 (R22)	Global Logistics and Supply Chain Management	04	00	3	30	70	100
III	MBA(IB) 3.4 (R22)	International Trade Procedure and Documentation	04	00	3	30	70	100
	MBA(IB)	Open Elective -I (Finance)	04	00	3	30	70	100
III Opt Two	3.5(a)F (R22) MBA(IB) 3.5(b)F (R22) MBA(IB) 3.5(c)F (R22)	a. International Accounting b. Global Financial Markets and Instruments c. Corporate Finance	04	00	3	30	70	100
III	MBA(IB) 3.6(a)M (R22)	Open Elective -II (Marketing) a. Global Buying Behaviour	04	00	3	30	70	100
Opt Two	MBA(IB)3.6 (b)M (R22) MBA(IB)3.6 (c)M (R22)	b. Digital and Social MediaMarketingc. Services Marketing	04	00	3	30	70	100
III	MBA(IB) 3.7(a)H (R22)	Open Elective -III (HR) a. Technology for HR Value Creation and Management	04	00	3	30	70	100
Opt Two	$\begin{array}{c c} Opt \\ Two \\ \hline MBA(IB) \\ MBA(IB) \\ C. \\ \hline MBA(IB) \\ C. \\ \hline C. \\ C. \\ \hline C. \\ C. \\ \hline C. \\ \hline C. \\ C. \\$	b. Global Leadership and Skills Development c. Global Human Resource Development	04	00	3	30	70	100
		INDUSTRIAL TOUR			2		50	50
		MOOC's				100		
		TOTAL	32	00	26	240	610	850

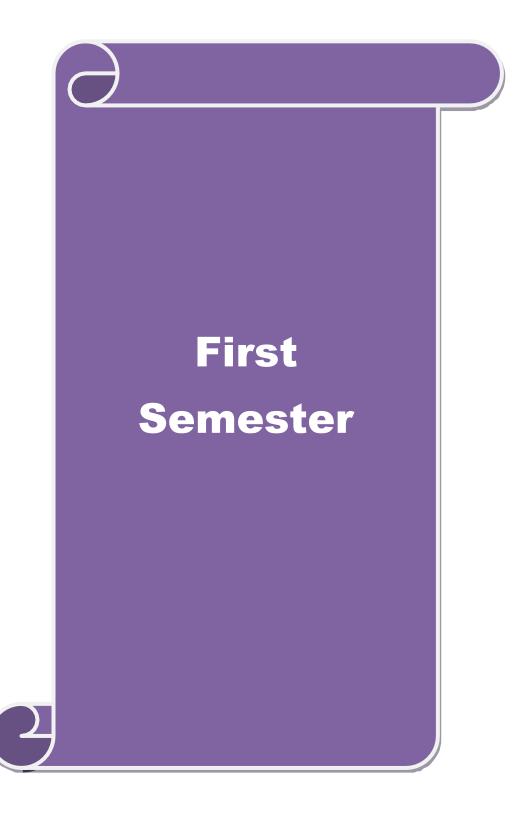
SEMESTER-III

Note: In **III Semester** the students shall opt any two specialization groups with 2+2 papers. In **IV Semester** the students shall continue the same groups of Specialization with 2+2 papers.

Note: Student has to submit a brief report on Industrial tour and that has to evaluate by internal or external examiner which carries 50 marks.

Seme	Course Code	Course Title	Hours Per Week		С		Marks	
ster			L	L P		CIA	ESE	Total
IV	MBA (IB) 4.1 (R22)	Global Business Ethics and Corporate Governance	04	00	3	30	70	100
IV	MBA (IB) 4.2 (R22)	Overseas Project Management and Entrepreneurship	04	00	3	30	70	100
IV	MBA (IB) 4.3 (R22)	Foreign Exchange Risk Management	04	00	3	30	70	100
IV	MBA (IB) 4.4 (R22)	WTO and International Trade Related Issues	04	00	3	30	70	100
IV	MBA (IB) 4.5(a) F (R22)	Open Elective - I (Finance) a. Investment Banking	04	00	3	30	70	100
Opt Two	MBA (IB) 4.5(b) F (R22)	b. International Investment and Portfolio Management c. Financial Services and	04	00	3	30	70	100
	MBA (IB) 4.5(c) F (R22)	Derivatives Management	04	00	5	50	70	100
IV	MBA (IB) 4.6(a) M (R22)	Open Elective - II (Marketing) a. International Sales Promotion	04	00	3	30	70	100
Opt Two	MBA (IB) 4.6(b) M (R22)	and Brand Management b. International Marketing Research	04	00	3	30	70	100
	MBA (IB) 4.6(c) M (R22)	c. Retail Marketing	UNAU	//				
IV Opt	MBA (IB) 4.7(a) H (R22) MBA (IB)	Open Elective - III (HR) a. Performance Management System	04	00	3	30	70	100
Two	4.7(b) H (R22) MBA (IB) 4.7(c) H (R22)	b. Advanced Behavioral Science c. HRD Score Card 2500	04	00	3	30	70	100
	INT	ERNSHIP/ PROJECT					100	100
	PRO	OJECT VIVA -VOCE			3	3333	100	1100 23 100
		TOTAL	32	00	27	240	760	1000

SEMESTER-IV



ACHARYA NAGARJUNA UNIVERSITY UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW DEPARTMENT OF INTERNATIONAL BUSINESS M.B.A. INTERNATIONAL BUSINESS SEMESTER-I

MBA (IB) 1.1 (R22): PRINCIPLES OF INTERNATIONAL MANAGEMENT AND ORGANIZATION BEHAVIOR

Subject Code	MBA(IB) 1.1 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hou <mark>r per Week</mark>	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ International management course is designed to facilitate students learn the fundamentals of international business strategies and cross-cultural management.
- ▲ Students are expected to develop a sense of ease to manage business a multicultural environment.
- ▲ Use the fundamental vocabulary and theoretic frameworks to understand the corporate Strategic decisions and cross-cultural management in the world of international business.
- ▲ To Understanding Individual behavior and theories of motivation and their application.
- ▲ To Basic understanding of organizational communication and managing misbehavior.

COURSE OUTCOMES:

Upon the successful completion of this course, students will be able to:

CO1	Identify the impacts of globalization on a firm's internationalization process. Analyze different cross- national institutional forces that influence international businesses.
CO2	Familiarise the cultural dimensions based on cultural frameworks and apply them to global business settings.
CO3	Understand the tension between pressures for global integration and national responsiveness and the four basic options for international strategies.
CO4	Understand the scientific foundations of O.B and analyze five conceptual anchors of OB.
CO5	Student May analyze the group formation and management process, discuss group and group dynamics.

Unit – I: Introduction : Concept of Management-definition-Significance- Levels- Evolution of Management Thought- Functions- Principles - Management as an Art- Science and Profession - Reasons for going International – International management functions, Japanese management and theory Z, Japanese vs US Management Systems. International Management: Meaning and importance- environmental factors affecting International Management- Comparative Management: Meaning, Scope and Importance-Models of Comparative Management - Richman-Farmer Model & Koontz model Comparative study of the management. Japanees management- US management- Europe Management-Management Functions in International Companies- Organizational Structure –International controlling.

Unit – II: Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising Forecasting, Barriers to effective planning, Decision Making: Concept, Process, Management By Objectives: Concepts, Process and Preconditions. **Organising:** Nature and Purpose – Principles. Formal and Informal organisation- span of control – Hierarchy - Authority and responsibility – Delegation of authority –Centralisation – Decentralisation – Line and Staff conflict and cooperation –Committees – **Staffing:** The Nature and purpose of staffing - Recruitment – Selection – Placement and Promotion – training – Executive development programmes.

Unit – III: Direction: Elements of Directing – Communication – Importance Process – Media –barriers to communication: Effective communication – Motivation and importance in management- Leadership-**Controlling:** Process of Control – Reporting system for Control-Modem Control Techniques – PERT and CPM.

Unit – IV: Organisational Behaviour: Meaning, Nature and Scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – Model of OB. Perception: 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. Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational theroies.

Unit V: Organisational Change and Organization Development Organisational change: dimensions, process,... Organisation Culture: Concept, Characteristics, Elements, Implications, and Process. Organizational Development – Organisational conflicts – Meaning, Types and strategies for conflict resolution. Group dynamics: Types of groups – Group development stages -Group decision making-Team building: Making effective teams-Leadership-Leadership styles-Transactional vs Transformational-Principled leadership-Organizational effectiveness: Concept and measurement- Organizational Climate: Concept and measurement - Organization development- Concept-assumptions-techniques.

TEXT BOOKS:

- 1) A.V.Pathak: International Dimensions of Management
- 2) A.R.Negandhi: International Management
- 3) Belty Jane-Punnalt, Knootz: Experiencing International Management
- 4) A.V.Sreenivasan: The Japanese Management Development System The Indian Context

REFERENCES BOOKS:

- 1) International Business by Charles W. L. Hill, ISBN: 0073381349, published by McGraw Hill/Irwin (8th edition).
- International Management Theory and Practice by Paul N. Gooderham, NHH The Norwegian School of Economics, Brigitte Grogaard, BI Norwegian Business School and the late Odd Nordhaug, formerly of the NHH – The Norwegian School of Economics, Norway.
- 3) Stephen P.Robbins and Seema Singhi, Organisaional Behaviour, Pearson Education, New Delhi.
- 4) Sarma V.S. Veluri, Organisaional Behaviour, A Jaico Publishing house, Delhi, 2009.
- 5) Hellreigel, Slocum and Woodman, Organizational Behavior, Thomson Ltd, Singapore.
- 6) Fred Luthans, Organisaional Behaviour, Tata McGraw Hill, New Delhi.
- 7) Aswathappa, Organisaional Behaviour, Himalaya Publishing House, Mumbai

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СО-РО	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO1	3	2 %	3	3 115	2	2	2
CO2	3	2	3	3	3	2	3
CO3	3	3	Nel 3050	000300	2	3	2
CO4	3	3	3	2	3	3	3
CO5	3	3	2	3	3	3	3

Subject Code	MBA(IB) 1.2 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

MBA(IB) 1.2 (R22): MANAGERIAL ECONOMICS

COURSE OBJECTIVES:

- ▲ To acquaint the particulars with basic concepts and techniques used in Micro economic theory.
- ★ To enable the application of economic principle in business decision making
- ★ To study the various market structure and determination price in various market structure.
- ▲ To study economic principles like law of Demand, elasticity of demand, demand schedule, of and concept of price elasticity.
- ▲ To study the various calculations like GNP, GDP, Growth rate, purchasing power, monitory policy, Fiscal policy etc.

COURSE OUTCOMES:

Upon the successful completion of this course, students will be able to:

CO1	Analyze the demand and supply conditions and assess the position of a company.
CO2	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
CO3	Analyze real-world business problems with a systematic theoretical framework.
CO4	Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.
CO5	Familiarize the various calculations like GNP, GDP, Growth rate, Purchasing power, money supply and phases of business cycles.

Unit – I: Introduction: Meaning, Nature, Scope and significance of Managerial Economics – Principles of Managerial Economics – Fundamental economic concepts-Objectives of a firm-Role of Managerial Economist in the Management team- Theory of Firm - profit maximization- Difference Between Micro and Macro Economics

Unit – II: Demand: Demand Analysis: Individual and Market demand functions – Law of demand – Determinants of demand – Elasticity of demand – Price elasticity- income elasticity and cross elasticity –Income elasticity of demand– Demand forecasting techniques – Law of supply-Elasticity of Supply-supply schedule-supply curve-Cardinal utility –law of diminishing Ordinal utility –Equimarginal principle- Ordinal utility-Demand curves-Market demand —demand schedule- demand curves.

Unit–III: Theory of production and cost: Concept of production function-Law of variable proportions-Isoquant and Isocost curves- determination of least cost combination of inputs-Returns to scale – Economics of scale. Cost concepts- opportunity cost- short run cost curves-long run cost curves- Production analysis: Factors of production - Production function – Law of variable proportion - Economies of scale – Law of Returns to scale. Cost analysis: Types of costs - Cost of production – Cost output relationship in the Short run and long run – their nature, shape and inter relationship – Break-even analysis.

Unit– IV: Market structures: Market Structure: Price determination under perfect competition – Monopoly Market –Duopoly - Monopolistic competition - Oligopoly – Game theory - Pricing methods-Perfect competition –Characteristics-Equilibrium in Market period –Short run equilibrium of a firm and industry – Basis of monopoly – short run equilibrium under monopoly- Long run equilibrium- under monopoly- price discrimination- Characteristics-Price Competition- Non- Price competition. Product differentiation- Selling costs-Short run equilibrium- Long run equilibrium of a firm.

Unit–V: Macro Economics: Concepts of GNP and GDP Calculations- Measurement – Inflation – Types and Causes of inflation - Affects of inflation on different groups – Control of inflation - Monitory and fiscal measures - Money Supply and Monetary Policy - Fiscal Policy – Business cycles: Phases of Business cycles – Hatray, Keynes and Hicks theories – Measures to Control Business Cycles –Demand pull and cost-push inflation – effects of inflation and control measures- Government Policies – Fiscal and Monetary Policy – External Sector Policies- Nature and phases of Business cycle – Theories of Business cycle.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on Explain the concept managerial economics.
- 2) Conducting the seminar on Apply the theory of consumer behavior and demand like consumer demand curve, demand curve, and indifference curve.
- 3) Conducting a workshop on market structures like monopoly, oligopoly short term equilibrium under monopoly.
- 4) Arraigning technical session on market structures and price completion and non price competition.
- 5) Arranging a group discussion on Phases of business cycles.

REFERENCE BOOKS:

- 1) C.E.Ferguson & C.P.Gould: Microeconomic Theory
- 2) Donald S. Watson : Price Theory and its uses
- 3) Donald Dewey : Micro Economics
- 4) Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
- 5) Baumol, W J. Economic Theory and Operations Analysis. 3rd ed., New Delhi, Prentice Hall Inc., 1996.

- 6) Chopra, O P. Managerial Economics. New Delhi Tata McGraw Hill 1985.
- 7) Keat. Paul G & Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
- 8) Koutsoyiannis, A. Modern Micro Economics. New York, Macmillan, 1991.
- 9) Milgram, P and Roberts J. Economics, Organization and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.

СО-РО	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO1	1	2	3	4	5	6	7
CO2	3	3	2	3	2	3	3
CO3	3	3	3	3	3	3	2
CO4	2	3	3	3	3	3	3
CO5	3	3	3	3	3	2	3



MBA(IB) 1.3 (R22): ACCOUNTING AND FINANCE FOR INTERNATIONALMANAGERS

Subject Code	MBA(IB) 1.3 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To understand the book keeping and accounting.
- ▲ To acquaint the students with the financial statements.
- ▲ To know about the marginal costing.
- ★ To enable the students to know the nature, scope and functions of finance.
- ▲ To familiarize the theories of capital structure.

COURSE OUTCOMES:

On successful completion of this subject the student will be able to

CO1	Elucidate the book keeping and accounting.
CO2	Defined about the financial statements.
CO3	Enumerate regarding marginal costing.
CO4	Expound the nature, scope and functions of finance.
CO5	Explain the theories of capital structure.

Unit-I: 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.

Unit-II: 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.

Unit-III: 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.

Unit-IV: 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.

Unit-V: 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.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on basic concepts and elements of book keeping and accounting.
- 2) Students will be participating in various workshops on financial statements.
- 3) To know the marginal costing they will participate in national and international conferences.
- 4) Participate in live projects to know the nature, scope and functions of financial activities.
- 5) They will participate in seminars to know the theories of capital structure.

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)

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	3	2
CO2	3	3	3	3	2	3	3
CO3	3	3	2	3	3	3	3
CO4	3	2	3	3	3	2	3
CO5	2	3	2	3	3	3	3

MBA(IB) 1.4 (R22): QUANTITATIVE TECHNIQUES FOR BUSINESS

DECISIONS

Subject Code	MBA(IB) 1.4(R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To expose the students to various statistical and Operations research tools for data analysis.
- ▲ To enable the students to interpretation the results.
- ▲ To facilitate them to take objective decisions based on the models.
- ▲ To enable the students to statistical tests for better decision making.
- ▲ To introduce Operations research tools and optimization techniques.

COURSE OUTCOMES:

CO1	Gains knowledge of various statistical and Operations Research tools for data
	analysis.
CO2	It helps to interpret the results and to take objective decision based on the models.
CO3	Gains practical knowledge about sampling and sampling methods
CO4	Better understanding of how to write the research reports
CO5	Students are familiar with the software hands on practice

Unit-I: 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.

