

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION (SDE)
 for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A – International Business
(Annual Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
First Year		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
Second Year		
2.1	International Human resource management	100
2.2	International Business Environment	100
2.3	International Marketing Management	100
2.4	International Financial Management and Accounting	100
2.5	International Business Law	100
2.6	International Banking	100
2.7	Global Business Ethics	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
TOTAL		1800

1.1.Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

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

UNIT V

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

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

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

1.4. Marketing Management

UNIT I

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

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

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

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

UNIT I: Human Resource Function

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

UNIT II: Recruitment & Placement

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

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

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

UNIT III: Training & Development

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

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

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

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

UNIT IV: Compensation & Managing Quality

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

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

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

UNIT V: Labour relations and employee security

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

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

REFERENCE

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

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

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

1.7. Research Methods for Management.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

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

1.8. CORPORATE COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

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

Unit 3:

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

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

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

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System

view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity

requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

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

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

II Year

2.1. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE :

To sensitize students to mechanics of International Human Resource Management

UNIT 1:

HR and global business challenge –Meaning of HR- The differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management.

UNIT 2:

International HR Planning: - The role of cultural understanding – Culture and HR functions in a global subsidiary Recruitment and Selection – Staffing policies, approaches, Selection criteria - Relocation Performance management of international employees – performance appraisal in a global context. – Recent innovative methods in HRM.

UNIT 3:

Orienting and training employees for global assignments – approaches to training - Integrating business strategy with international training & development. Compensation –

various approaches – factors affecting compensation systems - Benefits – The adjustments and incentives

UNIT 4:

International labor relations – key issues, various agreements International labour standards, safety and fair treatment, repatriation: process, problems and solutions. MNC'S and HR Policies.

UNIT 5:

Human Resources practices and programs adopted in USA, EUROPIEN Japan, China and Asian countries. Laws related to immigration of people. International contract Laws related to HR.

Text Book:

1. Dowling, PJ and Welch, DE (2004). International Human Resource Management, 4th edn., London, Thomson

Reference Books :

- 1) Randal Schuler & Susan Jackson. (2003). Managing Human Resources in Cross-Border Alliances. Rutledge Taylor & Francis Publication
- 2) Pawan Budhwar. (2004). Managing Resources in Asia-Pacific. Routledge Taylor & Francis Publication
- 3) Paul Sparrow., Chris Brewster and Hillary Harris. Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication

2.2. INTERNATIONAL BUSINESS ENVIRONMENT

OBJECTIVE

To Introduce students to complexities of International Business Environment.

UNIT – I

Introduction - Modes of international Business - External Influence – Internationalization Process – Macro environment and Micro environment - Trade and Investments.

UNIT – 2

Social and cultural environment: Culture-Language-Aesthetics-Colour, Design, Music, brand names, education, religion-attitude and values. Comparison of various business cultures- Western, Eastern, Middle East countries culture. Business mannerism

UNIT – 3

World Financial Environment - Working of Foreign Exchange Markets - Convertibility -Exchange Restrictions- international Monetary System.

UNIT – 4

Legal environmental International law in international marketing, IMF & GATT – International trade agreements. Trade preference UNCIAD EEC, Customs union – International Standards Organization (ISO), Regional grouping and International law, SAARC, EEC – European Free Trade Associations, (EFTA) Latin American Free Trade Association (LAFTA) etc.

UNIT – 5

Law of environment-Environmental protection – International policy on nature-land, forest, water.

References:

- 1 Daniels, D. and Radebaugh, H, “international Business”, Pearson Education Asia, New Delhi, 2002.
- 2 Griffin and Pustay, “international Business”, Pearson Education Asia, New Delhi, 2002.
- 3 Subba Rao, “international Business”, Himalaya, Mumbai, 2001.
- 4 Schaffer, “international Business Law and Its Environment”, Thomson, 2002.
5. Onkwil And, Shaw, “International Marketing”
6. Philip .R.Careora, “International Marketing”

2.3. INTERNATIONAL MARKETING MANAGEMENT

OBJECTIVE

To give students knowledge of International markets and marketing.

UNIT 1:

International marketing management – National & International marketing – Barriers in International Marketing Management - 5 P's in International Marketing.

UNIT 2:

Managing Marketing-Defining Customer Value and Satisfaction-Retaining customer value and Satisfaction - Implementing Total quality marketing-Competitive Marketing strategies.

UNIT 3:

Marketing Mix - Product Mix - Product strategies and product planning-Branding and Packaging Decisions-Pricing strategies-Promotional Strategies. Distribution – Distribution strategies.

UNIT 4:

Globalization and Global Competitiveness: Meaning – stages – Foreign market entry strategies – Pros and Cons of Globalization – Social Issues - Indicators of competitiveness – Competitive Advantage of Nations – Technology and Global competitiveness.