Unit-II: Non Parametric statistics: Sign test, Runs test – Chi Square test – Mann Whitney – Wilcoxin test – Krushal Wallis – Friedman tests.

Unit-III: Pearson Correlation, Spearman's Rank Correlation and Regression analysis – Multiple Regression, Basics of Multivariate Analysis: Factor analysis – Cluster analysis – Discriminant Analysis — Multiple Analysis of variance.

Unit-IV: 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.

Unit-V: Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods – Assignment problems.

PRACTICAL COMPONENTS:

- 1) Doing practical methods by taking samples from the population of statistical data.
- 2) Students will be participating in various workshops on operations research.
- To know the statistical tools and techniques will participate in national and international Conferences.
- 4) Participate in live projects to know the scope and importance of quantitative techniques.
- 5) They will participate in seminars to know the applications of quantitative techniques in business decisions.

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	3	3
CO2	3	3	3	3	3	2	2
CO3	3	2	3	2	3	3	3
CO4	3	3	3	3	2	3	3
CO5	3	3	3	3	2	3	3

MBA(IB) 1.5 (R22): GLOBAL BUSINESS ENVIRONMENT

Subject Code	MBA(IB) 1.5 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	·

COURSE OBJECTIVES:

- ▲ To analyze the global business environment and evaluate its various components in business decision making.
- ▲ To provide the clear information on foreign exchange markets related concepts and issues.
- ▲ To provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional international business arena.
- ▲ Emphasis will be placed upon economic, political and technological and environmental responsibilities to a wide variety of stakeholders, including employees, customers the public.
- ▲ To create the awareness the about regional integration and regional trade blocks.
- ▲ To provide clear information on international financial environment and institutions across the world.

COURSE OUTCOMES:

CO1	Students are expected to enhance their cognitive knowledge of global issues;
	interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.
CO2	Students are enabled how international factors affect domestic concerns;
CO3	Understand the regional economic integration and economic and political integration;
CO4	Students are able to know the main institutions that shape the global marketplace;
CO5	Able to explain businesses expansion abroad;
CO6	Understand the key legal issues related to businesses operating in other countries.

Unit-I: International Business- Meaning, Nature, importance and scope; Modes of entry in to International Business-drivers of IB-advantages of IB-Frame work of international business environment; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO.

Unit–II: Factors affecting Socio-Cultural environment, Impact of Socio-Cultural environment on International Business-Factors affecting Technological environment, Level of technological development in the country-The pace of technological changes & technological obsolescence. Impact of Technological environment on Business, International Technology Transfers – importance and types of Foreign Technology Acquisition.

Unit–III: Economic Environment-Economic system- Stage of economic growth -Level of national & per capita income.-tax structure –sources of financial resources- International financial system-Determining exchange rates; Fixed and flexible exchange rate system; Cash and Spot exchange market; Exchange rate quotes; LERMS,; Factors affecting exchange rates; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures.

Unit –**IV:** Political and legal environment - Political system of the business- Facilities & incentives offered by the Government; Restrictions on imports and Exports- Procedural formalities required in setting the business-Legislature, Executive, Judiciary - Multinational Corporations: Conceptual Frame work of MNCs - MNCs and Host and Home Country relations - Foreign investment flows and barriers-Ecological issues.

Unit –**V**: 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.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on Explain the concept of the various constituents of environment and their impact on businesses.
- 2) Conducting the seminar on Apply the trade theories, investment theories, exchange rate theories, regional trading bloc theories, and their impact on economic welfare.
- 3) Conducting a workshop on how to analyze the principle and he different exchange rate regimes' impact on businesses.
- 4) Arraigning technical session on Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO)
- 5) Arranging a group discussion on legal, social and economic environments of business.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	3	3
CO2	3	2	2	3	2	3	3
CO3	2	3	3	3	3	3	3
CO4	3	3	3		3	3	2
CO5	3	3	2	3	3	2	3
CO6	2	3/8	3	3	2	3	3



MBA(IB) 1.6 (A) (R22): THEORY OF INTERNATIONAL TRADE AND BUSINESS

Subject Code	MBA(IB) 1.6 (a) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To give students understanding about the various constituents of International trade and business environment.
- ▲ To study the various international trade theories and models
- ▲ To study economics of regional trading blocs and multilateralism.
- ▲ To study the various exchange rate regimes and their respective advantages and disadvantages.

COURSE OUTCOMES:

CO1	Explain the concept of the various constituents of environment and their impact on
	businesses.
CO2	Apply the trade theories, investment theories, exchange rate theories and regional
	trading bloc theories and their impact on economic welfare.
CO3	Analyze the principle and he different exchange rate regimes' impact on businesses.
CO4	Integrate the concept and opening economies of developing countries like India
	through RTB and multilateral route (WTO).
CO5	Students will apply decision-support tools to decision making in Foreign Trade.

UNIT – **I:** Meaning and Importance of International Trade & Globalization – The pure theory of International Trade – Theories of Absolute Advantage, Comparative Advantage and Relatively Costs-Hecksher – Ohlin - Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler –Samuelson theorem, International Product life Cycles- Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT – II: Theory of Interventions: The Theory of Interventions – Tariffs, Quotas and Non – tariff barriers - Economic Effects of Tariffs and Quotas on National Income, Output and Employment- Measurement of Gains from Trade and Distribution – Concepts of Terms of Trade, their uses and limitations –Secular Deterioration in Terms of Trade.

UNIT – **III:** Balance of Payments: Meaning and Components of Balance of Payments-Equilibrium disequilibrium in Balance of Payments – The process of adjustment of balance of payments – Foreign Trade multiplier – Foreign exchange rate - Merits and demerits of fixed and flexible exchange rates. International Financial Institutions: International Monetary Fund (IMF) – The World Bank (IBRD) - International Finance Corporation (IFC) – International Develop Association (IDA)-Institutional frame work for International Business

UNIT – IV: International Trade Environment – WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Political and Legal Environment, Policy Frame Work for International Trade- - Instruments of Trade Policies-,Country Evaluation and Selection-Tools For Country Evaluation and selection.

Unit-V: Foreign Direct Investment – Types of FDI, Theories of International Investment-Patterns of FDI- Policy Frame Work to Promote FDI- Role of Multi National Enterprises in international Trade-

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on Explain the concept of the various constituents of environment and their impact on businesses.
- 2) Conducting the seminar on Apply the trade theories, investment theories, exchange rate theories, regional trading bloc theories, and their impact on economic welfare.
- 3) Conducting a workshop on how to analyze the principle and he different exchange rate regimes' impact on businesses.
- 4) Arraigning technical session on Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO)
- 5) Arranging a group discussion on legal, social and economic environments of business.

REFERENCE BOOKS:

- 1) Soderston, Bo (1991), International Economics, The Macmillan Press Ltd., London.
- 2) Francis Cherunilam (2007), International Business, (4th Edition) PHI
- 3) Bhagwati, J. (Ed.) (1981), International Trade, Selected Readings, Came University press, Massachusetts.
- 4) Kindleberger, C.P. (1973), International Economics, R.D. Irwin, Homewood.
- 5) Carbough, R.J. (1999), International Economics, International Thompson Publishing, New Delhi.
- 6) Dana, M.S. (2000), International Economics; Study, Guide and Work Book (5th Edition) Rout ledge Publishers, London.

- 7) Carbaugh, International Economics, 9th Edition 2004.
- 8) Rakesh Mohan joshi (2010), International Business, Oxford Higher education (4th Edition), New Delhi.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	3	3	3
CO2	3	3	2	3	3	2	3
CO3	3	3	3	3	3	3	3
CO4	3	3	3	3	2	3	2
CO5	2	3	3	3	3	2	3



MBA(IB) 1.6 (B) (R22): WORLD GEOGRAPHY

Subject Code	MBA(IB) 1.6(b) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	·

COURSE OBJECTIVES:

- ▲ To provide the exposed to students on cartographic information and will develop map reading skills, ranging from the simple reckoning of locations to the understanding of the spatial structure and process that maps represent.
- ▲ To make the students familiar with standard quantitative and qualitative methods, enabling them to accurately understand the meaning of information and how this information can be used to understand economic and social issues.
- ▲ To develop the ability of understanding and reading maps, students will develop cartography skills and will be able to create maps on their own.
- ▲ To learn how to use Geographic Information Systems (GIS), particularly for the purpose of qualitative and quantitative information analysis as well as for cartography. GIS will be the main tool in which students will apply the geographical methodology.
- ▲ To understand the concepts of urbanization and suburbanization, including the variety of forms and structures that cities take around the world.

COURSE OUTCOMES:

CO1	Students will learn how human, physical and environmental components of the world
	interact.
CO2	Students will learn the regional geography of the world, particularly from the
	perspective of how human, physical and environmental components of the world
	interact.
CO3	Students will learn geographic theory and its use in understanding real world
	processes.
CO4	Students will acquire geographic analytical skills that can be applied to a variety of
	research and professional tasks where the analysis of spatial information is required.
CO5	Students will develop capabilities and technical skills to apply scientific research
	methods to observe, collect, and process geographic data; to perform analysis based
	on the knowledge, theories and principles in geography; and to draw quantitative and
	qualitative conclusions.

UNIT – I: Physical Geography:

Geomorphology: Origin of the earth; Geological Time Scale; Interior of the earth; Types and characteristics of focks; Folding and faulting; volcanism; Earthquakes; Weathering; Landforms caused by fluvial, Aeolian and glacial actions.

Climatology: Structure and composition of atmosphere; Temperature; Pressure belts and Wind systems; Clouds and rainfall types; Cyclones and anti-cyclones; Major climatic types.

Oceanography: Ocean relief; Temperature; Salinity, Ocean deposits; Ocean currents; El Nino and La Nino; Waves and tides.

Biogeography: Origin and types of soils; Major biomes of the world; Ecosystem and food chain; Environmental degradation and conservation.

UNIT – II: Human Geography:

Man and Environment Relationship: Growth and development of Human Geography; Concepts of determinism and possibilism. Population: Races of mankind and tribes, Growth and distribution of world population; Migration; Population problems of developed and developing countries. Economic Activities: Food gathering and hunting; Pastoral herding; Fishing and forestry; Types of agriculture – shifting, subsistence, commercial and plantation; Mining; Power; Manufacturing – locational factors of textile, iron and steel, sugar fertilizer industries; Tertiary activities – trade, transport, communication and services.

Settlements: Origin, types and patterns of rural settlements; Processes of urbanization; morphology and functional classification of towns; Million cities and mega cities.

UNIT – III: Geography of the World:

Major Natural Regions: Characteristics, economic base and human adaptation.

Regional Geography of the Developed Countries: Canada, USA, Western Europe, Russia, Japan, Regional Geography of Developing Countries: S.E. Asia, S.W. Asia, China, Southern Africa and Brazil. Regional Geography of South Asia

UNIT - IV: Physical and Social Geography of India:

Physical Geography of India: Size and Location of India: – Physical Boundaries – India and the World – Locational Advantage – Political Divisions of India - Geographical Regions of India – Revers of India – Climate of India - Soils of India

Social Geography: The people of India: Ethnic Diversities of Indian Population – Racial groups of India – Distribution of Racial Groups – Linguistic Diversity – Religious Composition of the Population – Tribal Population of India – Caste Groups in India – Growth of Population – Factors Affecting the Distribution of Population Rural – Urban Composition of Population – India's Population Problems – Population Policy – Union of India : Basic data.

UNIT – V: Economic Geography of India: Land Resources of India – Natural Resources of India – Natural Vegetation and wild Life in India – Water resources of India – Mineral Resources of India – Power Resources of India – Agriculture of India – Major Industries of India.

COURSE PRACTICAL COMPONENTS:

- 1) Prepare written and verbal presentations that report their geographical discoveries through analyses of appropriate documents, primary data, and/or archival data in professional/technical styles.
- 2) Prepare maps and other geographical graphics that report their discoveries through analyses of appropriate documents, primary data, and/or archival data.
- 3) Demonstrate and analyze knowledge of the facts, processes, and methods of environmental Geography, human Geography, and regional Geography and map and imagery interpretation

REFERENCE BOOK:

 Human and Economic Geography Second Edition – Goh Cheng leong-Gillian C.Morgan: Oxford University Press.

PO1	PO2	PO3	PO4	PO5	PO6	PO7
2	3	2	3	2 3	3	3
3	2	2	2	3	2	3
3	3 6	3	3	3	2	3
3	3 8	3	3	3	2	2
2	3	3	2	3	3	3
	PO1 2 3 3 3 2	2 3 3 2 3 3 3 3	2 3 2 3 2 2 3 3 3 3 3 3	2 3 2 3 3 2 2 2 3 3 3 3 3 3 3 3	2 3 2 3 2 3 2 2 2 3 3 3 3 3 3 3 3 3 3 3	2 3 2 3 2 3 3 2 2 3 2 3 3 3 3 3 3 2 3 3 3 3 3 2 3 3 3 3 3 2

MBA(IB) 1.7 (A) (R22): INFORMATION TECHNOLOGY TOOLS AND TECHNIQUES FOR GLOBAL MANAGERS

Subject Code	MBA(IB) 1.7 (a) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To understand the critical role and applications of information system tools in multinational business organizations.
- To enable the students with technological advancements like IT-e-Business and decision support system.et.
- ▲ To familiarize the students application of artificial intelligence, neural networks and executive information system.
- To acquaint the student's e-commerce applications, clicks and bricks in e-commerce and computer assistance audit tools.
- To develop the knowledge of the students on SDLC, Prototyping, system development process and privacy issues.

COURSE OUTCOMES: On successful completion of this course the student will be able to

CO1	Evaluate the role of information technology in today's competitive business environment and define an information system from both a technical and
	business perspective and distinguish between computer literacy and information systems literacy.
CO2	Assess the relationship between the digital firm, electronic commerce, electronic business and internet technology and identify the major management challenges to building and using information technology in business organizations.
CO3	Analyze the role played by the major information systems like SDLC, Neural networks, and Executive information system in organizations.
CO4	Understand the IT audit tools and its applications, computer audit tools Expert system and artificial intelligence applications in MNCs.
CO5	Understand the IT audit tools and its applications, computer audit tools Expert system and artificial intelligence applications in MNCs.

Unit –**I**:Components of IS- IS Resources- Role of IS in Business- Trend in IS- Managerial Challenges of Information Technology- Competing with Information Technology(IT)-Strategic advantages of IT- The Value chain and Strategic –IT impact on decision making.

Unit-II: Data resource management-types of databases-database management approachdataware houses, data mining and their business applications. The net worked enterprise, Networking the enterprise -trends in telecommunications-business value of telecommunication networks- The Internet Revolution- The business value of Internet, Intranet and Extranet

Unit-III: Artificial Intelligence introduction, -history of AI,- goals of AI- types of AI-IT in business–functional business systems–Cross-functional enterprise systems and applications– e-Business models- Enterprise- Business systems - Expert System–Decision Support System– Executive Information System.

Unit-IV: E- Business Expectations and Customer Satisfaction-e-Commerce application trends–Web store requirements– Clicks-and-bricks in e-Commerce–m-Commerce, Intelligent Agents in Client Server Architecture-Implementation, Integration. IT Audit tools and Its Management-Computer Assistance Audit Tools-Auditor productivity tools-Flow Charting Techniques-IT audits-Evaluating IT audit quality- Computer Forensics.

Unit-V: Developing Business/IT solutions: IS development–The Systems approach– The Systems Development Cycle – Systems development process – End-User development – Implementing New Systems– Evaluating hardware, software and services. Ethical Responsibility of a business–privacy issues– Security management of IT–Tools of security management– Internetworked security defenses – Security measures– Information Technology Action India.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on Strategic advantages of e-business and managerial challenges of information technology.
- 2) Conducting the seminar on various applications and tools like audit tools, decision support system and application of e-business models.
- 3) Conducting a workshop on latest trends and applications of new IT module and intervention in business.
- 4) Arraigning technical session on artificial intelligence IT audit and business analytics by using latest modules.
- 5) Conducting the group discussion on various new IT related applications and models.

TEXT BOOKS:

1) Anthony T Velte, Toby J Velte, Robert Elsenpeter, (2009) Cloud Computing a practical approach, 1st Edition, Tata McGraw – Hill,

2) O.Brien, J.(2004) Management Information Systems: Managing information technology in the business enterprise, NewDelhi: Tata McGraw-Hill,

REFERENCE BOOKS:

- 1) Sandra Senft & Fredrick "Information Technology Control and Audit "CRCPress, 2012.
- 2) Laudon and Jane Price Laudon Management Information Systems –Managing the digital firm, Pearson Education, Asia2002.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	3	3	2	3	3
CO2	3	3	3	2	3	2	3
CO3	3	3	3	3	3	2	3
CO4	3	3	2	(3)	3	3	2
CO5	2	2	3	3	2	3	2



MBA(IB) 1.7(B) (R22): INTERNATIONAL BUSINESS COMMUNICATION AND SOFT SKILLS

Subject Code	MBA(IB) 1.7(b) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ To help the students to learn the basic principles of communication.
- ▲ To make the students to understand the basic concept of culture for a business context
- ▲ To understand how cultural differences affect business decision making
- ▲ To enable the student to understand how negotiations are handled in cross cultural contexts
- ▲ To make the students to study global marketing communication.

COURSE OUTCOMES: On completion of the syllabus, the student will be able to

CO1	Discuss the basic principles of communication.
CO2	Evaluate the basic concepts of culture for a business context
CO3	Analyze cultural differences in negotiations
CO4	To develop efficiency in global marketing communication
CO5	To understand how cultural differences affect business decision making

Unit–I: Communication: Meaning, Definition and Role of Communication in Business-Scope and Basic Elements of communication process -Verbal and nonverbal communication-Barriers of Communication -Functions and Types. Organisational communication -Formal and Informal Communication- Written Communication- LSRW Skills-Non verbal behaviour. **Unit–II:** International Business communication: Global Marketing Communication: Meaning, Importance, And process – Global communication strategies-Cross cultural communication: Importance and Challenges–Negotiations: Process of Negotiations-Negotiations skills- Inter Personal Relations-effects Communication Skills- process of Intra and inter personal communication- The effects of Intra and Inter Personal variables on effective communication

Unit–III: Leadership and Team Building Skills:- Leadership styles, Leadership traits- Role of communication in Leadership – Team Building: Importance and Process – Role of Leader in Team Building - Organizational Leadership – Global leadership styles-Group Dynamics-Homogenous and Heterogeneous groups- Motivation- Individual Goals and Team Goals.

Unit–IV: Business Communication: Personnel: Essential and characteristics of a business letters – Preparation of Business Reports Drafting of interview letters, call letters and offer of appointment; provisional appointment orders; final orders of appointment.

Purchase: requests for quotations, tenders, samples and drawings; test order; complaints and follow-up.

Sales: drafting of sales letters, circular letters, preparation of sale notes with conditions of sale; status inquiries; reports to sales manager such as sales promotion matters.

Accounts : Correspondence with various agencies : customers – regarding dues, follow up letters; banks – regarding over – drafts, cash credits and account current, insurance companies – regarding payment, renewal of insurance premium, claims and their settlement.

Unit–V: Secretarial Importance and functions of secretarial correspondence Correspondence with shareholders and debenture-holders pertaining to dividend and interest- transfer and transmission-communication with stock Exchange-Registrar of companies and various authorities like Reserve Bank of India, WTO,SEBI.

PRACTICAL COMPONENTS:

- 1) Direct Assessment of Student Work. Each year faculty members in the program assess graded examinations, research papers and projects to determine the level of achievement of program objectives.
- 2) Internship Employer Surveys. Every academically eligible senior is expected to complete a full semester internship in business or industry under the supervision of a communication professional. Supervisors are asked to evaluate how well the intern performed in relation to program objectives and how well the program performed in preparing students for the internship.
- 3) Alumni Surveys. At regular intervals, all alumni who can be located are surveyed regarding their current work and their perspective on how well the program met its objectives in preparing them for their current work. Survey results are available upon request.
- 4) The workshop format of the tutorials explores business communication theory, and develops the student's communication skills and knowledge in a supportive peer group environment through ideas exchange and argument, and team approaches to workshop activities and team leadership.
- 5) Arranging a group discussion and mock interviews.

FEED BACK: Reporting

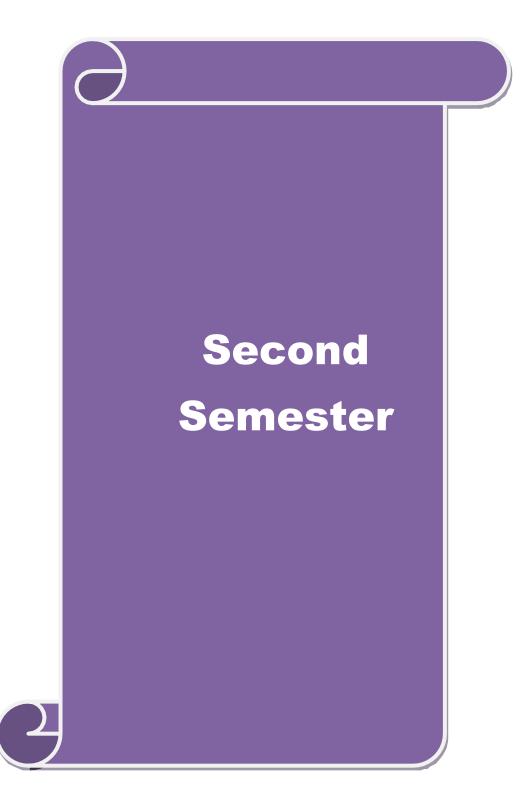
MISCELLANEOUS: Resume, letter of application, good will messages, condolence letters.

REFERENCE BOOKS:

- 1) Sharma, Business Correspondence & Report Writing, Tata Mc. Graw Hill.
- 2) Pradhan, Bhande & Thakur, Business Communication, Himalaya publishing.
- 3) Rao & Rao, Business Communications, Himalaya.
- 4) M.Balasubrahmanyam, Business Communications Vikas publishing.
- 5) G.T.Huni. Communication Skills in the organization, prentice Hall.
- 6) Bery Williams, Communicating Effectively, Sterling publishers.
- 7) Larry L. Barket. Communications, prentice Hall of India.
- 8) Proffessional communication by Koneru-tata McGraw Hill .
- 9) Essentials of Business Communication R.Pal and Kolahalli.
- 10) Business Communication and Report Writing Sharma, Mohan.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	2	3	3
CO2	2	3	3 -	3	3	2	3
CO3	3	2//5	2	3	3 2	3	2
CO4	2	3	3	3	3	3	3
CO5	3	3	3	3	2	3	2





M.B.A. INTERNATIONAL BUSINESS SEMESTER-II

MBA(IB) 2.1(R22): INTERNATIONAL MARKETING

Subject Code	MBA(IB) 2.1 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	•

COURSE OBJECTIVES:

- ▲ To help the students to acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues.
- ▲ To build skills of the students to analyse the legal, political, social and economic forces that affect the business performance of international marketing.
- ▲ To build communication and teamwork skills through the group project
- ▲ To enable student to realise the scope, importance and challenges of international marketing.

COURSE OUTCOMES:

On successful completion of this course, students will be able to

-	All a method Add
CO1	Apply basic international marketing theories and concepts to understand the
	environment.
CO2	Undertake strategic business analysis in order to develop appropriate international
	marketing objectives and strategies.
CO3	Identify, analyse, and evaluate data, information, and evidence related to
	international business opportunities and threats relevant in the current world.
CO4	Communicate, clarify, and present to peer audiences in a professional setting and
	work in a team reflected in assessment activities.
CO5	Produce a report considering the marketing of a business to consumers or business
	customers in different cultural contexts with consideration of ethical conduct.

Unit-I: Marketing: Meaning, definition, importance and scope of marketing - Evolution of marketing: From transaction-based to relationship marketing- Philosophy of Marketing –Core concepts of Marketing-Market Segmentation, Targeting and Positioning-International marketing Environment: Political, legal, social and cultural- Difference between marketing and International marketing.

Unit-II: Product Mix - Product management decisions, Branding and Packaging, Product Life Cycle strategies - New Product Development -, Base Methods of setting Price-Key factors in global pricing & methods- Media advertising- Trade Fairs.- Pricing considerations and approaches.

Unit-III: Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework of International Marketing-Barriers of International Marketing- Role of Culture in International marketing

Unit-IV: International Marketing Decisions: product Planning, Designing and Development for international markets- Global product policy -Pricing Decisions: Pricing Strategies and Price setting For International Markets- Global pricing Policies- Global branding and different positioning of the same brand in different countries- Gray market, Role of Services in global economy,

Unit-V: Distribution: Channel Management and Physical distribution Management in International Marketing. Distribution Channel in International marketing- International Advertising Programs and strategies- Sales Management and Sales Promotion in International markets- Promotional strategies of International Marketing.

PRACTICAL COMPONENTS:

- 1) Giving Assignments to the students
- 2) Conducting Seminars/Grooup Discussions
- 3) Arranging Technical Sessions
- 4) Conducting Workshops
- 5) Conducting Management Games

TEXT BOOKS:

1) Philip Kotler, (2010), *Marketing Management- The South Aisan Perspective*, Pearson 2) Warren J. keegan (2010): Global Marketing Management' Pearson Education.

REFERENCE BOOKS:

- Svend Hollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.
- 2) Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers
- 3) Saxena: Marketing Management (Tata McGraw-Hill)

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	2	3	2
CO2	2	3	2	2	3	3	3
CO3	3	2	3	3	3	2	3
CO4	3	2	3	3	3	3	3
CO5	2	3	3	3	2	2	3



MBA(IB) 2.2(R22): INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	MBA(IB) 2.2(R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To introduce the environment of international finance and its implications on international business.
- ▲ To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting Explain the foreign exchange risks and to identify risk management strategies.
- ▲ To explore the complexities of corporate financial management in an international setting, where companies are subject to exchange rate risk.
- ▲ To introduce the exchange rate theories and their practical implications are analyses, as well as the merit of foreign exchange risk management.
- ▲ .To provide students with a thorough understanding of international investment and financing decisions.

COURSE OUTCOMES:

CO1	Understand foreign exchange markets, international financial markets and their
	functions needs.
CO2	The students are able to analyze foreign exchange risks and risk management
	strategies
CO3	Present the central roles of finance theories in dealing with the complexities faced
	by international financial managers in this environment.
CO4	Understand Explain and discuss various aspects of international financial
	management, including the operations of currency markets, capital structure, and
	capital budgeting and international investment.
CO5	The students are able to understand the concepts like international capital markets,
	sources of international finance and debt equity markets.

UNIT–I: Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities - Understanding foreign currency risk and exposure – Nature and types of Exposures.

UNIT–II: Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. - Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT–III:A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates - International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT–IV: Export Finance in India, Forfeiting, Role of EXIM Bank - International Capital Structure and Cost of Capital.

UNIT-V: International Capital Budgeting. Key Issues, Calculating of Cashflows, Adjusted Present value approach - International Cash Management, techniques, Centralised Vs Decentralised.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on corporate finance and its nature and importance.
- 2) Conducting the seminar on Apply the trade theories, investment theories, exchange rate theories, regional trading bloc theories, and their impact on economic welfare.
- 3) Conducting a workshop on how to analyze the principle and he different exchange rate regimes' impact on businesses.
- 4) Giving the case studies on corporate finance and export finance
- 5) Giving the problems and case studies on international capital budgeting methods and international cost of capital.

REFERENCE BOOKS:

- Eun & Resnick, International Financial Management, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
- 2) Maurice D. Levi, International Finance, McGraw Hill, Inc.
- 3) Alan C Shapiro, Multinational Financial Management, John Wile Y & Sons.
- 4) C. Jeevanandam, Foreign Exchange & Risk Management, Sultan Chand Publishers
- 5) P. G. Apte, International Financial Management, Tata McGraw Hill Co. Ltd.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	2	3
CO2	3	3	3	3	2	3	3
CO3	3	3	3	2	3	3	2
CO4	2	3	3	3	3	3	3
CO5	3	3	3	2	2	3	3

MBA(IB) 2.3(R22): INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	MBA(IB) 2.3 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- To understanding and key skills required by HR professionals working in an international context with multinational organizations and to enable students to effectively contribute to dynamic organizations.
- ▲ Critically assess existing theory and practice in the field of IHRM and be able to challenge these
- ▲ Identify and analyze problems in the field of IHRM and provide innovative solutions for these
- ▲ To explore the issues like expatriate, PCNs HCNs, TCNs, TQHRM, etc.
- ▲ To understand the IHRM practices like international recruiting, training and compensation policies in MNCs.

COURSE OUTCOMES:

CO1	Demonstrate an understanding of key terms, theories/concepts and practices
	within the field of IHRM
CO2	Obtain, through elective courses, an in-depth knowledge of specific IHRM-related
	theories, skills and practices
CO3	Appreciate the implications of increasing globalization for the management of
	human resources, with particular reference to IHRM in multinational corporations
CO4	Develop and ability to undertake qualitative and quantitative research and apply
	this knowledge in the context of an independently constructed work (i.e.
	dissertation).
CO5	Identify and appreciate the significance of ethical issues in HR practices and the
	management of people in the workplace.

Unit-I: Human Resource Management: Evolution – Objectives – Significance – HR Planning –Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession- - Domestic HRM v/s IHRM - Growth of Internationalisation of World Business- Strategic Orientation of IHRM- IHRM Strategies and Developments -Linking corporate and HRM strategy - TQM in IHRM. **Unit-II:** IHRM: Planning - International recruitment and selection - Training and development of expatriates - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment-M & A –Integration of acquired employees in newer cultures, Global Mobility and HR-International postings

Unit-III: IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation – IHRM in Host Country Context – New mandate for IHRM in the Changing Environment – Women Expatriates – Risk Factors Associated with Expatriation – Repatriation -Process of repatriation, job related adjustments, organisational development

Unit-IV: Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs - Knowledge Management and Transfer in MNCs- Managing HR in Virtual Organisation – Managing Diversity - Learning Organisation – Adopting and Managing changes

Unit-V: Cross Cultural Management: Factors influencing Decision Making – Cross Cultural Management- Structure of Cross Cultural Management-Formal Structures – Functions-Models of Cross Cultural Management: Family Companies-The Anglo Model-Environment, Culture and Management- Strategy of Cross Cultural Management-Designing and Implementing Strategy- Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation

PRACTICAL COMPONENTS:

- 1) Conducting a workshop on ethical issues in global human resource management.
- 2) Arraigning technical session on various models and dimensions of global human resource management.
- 3) Conducting the group discussion on latest technological applications to overcome the issues and challenges of global HRM
- 4) Giving the assignment to the students on TQHRM and role of global managers in the changing scenario.
- 5) Conducting the seminar on various technological applications and tools on international human resource information system.

TEXT BOOKS:

- 1) Peter J. Dowling & Denice E. Welch (2009)International Human Resource Management, Cengage Learning
- 2) Aswathappa k; SadhnaDash(2009) International Human Resource Management; Tata McGrawHill, New Delhi

REFERENCE BOOKS:

- Bhatia S.K. 2005. International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi,
- 2) Dessler, G. 2005. Human Resource Management (10th Ed.), Prentice Hall Publishing Company Limited,
- 3) Tony Edwards, Chrisrees: International Human Resource Management, Pearson, latest edition. Dowling: International Human Resource Management,
- 4) P.Subbarao: International Human Resource Management, HPH, latest edition.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	3	3	3
CO2	3	3	3	3	2	2	3
CO3	3	3	3	3	3	2	2
CO4	3	2	3	3	3	3	2
CO5	2	3	3	2	3	3	3



MBA(IB) 2.4 (R22): OPERATIONS RESEARCH

Subject Code	MBA(IB)2.4 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To provide students the knowledge of operations research techniques and approaches.
- ▲ To enable the students apply mathematical, computational skills.
- ★ To introduce students to research methods and current trends in operations research.
- ▲ To introduce computational skills needed for the practical utility of operations research.
- ▲ To facilitate them to take objective decisions based on the models.

COURSE OUTCOMES:

CO1	Introduce students to use quantitative methods and techniques for effective
	decision making.
CO2	It helps for model formulation and applications used in solving business decision
	making.
CO3	Gains knowledge of various operations research tools for data analysis
CO4	It helps to interpret the results and to take objective decisions based on the
	models.
CO5	Gains the knowledge to use optimization techniques for decision making.

UNIT – I: Calculus – Rules of differentiation – exponential, algebraic and logarithmic functions – Minimization, Maximization and concept of optimization

UNIT – II: Linear programming – Law of linear programming – Formulation –simplex methods –Justification, interpretation of significances of all elements in the simplex table, artificial variable technique big M Method Dual problem and its interpretation (only application in business problems) – Sensitivity analysis.

UNIT – III: Waiting line models – Single channel, Poisson arrival and exponential service times – M/M/I single server systems – Economic analysis of waiting line systems – Problems – Game theory – Terminologies – Two person zero sum game – Dominance property – 2 x n and n x 2 games.

UNIT – **IV:** Dynamic programming – Simple applications in Dynamic programming – Capital Budgeting – Reliability Improvement - Shortest route – Inventory control problems **UNIT** – **V:** Simulation – Basic concepts – Simulation methodology use of random numbers – Tables – Generation of random variables with given distributions – Application to Queuing, inventory and other business management situations.

PRACTICAL COMPONENTS:

- 1) Students can apply the optimization techniques in day to day life for practical knowledge.
- 2) In participating national seminars and conferences they can learn Operations research usage.
- 3) By visiting different companies and by observing different models they can gain understanding.
- 4) Doing practical methods by preparing sample models.
- 5) Participate in live projects to know the scope and importance of quantitative techniques

REFERENCE BOOKS:

- 1) Hamdy A Taha.A. OPERATIONS RESEARCH (Macmillan Publishing)
- 2) Sang M. Lee and Laurance INTRODUCTION TO DECISION SCIENCE (Patrocolli)
- 3) Elwood, S. Buffa and james S. Dyer MANAGEMENT OPERATIONS RESEARCH
- 4) William, C. House BUSINESS SIMULATION FOR DECISION MAKING (PBI)
- 5) Fare, R., S,G, Ross Kopf and C.A.K. Lovell PRODUCTIN FRONTIERS (Cambridge University Press)
- 6) Norman, M and B. stoker (1991), DATA EVELOPMENT ANALYSIS AN ASSESSMENT OFPERFORMANCE (Wiley)
- 7) Ali, A.I. and L.M Seiford THE MATHEMATICAL PROGRAMMING APPROACH TO EFFICIENCYANALYSIS (Fried, H.P., C.A.K S.S. Schiot (Eds.)
- 8) Frank Byers CALCULUS (Schaum's Series).

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	2
CO3	3	3	3	3	3	2	3
CO4	2	3	3	2	3	3	3
CO5	3	2	3	3	3	3	3

MBA(IB) 2.5(R22): RESEARCH METHODS FOR INTERNATIONAL BUSINESS

Subject Code	MBA(IB) 2.5 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

CO1	Better understanding of the research and research procedures
CO2	It also gives hands on experience on softwares used for data analysis
CO3	Gains practical knowledge about sampling and sampling methods
CO4	Better understanding of how to write the research reports
CO5	Students are familiar with the software hands on practice.

Unit-I: Research methodology: Meaning and purpose – Importantance- types of research-Objctives of resarch - Exploratory, Analytical, Descriptive, -Qualitative and Quantitative Research-Experimental and Case study. Research Design: Concept and Importance in Research - Features of a good research design.

Unit-II: Research Focus: Problem definition, Selection and formulation Problem Identification & Formulation - Research Question -. – Review of Literature – Delimitation of Data collection.

Unit-III: Meaning of Hypothesis – Types of Hypothesis – Sources of hypothesis – Formulation of hypothesis -Testing of Hypothesis – Measurements – Hypothesis - Qualities of a good Hypothesis-Null Hypothesis & Alternative Hypothesis-Scaling techniques and Scale Construction – Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, -Characteristics of a good sample-Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size – Sampling Methods and Applications. **Unit-IV:** 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 – Processing and data analysis: Checking, Coding, transcription and tabulation of data –

Unit-V: Data Analysis using Computers: Software Packages –SPSS- Statistical tools– Correlation and Regression analysis – Univariate analysis (frequency tables, bar charts, pie charts, percentages)- Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of – Time Series – Basic Multivariate analysis- Report writing: Types of report, Contents of report.

PRACTICAL COMPONENTS:

- 1) Doing practical methods by taking samples from the population of statistical data.
- 2) Students will be participating in various workshops on research methods
- 3) To know the statistical tools and techniques they will participate in national and international conferences
- 4) Participate in live projects to know the scope and importance of research methods
- 5) They will participate in seminars to know the applications of research methods in business decisions.

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 BOOK:

 Fred Kerlinger and Howard B Lee, 1999, "FOUNDATIONS OF BEHAVIORAL RESEARCH", Paul K H att and William J Goode, 2006, "METHODS IN SOCIAL SCIENCES", Surjeet, India

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	2	3	3
CO2	2	3	2	3	2	3	2
CO3	3	3	3	2	3	3	3
CO4	3	3	3	2	3	2	3
CO5	2	2	3	3	3	2	2

MBA(IB) 2.6(A) (R22): GLOBAL PRODUCTION AND OPERATIONS MANAGEMENT

Subject Code	MBA(IB) 2.6(a) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	·

COURSE OBJECTIVES:

- ▲ To enable the students to know about the concepts of production and making planning and forecasting demand.
- ▲ To acquaint the students with the facility location and line balancing concepts and components.
- ▲ To know about the aggregate sales and operation planning.
- ▲ To enable the students to know the project management preparation.
- ▲ To know about the maintenance planning and control.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Defined the concepts of production and making planning and forecasting demand.
CO2	Elucidate about the facility location and line balancing concepts and components.
CO3	Expound regarding aggregate sales and operation planning.
CO4	Enumerate the project management preparation.
CO5	Explain the maintenance planning and control.

Unit I: 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.

Unit II: 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.

Unit III: 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.

Unit IV: Project management: CPM – PERT – GANTT chart/Time chart – work studymethod 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.

Unit V: 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.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on concepts of production and making planning and forecasting demand.
- 2) Students will be participating in various workshops on facility location and line balancing concepts and components.
- 3) To know about the aggregate sales and operation planning they will participate in national and international conferences.
- 4) Participate in live projects to know the project management preparation.
- 5) They will participate in seminars to know the maintenance planning and control.

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	3	4	5	6	7
CO2	3	2	2	3	3	3	2
CO3	2	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	2	3	3



MBA(IB) 2.6(B)(R22) GLOBAL MERGER AND ACQUISITIONS

Subject Code	MBA(IB)2.6(b)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits	03		

COURSE OBJECTIVES:

- ▲ To provide a broad overview of corporate Mergers and Acquisitions;
- ★ To understand the conceptual framework and a review of the empirical evidences.
- ★ To analyze the financial, strategic, economic and managerial perspectives on Mergers
- ▲ To know the International Regulatory Framework of M&A
- ▲ Recent trends and Developments in Global M&A.

COURSE OUTCOMES:

CO1	The learner knows about overseas business expansion strategies.
CO2	The students gain the knowledge from different live cases on international
	Mergers & Acquisitions and their complexities.
CO3	To understand Cross Borders Acquisitions
CO4	To familiarise regulatory framework of M&A internationally
CO5	Gaining knowledge regarding case studies of corporate restructuring.
CO6	Gaining knowledge regarding recetul frends and developments in M&A.

Unit –I: Global Corporate Restructuring Process – Mergers & Acquisition Strategies Building Values – Approaches to Overseas M&A Strategy - Process of Mergers and Acquisitions – Alternative Perspectives on Mergers – Formulating a Competitive Strategy for Mergers and Acquisitions – Overseas Expansion and Diversification Strategy – Deal Structuring and Negotiation- Payment and Legal Considerations-

Unit–II: Types and Methods of Mergers – Horizontal Merger – Vertical Merger – Conglomerate Merger - Economic Rationale for Mergers – Managerial and Financial Synergy – Theories of Mergers and Tender Offers – Advantages and Disadvantages of Mergers and Acquisition - Sell Offs – Divestitures- Spin Offs – Equity Carve Outs – Restructuring – Joint Ventures – ESOPs- Going Private and Leveraged Buy Outs (LBO)

Unit –III: Cross-Border Acquisitions –Role of Mergers and Acquisitions in World Trade-Objectives of Global M&A – Strategic Alliances as an Alternative to M&A – Organizing for Acquisitions – Sources and Limits of Value Creation in Cross-Border M&A – Bid Strategies and Defense Tactics. **Unit –IV:** International Regulatory Framework of M&A – Legal frame work of Mergers and Acquisition in India - Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Challenges of Cross-Border M&A - Post-Acquisition Audit and Organizational Learning

Unit –V: Recent Trends and Developments in Global M&A Practices -Recent National and International Case Analysis of Corporate Restructuring and M&A Activities- Recent examples of National and International Mergers and Acquisitions.

PRACTICAL COMPONENTS:

- 1) Practicing the case studies on M&A and Corporate Restructuring Valuing distressed businesses Bankruptcy auctions and fire-sales Divestitures, spin-offs, and equity carveouts Distressed debt investments.
- Conducting the workshops on Takeovers, competition and antitrust Efficiency vs. market power Effects of merger on rival firms Effects of merger on suppliers and customers Some implications for antitrust policy
- 3) Giving the assignments on M&A Valuation valuation and financial modeling Building the financial model Estimating the cost of capital Financial accounting for M&A
- Practicing the group discussions on M&A Activity Organic growth vs. Inorganic growth Theory of Takeovers Drivers of M&A activity and merger waves Merger negotiation v. Public tender offer Method of Payment and Financing M&A Leveraged buyout (LBO)
- 5) Conducting yie seminars on Does M&A create value? Measurement of performance (calculating abnormal return) Tender offers and the free-rider problem Drivers of profitability Synergy creation.

REFERENCE BOOKS:

- 1) Abdol S. Soofi (2014), Global Mergers and Acquisitions: Combining Companies across Borders, Business Expert Press.
- 2) Andreas Lachmann (2014), Globe Business Publishing Ltd. Globe Business Publishing Ltd.
- 3) Weston Fred J. et al, "Mergers, Restructuring and Corporate control", PHI, Delhi.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	2	3
CO2	3	3	3	3	2	3	3
CO3	3	2	2	3	3	3	2
CO4	3	3	3	3	3	3	3
CO5	2	3	3	2	3	3	3

MBA(IB) 2.7(A) (R22): INTERNATIONAL ECONOMICS

Subject Code	MBA(IB) 2.7(a) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To introduce the basic international theories and changing international economies to run the global business
- ▲ To have a good conceptual understanding of the key concepts and practical applications of both international trade and international finance.
- To outline the development trade theory historically, differentiating standard classical and orthodox trade theories.
- ▲ To analyze the links between trades, international finance, economic growth and globalization, with a particular emphasis on the experiences of developing countries.
- To evaluate critically comment on and participate in current debates on international economic policy.

CO1	Demonstrate an understanding of the main economic theories and models of
	international trade,
CO2	Familiarize of the likely distributional consequences of trade and thus of
	conflicting interests within an economy regarding trade liberalization,
CO3	understanding of economists' arguments concerning trade policy and its analysis,
CO4	To apply economic reasoning to issues of the day surrounding globalization,
CO5	Explore an elementary understanding of open-economy macroeconomics and the
	determinants of exchange rates and the balance of payments.

COURSE OUTCOMES:

Unit –I: Introduction - International Economics – Scope of International Economics – Gains from International Trade – Classical theory of international trade - Mercantilism – Absolute advantage – Comparative advantage - Heckscher-Ohlin theory an empirical verification-Factor endowment theory - Factor price equalization and income distribution – Leontief paradox – Factor intensity reversal-Economic growth and International Trade – Features of International Transactions.

Unit –**II:** New theories of international Trade: Imperfect competition and trade – Intra Industry Trade – International Trade Equilibrium-Technology Gap model – Product cycles – Export led growth – Import substitution Vs Export orientation - Immiserising growth. The growth of newly industrialized countries and its impact on advanced countries- International Economic Development & Co-operation- Development of under developed countries-United Nation's Financial Programs-Economic Union and communities

Unit –**III:** Tariff and Non-Tariff Barriers -Protection Trade Policy –Free trade versus protection – Barriers to trade - Tariff and welfare — Trade Policy – Instruments of Trade Policy – Political Economy of Trade policy-Trade Restrictions & Economic Development – International Cartels.

Unit –**IV:** Balance of Payments – structure – uses – Disequilibrium in Balance of Payments and its adjustment mechanism – Significance of Balance of Payments data for an international trade.

Unit –V: International transactions and Financial markets – Exchange Rate determination – Money, interest rate and exchange rate – Price level and exchange rate in the long run – Output and exchange rate in the short run – Fixed and floating exchange rates- Mundell-Fleming Model- Uncovered interest rate parity-International Capital Movements: Meaning, Types of International Capital Movements-Factors Effecting, Private Foreign Investment.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on international trade theories
- 2) Conducting the seminar on Tariff and non tariff barriers and trade polices of various countries
- 3) Conducting a workshop on Foreign exchange market and its influencing factors.
- 4) Arraigning technical session on free trade vs barriers of trade.
- 5) Arranging a group discussion on product life cycles, Technology gap model and Balance of payments.

TEXT BOOKS:

- 1) Paul R. Krugman and Maurice Obstfeld and Marc Melitz (2017), "International Economics Theory and Policy" 10th Edition, Pearson Education.
- 2) Francis Cherunilam (2008) "International Economics" 5th Edition, Mc.Graw Hill Education

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	2	3
CO2	3	3	3	3	2	3	3
CO3	3	2	2	3	3	3	2
CO4	3	3	3	3	3	3	3
CO5	2	3	3	2	3	3	3



MBA(IB)2.7(B)(R22): GLOBAL OUTSOURCING AND BUSINESS DEVELOPMENT

Subject Code	MBA(IB) 2.7(b) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ The Objective of the course is to examine global sourcing from the perspective of its application and implementation in businesses processes of all sizes.
- ▲ The course describes as a socio-technical phenomenon.
- ▲ The course aims to give a detail of the legal aspects of global sourcing.
- ▲ The course focuses on how to increase the profitability and booster of to enhance the instruments for profit policy.
- ▲ To familiarize the country assessment process in global in global sourcing and payment terms and securities.

COURSE OUTCOMES:

CO1	Students are able to importance of global outsourcing
CO2	Understand how to enhance the profit boosting and strategic procurement through global sourcing.
CO3	Enable the legal frame work of global out sourcing
CO4	Familiarize the various methods and techniques of payment term securities in global sourcing.
CO5	Understand global sourcing as a enhancement instrument for private equity houses.

UNIT I : Global Sourcing: meaning, Opportunities and challenges in Global Sourcing – Differences between Global Sourcing and other sourcing strategies - Global Sourcing process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing- International vendor management. -C K Prahalad's Inside-Out Corporate Strategy Model, Scope of Outsourcing Activities- Significance and Challenges/Barriers in Outsourcing- Sourcing Terminologies.

UNIT II: International Sourcing Decisions: Manufacturing/National brands, Private label brands, Premium branding-Costs associated global sourcing decisions-The most attractive regions for international procurement- important criteria when selecting country – Emerging Trends in global sourcing- Significant tools for country assessment – sourcing market: China, India, Eastern Europe- BPO: Types of BPO Participants: Third-Party BPO Providers, Shared Service BPO providers and Software Companies providing BPO services.

UNIT III:– products suitable for Global sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management– Suitability for various countries for various products – Market research for finding optimal supplier – supplier information for Global Sourcing – Visits to suppliers for deciding foreign partner – final selection of supplier – procurement controlling – purchasing organization.

UNIT IV: Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Contract Formation- Contract Negotiation: Agreements on default – payment terms – securities – Assessment of country and debtor risk.

UNIT V: Global Sourcing as a profit booster – Impact of Global Sourcing on profit and loss statement -Global Sourcing as a growth booster - Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

PRACTICAL COMPONENTS:

- 1) Practicing the Case studies on global sourcing
- 2) Giving the assignment on global procurement
- 3) Conducting seminars on global sourcing payment systems
- 4) Creating awareness on sourcing market in India and China
- 5) Workshop on legal framework of global sourcing

REFERENCE BOOKS:

- 1) "Global Sourcing Opportunities for the future", Gerd Kerkhoff, Wiley publishers, 2006.
- "Global Sourcing", Pol Antras, Elhanan Helpman, national Bureaue of Economic Research, 2003
- "Global Sourcing Strategic Rorientation of purchansing", Wolfgang Schneid, Grin Verlag Pub., 2004
- 4) "Global Sourcing", Gerhard Trautmane, Gabler Edition Wissenschaaft, 2008

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	3	3	3	3	3
CO2	3	2	3	2	3	2	3
CO3	3	3	2	3	3	3	3
CO4	2	3	3	3	2	3	2
CO5	3	3	2	3	3	3	3



M.B.A. INTERNATIONAL BUSINESS SEMESTER-III

MBA(IB) 3.1 (R22): INTERNATIONAL STRATEGIC MANAGEMENT

Subject Code	MBA(IB)3.1 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per week	Exam Hours	03
No of Credits		03	•

COURSE OBJECTIVES:

- To expose students to various perspectives and concepts in the field of international Strategic Management
- ▲ To understand the principles of strategy formulation, implementation and control in MNCs by using value chain analysis.
- To help students develop skills for applying these concepts to the solution of business Problems.
- ▲ To help students master the analytical tools of strategic choices and various generic competitive strategies.
- To create the awareness on international strategies like multi domestic Transnational and international strategies

COURSE OUTCOMES:

CO1	Develop and prepare organizational strategies that will be effective for the current multinational business environment
CO2	Devise strategic approaches to managing a business successfully by using various corporate strategic choices like CIT,CASCSDE and portfolio models in a global context.
CO3	Enable to understand the value chain analysis and balanced score card for reaching strategic goals in international business.
CO4	Develop and prepare organizational strategies that will be effective for the current global business environment
CO5	Devise strategic approaches to managing a business successfully in a global context.

Unit - I: Strategic Management: Concept, Characteristics and Dimensions – Emergence of International Strategic Management (ISM) –Types of strategies:corportae, Businee and Functional- Process of International strategic management – International Strategic Management Model. Factors effecting International strategic management – Corporate global strategy.

Unit II: International Strategic Planning, International Strategic Decision Making, Environmental Appraisal- environmental scanning -External Analysis-Industry analysiscompetitive analysis-global environmental analysis-Internal Analysis– Corporate capability analysis –Diagnosing industry potential – Building global market participation – Competition in global industries.

Unit III: Strategic Analysis and Choice -Environmental Threat and Opportunity Profile (ETOP)- BCG-TOWS- Corporate Level strategies-growth-stability-renewal-corporate portfolio analysis -GE, Core competencies -McKinsey's7s Framework. – Significance of core competence in strategy making- SWOT analysis – Value Chain Analysis – Importance of value chain analysis in strategy making – Balanced Scorecard to link today's action with tomorrow's goals.

Unit-IV: Strategy Implementation and Evaluation issues in implementation- issues in implementation- Model of Strategic Implementation- Setting corporate objectives in MNC's – External and Internal forces interacting with corporate objectives \neg Identifying strategic alternatives – Stability strategy – Growth and diversification strategy – Merger, acquisitions and retrenchment.

Unit - V: Choice of Corporate Strategy : **CIT**, **CASCADE** and **PORTFOLIO MODELS** – Formulating generic competitive strategy – Strategy and Organisation Structure– Strategic control and operational control

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on nature and importance of strategic management in the present global scenario.
- 2) Conducting the seminar on various strategic issues will be raised at time of formulating and implanting the strategies
- 3) Conducting a workshop on how to apply the strategic choices and generic strategies
- 4) Giving the case studies on stability strategies and growth strategies on MNCs
- 5) Arranging workshops on CIT, CASCADE and Portfolio models.

TEXT BOOK:

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	2	3	3
CO2	2	3	3	3	3	3	2
CO3	3	3	3	2	3	3	3
CO4	3	2	2	3	3	2	3
CO5	3	3	2	3	2	3	2



MBA(IB) 3.2 (R22): GEO POLITICS AND INTERNATIONAL RELATIONS

Subject Code	MBA(IB) 3.2 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per week	Exam Hours	03
No of Credits	03		

COURSE OBJECTIVES:

- ▲ To understand the basic knowledge of Geo –Politics we designed International relations and the evolution concept of Geo – Politics
- ▲ To assist the students to analyze political phenomena through the locational aspects
- ▲ To stimulate student interest in domestic and world affairs through the study of spatial features in world politics
- ▲ Globalization is an all-pervading phenomenon with an effect on the concept of sovereignty; geopolitics could be a useful tool in analyzing these effects
- To create awareness to students, introducing the conceptions of geopolitics, territoriality, sovereignty, theories of the state, spatial expressions of ideology/cold war and post-cold war geopolitics, geostrategy, geopolitical structures in the world and contemporary issues in geopolitics
- To know the Locational aspects which make an impact upon relations among nations and resources of geostrategic importance would be discussed.

COURSE OUTCOMES:

CO1	An understanding of central geopolitical perspectives and dimensions in humanitarian disaster situations.			
CO2	An ability to use key concepts related to geopolitics for the analysis of social and political of disaster situations.			
CO3	An ability to formulate critical questions and problems in the geopolitical analysis of disaster situations.			
CO4	Political geography provides students with a comprehensive understanding of the concepts, theories, methods, principles and models of geographic thought appropriate for analyzing politics and political relations.			
CO5	This course enables students to use geography in order to gain an understanding of global political actions, related military, ethnic, or religious conflicts, cultural practices, economic relationships, and resource use decisions with interregional or international implications.			

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) ASEAN, BRICS, SAARC, EC, OPEC, AFRICAN UNION – 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

COURSE PRACTICAL COMPONENTS:

- 1) From Geo- Politics to Marketing and International relations. The primary goal is always the real life impact of education and its concrete applicability.
- 2) Practical knowledge to students we organize Seminars and Workshops on Geo- Politics and International relations.
- 3) Involve students to do case studies in Geo- Politics and International relations

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 Additson 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): Cosmopolitian 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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	3	3	3	2	3
CO2	3	2	3	2	2	3	3
CO3	3	3	2	3	3	3	2
CO4	3	3	3	3	3	2	3
CO5	3	2	3	3	2	3	3
CO6	3	3	2	2	3	2	3



MBA(IB) 3.3 (R22): GLOBAL LOGISTIC AND SUPPLY CHAIN MANAGEMENT

Subject Code	MBA(IB)3.3 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To acquaint the students with the concepts and elements of the global logistic system and to enabling them to learn value chain and production efficiency.
- To acquaint the students with the shipping industry, to know the various types of shipping systems and shipping intermediaries.
- To know about the various air transports, system modules, distribution and transportation methods which are used in international trade.
- ▲ To familiarize students with the scope and importance of the supply chain and design various types of network channels.
- To know how to forecast the future planning in supply chain management. To know how to coordinate in supply chain management.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Defined concepts and elements of the logistics system.
CO2	Explain about various types of shipping systems and shipping intermediaries.
CO3	Express regarding various air transports, system modules, and distribution and transportation methods
CO4	Enumerate the basic concepts like scope and importance of the supply chain and student can able to design the net working channels.
CO5	Understanding the forecasting system in supply chain management. Students can
	able to forecast the future predictions.

Unit-I: Introduction to Logistics & SCM -Logistics Management: Concepts – Importance – Elements of the logistic System -Strategic Network Design in logistics– Marketing and logistic mix – Logistics and marketing interface – Value chain and production efficiency.

Unit-II: 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.

Unit-III: Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

Unit-IV: Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics – Global supply chain strategies- Supply Chain Strategy -efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

Unit-V: Forecasting and planning in supply chain management – Risks Management in global supply chain -Supply Chain Planning in Networks- Issues in global supply chain-Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

PRACTICAL COMPONENTS:

- 1) The paper aims at doing practical methods through conducting seminars on basic concepts and elements of logistics systems at international level.
- 2) Students will be participating in various workshops on shipping industry methods and procedures.
- 3) To know the various types of air transports they will participate in national and international conferences.
- 4) One of the important aim to the students to participate in live projects to know the scope and importance of supply chain.
- 5) They will participate in brain storming sessions to develop their forecasting abilities in supply chain management.

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 Davi J Class" 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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	2	3
CO2	3	3	2	3	2	3	3
CO3	3	2	3	3	3	3	2
CO4	2	3	3	3	3	2	3
CO5	3	2	3	3	2	3	2

MBA(IB) 3.4 (R22): INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

Subject Code	MBA(IB)3.4 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ To familiarize students with the process of international and domestic trade procedures.
- To form a base of policy framework in International Trading with special emphasis on India.
- ▲ To apprise them of the documentation procedures and its sanctity in Intl' Business.
- ▲ To familiarize students with the process of international customs clearance operations.
- To form a base of policy framework in International trade with special emphasis on Indian Customs.

CO1 Explain the concepts in trade documentation in international business with respect to foreign trade. CO2 Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects. CO3 Analyze the principle of international trade and strategies adopted by firms to expand globally. CO4 Analyze the principle of international business and strategies adopted by firms to for exporting products globally. CO5 Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.

COURSE OUTCOMES:

Unit-I: 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. Meaning and Importance of Exports and Imports-Role of Exports & Imports in country's economy- Role of India in International Trade - Deemed Exports - EXIM Policyhighlights of India's latest EXIM policy – India Trade Agreements - Tariffs and Non-Tariffs. **Unit-II**: Export procedure -Starting an Export Organization: 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- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports

Unit-III: Export documentation: Types of documents – Primary Documents – Regulatory Documents – Transport Documents- Negotiation and Insurance documents - E- Databases and Documents. Customs clearance for export and import

Unit-IV: Export Finance: Sources of Finance–Pre-shipment Finance, Post–Shipment finance-Factring and insurance–Export Risk: Principles, Process, Assement, Risk treatment, Risk Avodance, Risk Transfor -Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes –Export incentives/Promosion schems by Government Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

Unit-V: Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for 100% EOUs and SEZs - Import Risk Management.

PRACTICAL COMPONENTS:

- 1) Conducting the seminars on EXIM policy of India and role of India in world trade
- 2) Giving the assignments on basic concepts international trade procedure
- 3) Arranging the work shop on International trade documentation procedures.
- 4) Conducting the group discussions on SEZs and Foreign trade policies.
- 5) Practicing case studies on export finance and negotiating and insurance documents

TEXT BOOKS:

1) Aseem Kumar "Export and Import Management", Excel Books, 2007

2) David Stewart,"International Supply chain Management", Cengage publications, 2008

REFERENCE BOOKS:

- 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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	3	2
CO2	3	2	3	2	3	2	3
CO3	3	3	2	3	2	3	3
CO4	3	3	3	3	3	3	3
CO5	2	3	2	3	2	3	2



MBA(IB)3.5(A) F (R22): INTERNATIONAL ACCOUNTING

Subject Code	MBA(IB)3.5(a) F (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To understand the financial reporting at international level and foreign currency transactions.
- ▲ To acquaint the students with the financial instruments.
- ▲ To know about the inter corporate investment and reporting methods.
- ▲ To enable the students to know the global mergers and acquisitions.
- ▲ To know the financial reporting in international level and GAAP for public sector organization.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Expound the financial reporting at international level and foreign currency					
	transactions.					
CO2	Enumerate about the financial instruments.					
CO3	Explain regarding inter corporate investment and reporting methods.					
CO4	Defined the global mergers and acquisitions.					
CO5	Elucidate the GAAP for public sector organization.					

Unit I:– International Accounting : Concepts in International Accounting Practices-Accounting Framework -introduction to inter corporate investments –Inter company transaction - Assets-Related Recognition and Measurement Standards- Liability Related Recognition and Measurement Standards- Global Joint Venture Accounting, Foreign Currency Translation accounting- achievements of and obstacles for international accounting harmonization.

Unit II: International Financial Reporting Standards IFRS: Meaning, Importance, Objectives - Benefits of coverage or adaption of IFRS – Difference between IFRS and GAAP - Component of IFRS - Challenges of IFRS - Implementation of IFRS in India - Corporate Reporting - Dimension of corporate Reporting-Financial reporting in an international environment – Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organisations.

Unit-III: Financial instruments – Presentation and disclosure – Convertibale securities – recongnition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting- Transfer Pricing & International Taxation- conjunction with taxation systems, can be used to achieve the corporate global objectives

Unit IV: Inter corporate investment – Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statement6s disclosure.

Unit V: Global mergers & acquisitons accounting – consolidating wholly, non wholly owned subsidiary under equity and cost recording – Inteer company revenue, expenses & inter company profile profit & expenses- Worldwide Accounting Diversity Harmonization of Financial Reporting.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on financial reporting at international level and foreign currency transactions.
- 2) Students will be participating in various workshops on financial instruments.
- 3) To know the inter corporate investment and reporting methods.
- 4) Participate in live projects to know the global mergers and acquisitions.
- 5) They will participate in seminars to know the GAAP for public sector organization.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	2	3	2	3	3
CO2	3	3	3	2	3	3	3
CO3	3	3	3	3	3	2	2
CO4	2	3	2	2	3	2	2
CO5	3	2	3	3	2	2	3

MBA(IB) 3.5(B) F(R22): GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Subject Code	MBA(IB)3.5(b)F (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	·

COURSE OBJECTIVES:

- ▲ To impart the fundamental knowledge about Global financial markets.
- ▲ To study the need for the emergence of Euro currency markets.
- ▲ To know the factors affecting exchange rates and basis of quotes.
- ▲ To study risk exposure in global financial markets.
- ▲ To study international equity and bond markets.

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to.

CO1	Will understand the role of international economic institutions.
CO2	Students will learn about International Financial markets.
CO3	Analyze the factors forced to change from a fixed exchange rate to the Floating exchange rate.
CO4	Will get exposure towards International portfolio management.
CO5	Will get knowledge about the international regulatory framework.

Unit I: International Trade and Business Environment – Framework of International and Regional Economic Cooperation – Growth and Development of MNCs – Types and Rationale – Gains from International Trade – International Economic Institutions: WTO – UNCTAD – IMF and World Bank for of International Trade.

Unit II: 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.

Unit III: 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.

Unit IV: Multinational Financial Management – Complexities in Overseas Investment – Working Capital Management – Investment and Financing Decisions – Capital Budgeting – Cost of capital of Overseas Investment – Risk Exposure – Types – Measurement and Management of Exposure.

Unit V: Global Capital Markets - International Equity Trading and Instruments – Structure and Regulations of International Equity and Bond Markets – Euro Bonds – LIBOR, FED FUND RATE –FCCB CPs – Loan Syndicates – Euro Deposits US SEC.

PRACTICAL COMPONENTS:

- 1) Giving assignment on International economic institutions.
- 2) Conducting workshops on Exchange rates and quotes.
- 3) Online session on foreign exchange trading.
- 4) Presentations of analysis on recent debt issues and credit ratings.

REFERENCE BOOKS:



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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	3	3	3	2	3
CO2	3	3	2	2	3	3	3
CO3	3	2	3	3	2	3	2
CO4	2	3	2	3	3	2	2
CO5	3	3	3	2	3	3	3

MBA(IB)3.5(C)F (R22): CORPORATE FINANCE

Subject Code	MBA(IB)3.5(c) F (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ To introduce the concepts of corporate finance as they apply in today's global world.
- ★ To combine the existing skills of finance with fundamental issues of Managerial Finance
- ▲ To understand financial implications of <u>a fin</u>ancial statement.
- ▲ To understand Valuation of Firms and Factors affecting Firms' Value.
- To introduce the concepts of Capital Structure Financial Decision making Dividend Policies-Capital Budgeting Decision in today's global world.

COURSE OUTCOMES:

CO1	Students learns how to apply the concepts of corporate finance in today's global
	World.
CO2	Provides a platform to understand financial implications of a financial statement.
CO3	Students can select stocks for investment based on Fundamental analysis and technical analysis
CO4	After learning this course student can understand Valuation of Firms and Factors affecting Firms' Value.
CO5	Students can revise concepts of Capital Structure – Financial Decision making – Dividend Policies- Capital Budgeting Decision in today's global world.

Unit-I: Introduction: Meaning and Importance of Corporate Finance-Functions of Corporate Finance – Financial Forecasting and Profit Planning – Forecasting Financial Requirements – Estimating External Fund Requirements-Long Term Sources of Finance-Short Term Sources of Finance-Valuation.

Unit-II: Basic Concepts of Corporate Finance: Time Value of Money – Techniques of Time Value of Money-**Valuation of Shares and Bonds** -Equity Valuation-Techniques of Equity Valuation- Cost of Capital – Capital Structure – Financial Decision making – Dividend Policies-**Capital Budgeting Decision**- Capital Investment Projects- Estimation and Evaluation of Cash Flows- Capital Budgeting Decision Techniques.

Unit-III: 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-**Risk and Return-**Concept of Security Return-Measurement of Single Security Return-Concept of Security risk-Markowitz Model or Mean Variances Analysis-Portfolio Risk and Return under Markowitz Model

Unit-IV: 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.

Unit-V: Project Appraisal: Project Identification – Planning – Control – Aspects of Appraisal – Economic, Technical, Financial and market Appraisal – Vertical Integration – Diversification.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on Explain the concept of Corporate finance.
- 2) Conducting the seminar on Capital Budgeting Decision
- 3) Conducting a workshop on Capital Rationing
- 4) Arraigning technical session on Value of the firm
- 5) Arranging a group discussion on Capital Expenditure Planning

TEXT BOOK:

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

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	2	3	3
CO2	2	3	3	3	3	2	2
CO3	3	2	3	3	2	3	3
CO4	3	3	2	2	3	3	3
CO5	3	2	3	3	2	3	2

MBA(IB) 3.6(A)M (R22): GLOBAL BUYING BEHAVIOUR

Subject Code	MBA(IB) 3.6(a)M (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To understand consumer behaviour in an informed and systematic way.
- ▲ To analyze personal, socio-cultural and environmental dimensions that influence consumer behaviour.
- ▲ To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies

CO1	Demonstrate how knowledge of consumer behaviour can be applied to marketing.
CO2	Identify and explain factors which influence consumer behaviour.
CO3	Relate internal dynamics such as personality, perception, learning, motivation, and attitude to the choices consumers make
CO4	Prepare a research report on consumer behaviour issues within a specific context.
CO5	Understand the implications of consumer behaviour

COURSE OUTCOMES: On completion of this subject the students will be able to

Unit I: Introduction to Consumers Behaviour: Nature– Approaches to the study of consumer behaviour – consumer impact on marketing strategy – consumer decision making process– pitfalls of consumer behaviour – consumer research process – consumer research paradigms- Communication and buyer behavior- Models of consumer behaviour: Economic model, Learning model, Sociological model, Howard sheth model of buying.

Unit II: Motivation and Consumer behaviour –Motives and Motivation: Personal, Social -Consumer motivation – Personality and consumer behaviour-Values and Attitudes – Consumer perception – Consumer learning and memory – Consumer attitude formation and change – Online buyer behaviour – Difficulties and Challenges in predicting behaviour-Attitude Change and Interactive Communication **Unit III:** Consumers and culture – Understanding culture – social class – subcultures -Culture and Consumer behaviour –Characteristics of global customer – Global consumer trends-Changes in Global consumer preferences Cross Cultural Consumer Analysis - Cultural Influence on Consumer Behaviour – family influences and opinion leadership.

Unit IV: Consumer decision : Meaning, Importance, process, Models – Consumer decision process and problem recognition – Ditermining consumer buying behaviour: Consumer purchase decision –Post purchase behaviour – Pre-purchase behaviour Opinion leadership: process – measurement – situation environment of opinion leadership – levels of consumer decision making – models of consumers decision making.

Unit V: Attitude and consumer behaviour : Meaning, Nature, Types, Learning of Attitude, Model of Attitude- Try component Attitude model – Multiattribute attitude model - Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.

PRACTICAL COMPONENTS:

- 1) Giving Assignments to the students
- 2) Conducting Seminars/Grooup Discussions
- 3) Arranging Technical Sessions
- 4) Conducting Workshops
- 5) Conducting Management Games

TEXT BOOK:

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	2	3	3
CO2	2	3	3	3	2	2	3
CO3	3	2	2	3	3	3	2
CO4	3	3	3	2	3	3	3
CO5	2	3	3	3	3	3	3

MBA(IB) 3.6(B)M (R22): DIGITAL AND SOCIAL MEDIA MARKETING

Subject Code	MBA(IB)3.6(b)M (R22)	Internal Marks	30		
No. of Hours/Week	04	End Exam Marks	70		
Total Number of Hours	54	Total Marks	100		
Practical Component	01 Hour per Week	Exam Hours	03		
No of Credits	03				

COURSE OBJECTIVES:

- ▲ To understand the digital marketing, advertisement and marketing theories and opportunities and threads.
- ▲ To acquaint the students with the general social media marketing in promotion mix.
- To know about the search engine advertisement and to know the how to make planning and targeting and budgeting.
- ▲ To enable the students to know the inbound and out bound markets.
- ▲ To know the e-payments and securities in digital marketing.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Explain the digital marketing, advertisement and marketing theories and								
	opportunities and threads.								
CO2	Enumerate about the general social media marketing in promotion mix.								
CO3	Defined regarding search engine advertisement and to know the how to make								
	planning and targeting and budgeting.								
CO4	Elucidate the inbound and out bound markets.								
CO5	Explain the e-payments and securities in digital marketing.								

Unit - I: Digital marketing –overview – significance of digital marketing – Marketing strategies for Digital marketing - Opportunities and risks – Digital advertising strategies – latest practices in digital marketing- Digital advertising strategies- Trends in digital marketing.

Unit - II: Social media marketing –Types and forms of social media – Types of Electronic media :role of social media marketing in the promoting the product – Social Media campaigns – Social Consumers: Segmentation and Targeting for Social Media Marketing – Motives and attitudes influencing Social Media activities. Social Media Marketing channels latest trends in social media advertising.

Unit - III: Social and Search Engine advertising – Social listening - Planning, Targeting and Budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.

Unit - IV: Content marketing: In bound and Content marketing acquiring and engaging users through digital channels – inbound Vs Digital Vs outbound marketing - content marketing in the digital era –Relationship between content and brand – Role of Marketing analytical tools in digital marketing E- mail marketing – types – tools for e-mail marketing – measures-Segmenting, targeting and positioning, in digital marketing.

Unit - V: E- payment: Role of E- payments in digital marketing – E- payment technologies - E-payments and security – E-payment system – E-payment modes or methods in digital marketing – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on basic concepts and elements of digital marketing.
- 2) Students will be participating in various workshops on social media marketing in promotion mix.
- 3) To know the search engine advertisement and to know the how to make planning and targeting and budgeting they will participate in national and international conferences.
- 4) Participate in live projects to know the scope and importance of inbound and out bound markets
- 5) They will participate in seminars to know the e-payments and securities in digital marketing.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	2
CO3	3	2	2	2	2	2	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3



MBA(IB) 3.6(C)M (R22): SERVICES MARKETING

Subject Code	MBA(IB)3.6(c)M (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To provide students with an appreciation of concepts, functions and techniques of the craft of marketing of services.
- ▲ Identify critical issues in service design including identifying and managing customer service experience, expectations, perceptions and outcomes.
- ▲ Demonstrate ability in evaluating service design.
- To provide an in depth appreciation and understanding of the unque challenges inherent in managing and delivering quality services.
- ▲ To promote customer-oriented mindset.

COURSE OUTCOMES: After completion of this subject the student shall be able to

CO1	Demonstrate an extended understanding of the similarities and differences in
	service- based and physical product based marketing activities;
CO2	Demonstrate knowledge of the extended marketing mix for services;
CO3	Develop and justify marketing planning and control systems appropriate to
	service- based activities;
CO4	Specify, analyse and select markets for specific service products;
CO5	Prepare, communicate and justify marketing mixes and information systems for
	service-based organisations;
CO6	Demonstrate integrative knowledge of marketing issues associated with service
	productivity, perceived quality, customer satisfaction and loyalty

Unit - I: Marketing of Services: concept of services –Importance of services marketinggrowth of service sector – characteristics of services – classification – designing the service – blue printing - building service aspirations-Dimensions of services marketing-various models of services marketing.

Unit - II: 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 in services marketing-Process of services-Physical evidence role on marketing of services.

Unit - III: Effective Management of Services Marketing: Matching demand and supply through capacity planning – internal marketing of service – external Vs internal orientation of service strategy-Service Delivery Process- Common Encounter Situations-Managing Service Encounters- Relationship Marketing-The levels of Customer Relationships-Dimensions of a Relationship- objectives and importance of relationship marketing.

Unit - IV: Application of Services Marketing - Service Quality- Levels & Marketing of Financial services- Service quality -Service quality Gap Models-Segmentation, Targeting & Positioning of Services in global market- Strategic Issues In Service Marketing.

Unit - V: Marketing of Health services - Marketing of Hospitality services. Marketing of Communication services - Marketing of Educational services - Marketing of IT Services-Marketing of Insurance services- Marketing of Banking and Financial services.

PRACTICAL COMPONENTS:

- 1) Giving Assignments to the students
- 2) Conducting Seminars/Grooup Discussions
- 3) Arranging Technical Sessions
- 4) Conducting Workshops
- 5) Conducting Management Games

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	2	3	3	2
CO2	3	3	3	3	2	3	3
CO3	2	2	3	3	3	3	3
CO4	3	3	2	3	2	3	2
CO5	2	3	3	3	3	2	3
CO6	3	3	3	2	3	3	3

MBA(IB) 3.7(A) H (R22): TECHNOLOGY FOR HR VALUE CREATION AND MANAGEMENT

Subject Code	MBA(IB)3.7(A) H (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective utilization of human resources.
- ▲ To understand the HR ethical values and value system of Japan, China and India.
- To explore the utility and efficiency of technology in ensuring the system designing and development.
- ▲ To understand the role of technology in building the relationship, communication and interactive rapport building in business organization.
- ▲ To familiarize the students on applications of technology in performance and reward system, payment system and training and development.

COURSE OUTCOMES: On completion of this course the student will be able to

CO1	Know the role of technology in HR application in present changing business
	scenario.
CO2	Understand the HR value system in global environment and also value system
	followed by India, China and Japan.
CO3	Explore the relationship between Technology & human health and concept of
	Ergonomics and its hazards.
CO4	Enable the how to create HR value by using various technological applications to
	in business enterprise.
CO5	Familiarize on Musklo Skeletal Disorder management in MNCs.
1	

Unit - I: Evolution of Technology in HR- Values & skills –Indian Value system – Science & Technology Vs Ethics & Morals.

Unit - II: 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.

Unit - III: 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 Musklo Skeletal Disorder (MSD) – Prevention of Ergonomics hazards – Job Hazard analysis – MSD management.

Unit - IV: Technology, Society and Management – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables Which effect Organization Relations.

Unit - V: New mandate for HR – Value Creation in the Mind of Stakeholders – Comprehensive Case Studies and Field Visits – Presentation - Report writing - IT Laws, Cases.

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on role of technology for creating value to human resources.
- 2) Conducting the seminar on various technological applications and tools on human resource information system
- 3) Conducting a workshop on latest interventions like HRD score card 2500 etc.
- 4) Arraigning technical session on performance management system, reward management system and HRIS
- 5) Conducting the group discussion on latest technological trends for creating HR value.

REFERENCE BOOKS:

Current and Back Issues of:

- 1) Organizational Dynamics
- 2) Management By Values K. Chakraborty
- 3) Public Personnel Management
- 4) Harvard Business Review

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	2	3	3
CO2	3	3	3	3	3	2	3
CO3	3	3	2	2	3	3	3
CO4	2	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3

MBA(IB) 3.7(B)H (R22): GLOBAL LEADERSHIP AND SKILLS DEVELOPMENT

Subject Code	MBA(IB)3.7(B)H(R22)	Internal Marks	30		
No. of Hours/Week	04	End Exam Marks	70		
Total Number of Hours	54	Total Marks	100		
Practical Component	01 Hour per Week	Exam Hours	03		
No of Credits	03				

COURSE OBJECTIVES:

- ▲ To understand Global Issues Affecting Our Current and Future World.
- ▲ To understand and Have a Commitment to Global decision making skills.
- ▲ Possess the Knowledge and Skills to Successfully Work in the Complex Political, Economic, and Civil Society Global Environments.
- ▲ Exhibit the Knowledge and Skills to Practice Leadership and Create Positive Change in the Global Environment.
- Possess a Commitment to Social Responsibility and Leadership for the Common Good Worldwide.

COURSE OUTCOMES:

CO1	The ability to understand, analyzes, and applies Business Practices that are								
	specific to at least one functional area in business.								
CO2	The ability to identify and explain, and demonstrate business, logistical, intercultural, and self- awareness Knowledge in global contexts.								
CO3	The ability to identify and associate, and implement reflection, empathy, adaptability, collaboration, and communication Skills in cross-cultural interactions.								
CO4	The ability to recognize and exemplify, and demonstrate Attitudes—flexibility, openness, respectfulness, resiliency and introspection—that are conducive to positive global business interactions.								
CO5	Enhanced leadership skills to more effectively inspire and motivate people across cultures.								

Unit - I: 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, Pacesetting 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.

Unit - II: 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.

Unit - III: 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.

Unit - IV: 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.

Unit - V: Narcissistic leaders, Implementing Change, Change Agents, Disruptive innovation - Factors that affect disruptive innovation, Creating the capabilities to cope with disruptive innovation.

PRACTICAL COMPONENTS:

- 1) Conducting the seminars on Identify, understand, and apply contemporary theories of leadership to a wide range of situations and interactions.
- 2) Giving the assignments on develop and articulate a personal philosophy of leadership.
- 3) Arranging the work shop on Think critically and practice creativity.
- 4) Conducting the group discussions on ethical theories to leadership situations.
- 5) Practicing case studies on ethical decision-making.

TEXT BOOK:

1) Leadership Principles - Durbin, Cengage Publications.

REFERENCE BOOKS:

 Leadership and Management Development – Developing tomorrows managers - Kevin Dalton, Pearson Publishers.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	2	3
CO2	3	2	3	2	3	3	3
CO3	2	3	2	3	3	2	2
CO4	3	3	3	2	2	3	3
CO5	3	2	2	3	3	2	3



MBA(IB) 3.7(C)H (R22): GLOBAL HUMAN RESOURCE DEVELOPMENT

Subject Code	MBA(IB) 3.7C(H) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To familiarize students with the need of HRD in changing pattern of organizational requirements.
- To understand the linkage of HRD practice in planned change and development of organizations.
- To describe appropriate implementation, monitoring and assessment procedures of HRD practice in global organizations.
- ▲ To understand and explore the review process of evaluating the organizational HRD strategies.
- To explore the designing of HRD models and Global Restrictions on certain Countries by the hiring Country, etc.

COURSE OUTCOMES:

CO1	Sensitizing students towards developing employees for achieving personal and
	organizational goals. It will make understand the concept of HRD Matrix and
	HRD interventions.
CO2	It will give a holistic perspective of the organization keeping 'human' in the
	centre. It enables students to design texture of the organization around human.
CO3	It makes students to learn the techniques of HRD program application and trends
	like Competency mapping, Balanced Score Card etc.
CO4	A simulated situation is created through case method of learning to empower
	students to appreciate dilemmas of real life.
CO5	It empowers students to hone skills to address the realities of organizations
	whiledeveloping context specific strategies for human resource development

Unit-I: HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries.

Unit-II : Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support

Unit-III: Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies-Competencies / Expertise and certain Unique Skills of various Nationalities

Unit –IV: HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training

Unit –**V**: Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots

PRACTICAL COMPONENTS:

- 1) Giving the assignment to the students on HRD climate, HRD process and HRD practices in India.
- 2) Conducting the seminar on various applications and tools like Evaluating the reviewing the HRD practices and strategies.
- 3) Conducting a workshop on latest trends and applications HRD Methods ang techniques.
- 4) Arraigning technical session on new dimensions of HRD at global level.
- 5) Conducting the group discussion on various new IT related applications and models in global HRD.

TEXT BOOKS:

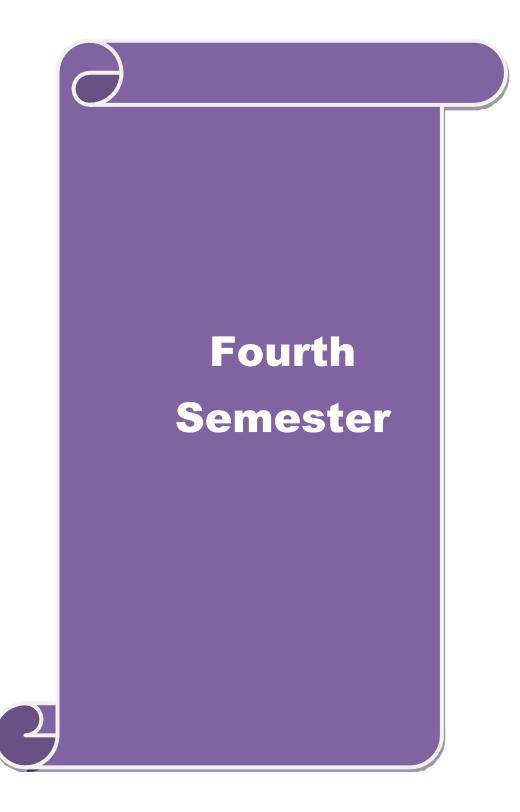
- 1) Richard A Swanson, Foundations of Human Resource Development, Pearson Publisher
- 2) Newstrom John W. "Organizational Behaviour: Human Behavour at Work" (Tata Mc Graw Hill)
- 3) Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)

REFERENCE BOOKS:

- 1) TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
- 2) Nedlar, Corporate HRD PracticeAmerican Society for Training and Development Publications

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	2	3	3
CO2	3	3	3	2	3	2	2
CO3	3	3	3	3	2	3	3
CO4	3	3	2	2	3	3	3
CO5	2	3	3	3	3	3	2





M.B.A. INTERNATIONAL BUSINESS SEMESTER-IV

MBA(IB) 4.1 (R22): GLOBAL BUSINESS ETHICS AND CORPORATE GOVERNANCE

Subject Code	MBA(IB)4.1 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits	03		

COURSE OBJECTIVES:

- ▲ To understand key legal and regulatory obligations imposed on corporations.
- ▲ To develop a broad understanding of Corporate Governance, its terminology, models and theories.
- To familiarize students with the legal and regulatory framework of Corporate Governance in India.
- ▲ To Compare the legislative frameworks in different countries CO4: Analyze the causes of corporate failures To review issues involved in addressing litigation risks in corporate governance and regulatory contexts;
- To know how to use ethical theories and frameworks to analyze ethical dilemmas in business and resolve practical problems;

COURSE OUTCOMES:

CO1	Students enable to explain the ethical concepts, its different models and also
	explains the different ethical theories organizations. In addition, this unit defines
	the concept of social responsibility of the organization.
CO2	Understand discuss the code of global ethics in of decision-making process in
	organizations.
CO3	It also understands the ethical dilemmas and working cultural environment faced
	by organizations and the social responsibility of business.
CO4	Understand the overview of corporate governance regarding Financial, managerial
	and operative decisions.
CO5	Ethical issues in relation to the environment. It generally discusses the issues of
	corruption, gender ethics and sexual harassment.

Unit -I: -Nature and Essence of Ethics– Business Ethics-Professional ethics – importance of ethics-Trans cultural Human Values in Business – codes of ethics- principle of ethics-Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers.

Unit -II: Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Couture – Ethics Tools – Code of ethics – Guidelines for developing code of ethics – Value based leadership-Development of Ethical Corporate behaviour-Social Responsibility of Business

Unit - III: Work ethics – work culture – Business Ethics vis-à-vis Corporate Governance-Ethical theories – Ethical Values – Environmental ethics - Environmental Management -Environmental Management System - Environmental Laws - Consumer Protection.

Unit - IV: Corporate Governance – Meaning – Evolution of Corporate Governance Code of Corporate Governance – Audit Committee – Board of Directors – Role, Composition, Systems and Procedures–Fiduciary relationship-Types of Directors-Promoter/Nominee/Shareholder/Independent – Rights, Duties and Responsibilities of Directors; Role of Directors and Executives – Responsibility for Leadership, Harmony between Directors and Executives – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with chaining times – Corporate Governance for Market capitalism-Legal frame work of corporate governance.

Unit - V: Indian Ethos in Management – Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life –Strategies for Work Life Balance.

PRACTICAL COMPONENTS:

- 1) Conducting the debates /Group discussions on corporate social responsibility of a business organization.
- 2) Arraigning the workshops on legal frame work of Corporate Governance.
- 3) Conducting the seminars on global business ethics and its implications in the present Global scenario.
- 4) Conducting a seminar on Gita, Karma yoga and strategies of work life balance.
- 5) Giving the assignments to students on role and importance of Global ethical values.

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

REFERENCE BOOKS:

- 1) Chakraborty, S, K., Management by Values, Oxford University press
- 2) Balasubramanian, R, Corporate Governance, IIM Bangalore.

M.B.A. International Business, Syllabus 2022-23 onwards - College of Arts, Commerce & Law, ANU

- 3) Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill.
- 4) Bhatia, S.K., Business Ethics and Corporate Governance.
- 5) Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi 7.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	2	3	3	3	2
CO2	3	3	3	2	3	2	3
CO3	2	3	3	2	3	3	3
CO4	3	3	3	3	2	3	2
CO5	3	2	2	3	3	3	3



MBA(IB) 4.2 (R22): OVERSEAS PROJECT MANAGEMENT AND ENTREPRENEURSHIP

Subject Code	MBA(IB)4.2 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ The objective of this course is to provide knowledge of entrepreneurship.
- ▲ To provide necessary inputs for the creation of the new ventures.
- ▲ To provide knowledge to understand how to manage project cost, quality and delivery.
- Underlines the importance of understanding the relation between projects and strategic goals.
- ▲ To understand the importance of four distinct stages of project life cycle

COURSE OUTCOMES:

CO1	Student has a broad knowledge of the different functional fields.
CO2	Student has insight into the broad societal context of business ant is able to take
	decisions on business oriented problems.
CO3	They has an open and academic attitude critical reflection and academic curiosity.
CO4	Students are familiar with the PERT, CPM techniques
CO5	Gains knowledge about entrepreneurial skills in global perspective.

Unit - I: 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.

Unit - II: 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.

Unit - III: Project Formation And Appraisal: Project Management –An Overview – Feasibility & Technical Analysis – Market and Demand Analysis – Economic and Financial Analysis – Formulation of Detailed Project Reports.

Project Planning And Scheduling: Planning Time Scales – Network Analysis – PERT-CPM- Material and Equipment – Human Resource – Project Costing and Financing – Project Organisation.

Unit - IV: Implementation And Control: Project Management Information System

Project Termination: Project Auditing – Project Audit – Construction and Use of the Audit Report – Project Audit Life Cycle _ Essentials of an Audit/Evaluation

Unit - V: Project Termination: Varieties of Project Termination – Termination Process – Final report – A Project History **Project Completion and Evaluation:** Integrated Project Management Control System - Managing Transition from Project to Operations – Project Review. Project management in new millennium.

PRACTICAL COMPONENTS:

- 1) Students are able to handle small projects to understand the project life cycle.
- 2) Students will be participating in various workshops on operations research.
- 3) They can start some small scale industries to become entrepreneurs
- 4) Participate in live projects to know the scope and importance of quantitative techniques.
- 5) They will participate in seminars to know the applications of project management.

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	3	2	3
CO2	3	3	3	3	2	3	3
CO3	2	3	3	2	3	3	3
CO4	3	2	2	3	3	3	3
CO5	3	3	3	2	3	2	2

MBA(IB) 4.3 (R22): FOREIGN EXCHANGE RISK MANAGEMENT

Subject Code	MBA(IB)4.3 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	1

COURSE OBJECTIVES:

- ▲ Study foreign trade and sources of foreign exchange
- ▲ Study different exchange rate systems
- ▲ To know the regulatory framework for exchange control in India
- ▲ Understanding of Spot, Forward and cross rates
- ▲ To familiarize risk associated with exchange dealing and how to manage it.

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to

CO1	Will understand different commodity's that are imported and exported to various
	countries.
CO2	Students will understand different exchange rate systems and the need for change
	into a floating exchange rate system.
CO3	Students will be familiar with the regulatory framework to be followed for
	working in exchange rate markets.
CO4	Students can calculate cross rates and forecast future exchange rates based on the
	learning of exchange arithmetic's.
CO5	Students can apply various derivative products for managing exchange rate risk in
	foreign exchange dealing.

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

PRACTICAL COMPONENTS:

- 1) Giving assignments to the students on current Exports and imports of the country
- 2) Familiarize students with online trading terminals used for foreign exchange rate dealing
- 3) Conducting workshops on setting up an authorized dealer
- 4) Giving case studies on risk management for minimizing risk in currency dealing with importers and exporters.

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	3	3	3	2
CO2	3	2	3	2	2	2	2
CO3	3	3	2	3	3	3	3
CO4	3	3	3	3	2	3	3
CO5	2	3	3	2	3	2	3

Subject Code	MBA(IB)4.4 (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

MBA(IB) 4.4(R22): WTO AND INTERNATIONAL TRADE RELATED ISSUES

COURSE OBJECTIVES:

- ▲ To understand the students with the concepts and elements of GATT & WTO and to enabling them to learn tariff cuts and bindings.
- ▲ To focus the students with the general eliminations of quantitative restrictions, to know the how to make agreement on agricultural, sanitary applications.
- ▲ To know about the agreements on implementation of anti-dumping agreement.
- ▲ To familiarize students with the trade related aspects of intellectual property right and how to make agreement on trade investment measures and barriers to trade.
- ▲ To know the safeguard agreement on textile, clothing and service trade.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Enumerate concepts and elements of the GATT and WTO.	
CO2	Express about general eliminations of quantitative restrictions.	
CO3	Explain regarding anti-dumping agreement.	
CO4	Elucidate the trade related aspects such as intellectual property rights and	
	investment measures and barriers to trade.	
CO5	Expound the safeguard agreements on textiles and clothing trade services.	

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.

PRACTICAL COMPONENTS:

- Doing practical methods through conducting seminars on basic concepts and elements of GATT and WTO.
- 2) Students will be participating in various workshops on elimination of quantitative restriction and agricultural and sanitary agreement applications.
- 3) To know the various types of agreements and anti-dumping agreement they will participate in national and international conferences.
- 4) One of the important component to the students to participate in live projects to know the scope and importance of trade related aspects of intellectual property rights.
- 5) They will participate in seminars to develop their safeguard agreement in trade service.

REFERENCE BOOK:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	2	3 3 50	2	3	2
CO2	3	3	3	2	3	2	2
CO3	2	2	2	3	3	3	3
CO4	3	3	3	3	2	3	3
CO5	2	3	3	2	3	3	3

MBA(IB) 4.5(A) F (R22): INVESTMENT BANKING

Subject Code	MBA(IB)4.5a(F) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	1

COURSE OBJECTIVES:

- ▲ To study various intermediaries in capital procurement and how they are different from each other.
- ▲ To understand Primary and secondary markets and the process of a public issue in capital procurement
- To study Debt markets, various debt instruments issued by government and corporate and role of rating agencies.
- ▲ To know various modes of investments and calculations of yields.
- ▲ To overview the regulatory framework for capital procurement in international markets.

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to

CO1	Students will understand Investment banking and how it is different from
	merchant banking and commercial banking.
CO2	Students will know the process involved in the public issue in the primary market
	and factors affecting the stock price movement in the secondary market.
CO3	Students will be able to calculate return on debt market and economic factors
	impacting Bond prices.
CO4	Students can calculate Yields in debt and equity markets for understanding returns
CO5	Students will understand sources of capital procurement through American
	Depository Receipts and Global Depository Receipts.

Unit I: 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.

Unit II: 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.

Unit III: 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.

Unit IV: 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.

Unit V: Raising of offshore Finance — GDR — ADR — Bonds - Legal aspects & Modalities - Regulation of Stock Exchanges & Share Brokers.

PRACTICAL COMPONENTS:

- 1) Giving assignments on collecting data from NSE and BSE browsers for collection of past and present company's went for public issues
- 2) Familiarize students with online trading terminals used for trading stocks and Bonds
- 3) Conducting workshops on stock valuation and Bond valuations.
- 4) Giving a case study on Equity and Debt investment.

TEXT BOOK:

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.

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СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	3	3
CO2	3	3	3	3	3	3	3
CO3	3	3	3	2	3	2	3
CO4	3	3	3	3	2	3	2
CO5	3	2	3	3	3	3	3



MBA(IB) 4.5(B)F (R22): INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT

Subject Code	MBA(IB)4.5(b)F (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	•

COURSE OBJECTIVES:

- ▲ To explore the student with Risk and Return associated in Investment
- ▲ To understand various investment products and there features.
- ▲ To learn Fundamental and technical analysis used in-stock selection
- ▲ To know modern portfolio theories and significance of beta in portfolio construction.
- ▲ To learn portfolio management and investment timing.

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to

CO1	Will understand the significance of risk, return and liquidity at the time of equity
	investment.
CO2	Students will be aware of different investment products and how these products
	are different from each other how this product can be used for portfolio
	diversification.
CO3	Students can select stocks for investment based on Fundamental analysis and
	technical analysis
CO4	After learning this course student can construct a portfolio with diversified stocks
CO5	Students can revise the portfolio from time to time for better performance

Unit I: 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.

Unit II: Common Stock – Bonds – Preferred Stock – Mutual Funds – Government Seceurities – Other Fixed Income Securities – Common Stock Valuation Theory – Stock Options – Buying New Issues – Tax Shelters – Investing in Real Estates – Foreign Institutional Investors (FII).Foreign portfolio investors.

Unit III: Stock Market Analysis – Fundamental Common Stock Analysis – Technical Analysis – Industry Analysis – Efficient Market Hypothesis –Listing of Securities – New Issues Markets – Investment Companies – Brokerage Business – Global perspectives – Hedge funds.

Unit IV: Modern Portfolio Theory – Assumptions – Markowitz Analysis – Beta Analysis – Income Portfolio – Growth portfolio – Dowjone Industrial averages – Price Strategies and Timing – Capital Asset Pricing Model-Top down bottom up investing.

Unit V: Portfolio Management in Practice – Portfolio Management in International Setting – Investment Timing - International mutual funds schems – Portfolio Revision – Formula Plans – Constant Rupee Value – Constant Ratio – Variable Ratio – Dollar Cost Averaging – Recent trends in the International Environment.

PRACTICAL COMPONENTS:

- 1) Giving assignments on the calculation of Risk with statistical tools
- 2) Conducting workshops on portfolio management.
- 3) Giving case studies on performance evaluation of portfolios and presentation of analysis.
- 4) Virtual construction of portfolios in NSE websites
- 5) Conducting stock trading sessions for a better understanding of online trading.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	2	3
CO2	3	2	3	2	2	3	2
CO3	3	3	2	3	3	3	3
CO4	2	3	3	3	3	3	3
CO5	3	3	3	2	3	2	3



MBA(IB) 4.5(C) F (R22): FINANCIAL SERVICES AND DERIVATIVES MANAGEMENT

Subject Code	MBA(IB)4.5(c)F (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ▲ To help students to know about various types of business financial services
- ▲ To overview the functions of regulatory authorities like SEBI in India
- ▲ To familiarise students with the structure of mutual funds and regulations
- ▲ To Know the concept of the Derivatives market and various products in derivatives.
- ▲ To Understand hedging strategy's in derivatives

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to

CO1	Will help in understanding various services offered by financial intermediaries
CO2	Students will understand the role of SEBI and its regulations towards merchant
	bankers, mutual funds, stock broking firms, and credit rating agencies.
CO3	Students can identify the risk in financial markets and be able to use derivatives as
	risk management for minimization of risk.
CO4	Will understand the need and recent developments in the derivatives market in
	India
CO5	It Gives idea on recent trend in marketing of financial services

Unit-I: Financial Services – Services Management – Characteristics - Fund Based and Non-Fund Based Financial Services –Innovative Financial Instruments and Products -Contemporary developments in the field of Financial Services.

Unit-II: Leasing: Concept – Types – Lease Agreements – Accounting and Legal aspects – Lease Evaluation – Potentiality of Leasing as a means of corporate financing – Future of Leasing industry.

Unit-III: Merchant Banking – Origin and Growth - Functions of Merchant Bankers – Merchant Banking in different countries – SEBI -Regulatory guidelines- Growth of Mutual Fund - Operational Mechanism of Mutual Fund Schemes – SEBI Guidelines – Off-shore Mutual Funds - Future of Mutual Fund-

Unit-IV: 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

Unit-V: Derivatives Market in India and other countries- New Financial Derivatives emerging in international financial markets-Strategies – determining Hedgeability – Structuring the Hedge – Hedge Management Practices –Evaluating and Monitoring Hedge.

PRACTICAL COMPONENTS:

- 1) Giving assignment on working of Mutual funds and its working
- 2) Conducting workshops on recent trends in financial services
- 3) Giving a case study on financial markets and risk management.
- 4) Presentations of analysis on recent debt issues and credit rating

TEXT BOOK:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	2	3	3	3	3
CO2	2	2	3	3	3	3	2
CO3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3
CO5	3	2	3	3	2	3	3

MBA(IB) 4.6(A)M (R22): INTERNATIONAL SALES PROMOTION AND BRAND MANAGEMENT

Subject Code	MBA(IB)4.6(a)M (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ To focus the students to know about the sales promotions and promotional strategies.
- ▲ To acquaint the students with the brand concepts and global branding strategies.
- ▲ To know about the classifications of advertisement and marketing mix.
- ▲ To enable the students to know the marketing communications.
- ▲ To familiarize about the advertising agencies and its role and to know how to construct the effective advertisement.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Explain the sales promotions and promotional strategies.
CO2	Enumerate about the brand concepts and global branding strategies.
CO3	Expound regarding classifications of advertisement and marketing mix.
CO4	Elucidate the marketing communications.
CO5	Defined the advertising agencies and its role

Unit-I: Sales promotion: Nature and importance of sales promotion, its role in marketing – principles - consumer and trade promotions – objectives of SP – Types of SP – sales promotion strategies and practices- Forms of sales promotion-Consumer oriented sales promotion- trade oriented sales promotion- sales force oriented sales promotion– cross promotions– measuring the effectiveness of sales promotions- Integration of Sales Promotion with advertising.

Unit-II: Major tools of sales promotion: Samples, point of purchase, displays and demonstration. Exhibition and Fashion shows, sales contest and game of chance and skills, lotteries, gifts, offers, premium and free goods -Prince packs, rebates, patronage, rewards etc. Integration of Sales Promotion with advertising- Developing a sales promotion programmes- evaluating the results and making necessary modification.

Unit-III: Nature and Importance of Personal Selling - Door to door selling - - Strength and weakness - Role of Personal Selling in Marketing - Cost of Advertising Vs Cost of Personal Selling- AIDA model of selling - Selling situations - Types of sales person - Buyer seller Dyad - Diversity of Personal Selling - AIDA theory In selling - Peddlers - Peddler VS professional sales person - Industrial sales promotion- surrogate selling.

Unit-IV Brand Management: Definition, Global Brands- Important Concepts of Brand Management: Definition of Brand, Brand name, Brand Attributes, Brand Positioning, Brand Identity, Brand Image, Brand Personality, Brand Awareness, Brand Loyalty- Brand Preference- Role of Social Media in Marketing a Brand- Building a brand, Brand Equity, Brand Equity Vs Customer Equity, Brand Extension, Co-Branding– Brand value — brand building strategies –online vs. off line brand building – global branding strategies. Branding decisions - Brand Sponsor decision - Brand Repositioning- strategies for successful brand management.

Unit V: Advertisement: Role of advertising in sales promotion-classifications of advertisements – Types of advertisements – Advertising vs. sales promotion – Difference between advertising and other promotional Techniques – Ethics in advertisements. Advertising agency - creativity in advertising – advertising budget – designing ad message – advertising objectives – DAGMAR approach – media planning and strategy – media evaluation.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on sales promotions and promotional strategies.
- 2) Students will be participating in various workshops on brand concepts and global branding strategies.
- 3) To know about the classifications of advertisement and marketing mix they will participate in national and international conferences.
- 4) Participate in live projects to know the marketing communications.
- 5) They will participate in seminars to know the advertising agencies and its role and to know how to construct the effective advertisement

TEXT BOOKS:

- 1) Keller (2010)"Strategic Brand Management", Pearson Education,
- 2) Belch & Belch (2009)"Advertising and Sales Promotion", Tata McGrawHill

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	3	3	3	2	3
CO2	3	2	2	3	3	3	3
CO3	3	2	3	3	3	3	2
CO4	2	2	3	3	3	3	3
CO5	3	3	3	3	2	3	3



MBA(IB) 4.6(B) M (R22): INTERNATIONAL MARKETING RESEARCH

Subject Code	MBA(IB)4.6(b)M (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	·

COURSE OBJECTIVES:

- ▲ To focus the students to know about the sales promotions and promotional strategies.
- ▲ To acquaint the students with the brand concepts and global branding strategies.
- ▲ To know about the classifications of advertisement and marketing mix.
- ▲ To enable the students to know the marketing communications.
- ▲ To familiarize about the advertising agencies and its role and to know how to construct the effective advertisement.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

CO1	Explain the sales promotions and promotional strategies.
CO2	Enumerate about the brand concepts and global branding strategies.
CO3	Expound regarding classifications of advertisement and marketing mix.
CO4	Elucidate the marketing communications.
CO5	Defined the advertising agencies and its role.

Unit I: An introduction to Marketing Research: Introduction to International Marketing Research – definitions – Classifications and Types – International Marketing research process – steps – types - Challenges and Characteristics of IMR – Ethics of IMR-Global Information Systems and Market Research-Global Marketing Communication Decisions. International market scanning.

Unit II: Research design and data sources, secondary data-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.

Unit III: 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.

Unit IV: 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.

Unit V: Application of Marketing Research: – Price determination – New product research – Idea creation and concept development – Test marketing and Product life cycle and Product mix research-Promotional mix research – Advertising Research - Promotional mix research Distribution mix research in International market.

PRACTICAL COMPONENTS:

- 1) Doing practical methods through conducting seminars on sales promotions and promotional strategies.
- 2) Students will be participating in various workshops on brand concepts and global branding strategies.
- 3) To know about the classifications of advertisement and marketing mix they will participate in national and international conferences.
- 4) Participate in live projects to know the marketing communications.
- 5) They will participate in seminars to know the advertising agencies and its role and to know how to construct the effective advertisement

TEXT BOOKS:

- 1) Keller (2010)"Strategic Brand Management", Pearson Education,
- 2) Belch & Belch (2009)"Advertising and Sales Promotion", Tata McGraw Hill

REFERENCE BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	3	3
CO2	3	3	2	3	2	3	3
CO3	3	2	3	3	3	3	3
CO4	2	3	2	2	2	3	2
CO5	3	3	3	3	2	2	3



MBA(IB) 4.6(C)M (R22): RETAIL MARKETING

Subject Code	MBA(IB)4.6(c)M (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	

COURSE OBJECTIVES:

- ★ To know the various operational and administrative aspects of the ever growing Retailing.
- ▲ To provide insights into all functional areas of retailing like product retailing. trends in retailing and product retailing and service retailing.
- ▲ To give an account of essential HR and legal compliances on retailing.
- ▲ To give a perspective of the Indian retail consumer data base and retail SCM.
- ▲ To provide the ability to understand the global retail industry like food courts, footwear, fashion retail, and banking & finance.

COURSE OUTCOMES:

CO1	Knowledge of all functional areas of retailing and essential principles of retailing.
	Understanding the concept of Indian retailing scenarios.
CO2	Understanding concepts and techniques retail marketing and Knowledge of
	developing plans and retail marketing strategies for entering into Global market.
CO3	Students are able to understand the basic concepts of SCM in retail sector, EDP
	and ERP and logistics of global retailing industry.
CO4	Knowledge of issues and challenges in fashion retail, footwear retail, food courts
	and banking & finance.
CO5	Understanding of retail marketing strategies and decision making in dynamic
	retail marketing environment and applying the STP of marketing.

Unit - I: Meaning and scope of retail marketing –: Definition and scope - Evolution of retailing- different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing –Retail marketing Environment- retailing environmental issues in India- Barnding Retail marketing.

Unit - II: 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-Retail purchasing and pricing: Purchase management: Merchandise purchasing -

Unit - III: HR & Legal compliances in retailing – Application of Technology in retailing industry-Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances-Consumer behaviour in retail marketing-Pricing strategies in retailing: every day pricing - competitive based pricing - price skimming - market-oriented pricing

Unit - IV: 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. **Unit - V:** Retailing industry in global market- retailing industry- formats –issues and challenges in Indian Retail market – Indian organised retail market - FDI in Indian organized retail sector- case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance.

PRACTICAL COMPONENTS:

- 1) Conducting the seminars on SCM in retailing industry.
- 2) Giving the assignments on basic concepts of global retailing industry.
- 3) Conducting the work shop on EDI and ERP modules in Global retailing industry.
- 4) Conducting the group discussions on service retailing and product retailing.
- 5) Conducting the case studies on fashion retail, foot wear retail, food courts, and banking & financial issues in retailing sector.

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	3	3	3
CO2	3	3	3	2	3	3	3
CO3	2	2	3	3	2	2	3
CO4	3	3	2	3	3	3	2
CO5	2	3	3	3	3	3	3



MBA(IB) 4.7(A)H (R22): PERFORMANCE MANAGEMENT SYSTEM

Subject Code	MBA(IB)4.7a (H) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	1

COURSE OBJECTIVES:

- ▲ To explore and understand the role of performance management in supporting the strategic objectives of the organization in global environments.
- ▲ To know how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work in business organizations.
- ▲ To examines the design of performance management systems that aim to transform organizational objectives and performance outcomes and
- ▲ To identify the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organizations.
- ▲ To equip the learners with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organizational learning and accountability.

COURSE OUTCOMES:

CO1	The importance of employee involvement and high levels of ability in
	communication to gain commitment to performance goals; the ability to recognize
	achievement and progress and use collaborative communication to solve problems
	at individual, team and organizational levels;
CO2	Plan effective performance management policies and practices to improve
	organizational and employee performance.
CO3	Devise and sustain arguments for using appropriate performance management
	techniques, rewards and sanctions to improve performance.
CO4	Demonstrate the communication skills required when managing achievement and
	underachievement.
CO5	Critically evaluate the effectiveness of performance management by using various
	methods and techniques.

Unit I: Performance Appraisal – Performance management – Introduction & Historical Overview -Definition, characteristics, developments, and guiding principles -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.approches of PMS.

Unit- II: Performance Management Process: Corporate strategy and its linkage, key result areas (KRA) and key performance indicators (KPI), Agreement on performance expectation and goal setting, - Reviewing performance, Identifying performance gaps, Developing performance, Rewarding and recognition of performance.- Performance Management system in MNCs: Designing, Development-Analyzing Measuring results and behaviors, - gathering performance information, implementing performance management system.

Unit – III: Performance management administration: Personal Development plans and transfers of Global Managers, Developing formats and tools, Performance management cycle, Communication of process and follow ups, Performance development interventions, Role of HR Department, Line Managers Employees and the Top management.

Unit – IV: Performance Appraisal:What should be evaluated – a result or the means or both Bench marking and setting performance standard, Preparation for performance appraisal interview, Dos and Don'ts of Performance appraisal, Who should do performance appraisal? Immediate supervisor and immediate supervisor's supervisor; Peer & subordinate; Rating committee; Self (employee); 360 degree feedback system;, Client feedback.

Unit – V: Performance Appraisal: Methods and System Designs-Various Methods: Graphic Rating Scale; Alternate Ranking Method; Paired Comparison; Force Distribution Method Critical Incident Method; Behaviorally Anchored Rating Scale (BARS); Management by Objective; 360 Degree Appraisal and Customer feedback system. Balanced Score Card.

PRACTICAL COMPONENTS:

- 1) Conducting a workshop on performance management system incorporate sector.
- 2) Arraigning technical session on various models and dimensions of performance systems in MNCs
- 3) Conducting the group discussion on latest techniques and methods like BARS, reward system and 360 degree appraisal system in global organizations.
- 4) Giving the assignment to the students on performance system models in US, Europe, etc
- 5) Conducting the seminar on designing and application of various performance management systems.

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) Handbook of Performance Management Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition
- 2) Human Resources Management Gary Dessler & Biju Varkkey, 11th Edition.
- 3) Performance Management, MACMILAN, India Prem Chandra
- Performance Management and Appraisal system, 'HR Tool for Global Competitiveness', Response Book – SAGE, T.V. Rao,
- 5) Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.
- Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao,Et all, Excel Books

	1	r	Sector 1 Sector	Rep 10			
СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	3	2
CO2	3	3	3	3	3	3	3
CO3	3	2	3	2	35	3	3
CO4	2	33	2	3	22	2	2
CO5	3	3	2	3	3	3	2

MBA(IB) 4.7(B)H (R22): ADVANCED BEHAVIORAL SCIENCE

Subject Code	MBA(IB)4.7b (H) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	•

COURSE OBJECTIVES:

- ▲ To demonstrate acquisition of both individual behavior and organizational behavior and apply the basic knowledge to transform the behavior of individual.
- ▲ To understand the cross cultural communication and barriers to communication in study the behavior and critical thinking.
- ▲ To understand the concept of negotiating tactics and cultural and cross cultural negotiating.
- ▲ To explore the Students to summarize and interpret scientific theories Cox model of multicultural organizational behavior.
- ▲ To familiarize the students about implement Change, Kurt Lewin theory of change, GE strange strategies of behavioral sciences.

CO1	Demonstrate knowledge of findings and theories in the social and behavioral
	sciences;
CO2	Demonstrate understanding of investigative methods used in the individual and
	organizations behavioral sciences;
CO3	Demonstrate critical thinking about arguments in the individual and group
	behavioral sciences in multinational corporations.
CO4	Demonstrate knowledge of how social science can be employed to: (a) Cox s
	Model of multicultural organization (b) analyze social problems, and (c) analyze
	and Team work and American motivation of theories.
CO5	Use appropriate technologies to conduct research on, and communicate about
	individual and behavioral sciences and to access, evaluate, and manage
	information to prepare and present their work effectively.

COURSE OUTCOMES:

Unit-I: 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

Unit-II: 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.

Unit-III: 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 – Americian 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.

Unit-IV: Elements of Structure – The Contigency Perspective, Types of Organization Structure. Structural Variations, Emerging Structures in the Global Economy.

Unit-V: 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.

PRACTICAL COMPONENTS:

- 1) Conducting the seminars on managing individual behavior in multinational Corporations.
- 2) Giving the assignments on basic concepts of behavioral sciences.
- 3) Conducting the work shop on Cox s Model of multi cultural organization
- 4) Conducting the group discussions on Individual behavior and Group Behavior and relativism and Universalism.
- 5) Conducting the case studies on Cultural and cross cultural Negotiations Tactics.

TEXT BOOKS:

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

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	3	3	3	3
CO2	2	3	3	3	2	2	3
CO3	3	2	3	2	3	3	2
CO4	3	3	2	2	2	3	3
CO5	2	3	2	3	3	3	2



MBA(IB) 4.7(C)H (R22): HRD SCORE CARD 2500

Subject Code	MBA(IB)4.7c (H) (R22)	Internal Marks	30
No. of Hours/Week	04	End Exam Marks	70
Total Number of Hours	54	Total Marks	100
Practical Component	01 Hour per Week	Exam Hours	03
No of Credits		03	1

COURSE OBJECTIVES:

- ▲ To have an understanding of the basic concepts, functions and processes of HRD score card, HRD Audit, and in-depth of HRD systems.
- ▲ To evaluate and explore the HRD competencies, learning attitude of supervisory and non supervisory staff of the organization.
- ▲ To understands the basic concepts of HRD culture and values, HRD culture score and HRD impact and alignment.
- ▲ To familiarize HRD audit instruments and designing and application of of HRD audit questionnaire in multinational corporations.
- To explore the students on HRD competencies and HRD alignments in the present global scenario.

COURSE OUTCOMES:

CO1	Understand HRD audit is a comprehensive evaluation of the HRD systems and						
	strategies, structure and competencies, culture and impact in the context of the						
	short- term and long-term business plans of an organization.						
CO2	Student is enabled to answer HRD Systems and Strategies, HRD Competencies,						
	HRD Culture and Values and HRD Impact - that can measure the state of HRD in						
	any organization.						
CO3	Demonstrate the knowledge on a HRD score card, as to how well the HRD efforts						
	and strategies drive business goals and their achievement.						
CO4	The emphasis on culture and values and human processes make HRD sound like a						
	comprehensive Organization Development.						
CO5	Measurement of systems maturity provides a rational basis for improving the						
	HRD systems structure and implementation						

Unit-I: Introduction to HRD Audit & HRD Score Card – Need for HR Audit – HRD System & Strategies- steps to create an HR scorecard- HR Strategy map- Indepth Audit of HRD System – Competency mapping, Manpower Planning Audit- organizational Intervention. Implementation of HR Scorecard in a Business Organization-Levels of HRD score card

Unit-II: HRD Competencies – HR deliverables- Compentencies of HRD Staff, learning Attitude of Line Managers, Top Management Styles - Credibility of HR Department, Final Competencies Score.

Unit-III: 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

Unit-IV: HRD Audit Instruments – HR Metrics & Dashboarding Designing of HRD audit questionnaire, Type of analysis- Aligning HR systems—Relationships in the balance score card.

Unit-V: HRD Scoring – HR perspectives: HRD Systems Maturity - HRD Competence-. Linking business Objectives with HR- HRD Culture HRD System and Strategies- HRD Competencies, HRD Culture and Values and HRD Impact and alignment.

PRACTICAL COMPONENTS:

- 1) Conducting the seminars on HRD Audit and HRD audit systems
- 2) Giving the assignments on basic concepts of HRD score card
- 3) Conducting the work shop on Designing of HRD audit questionnaire and 360 Degree feedback.
- 4) Conducting the group discussions on Organization and HRD culture.
- 5) Conducting the case studies on impact and alignment of HRD score card.

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.

СО-РО	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	2	3	3	3	3
CO2	3	3	3	2	3	3	3
CO3	3	3	3	3	3	2	2
CO4	2	2	2	2	3	3	3
C05	3	3	3	3	2	3	3

CO-PO MAPPING TABLE:

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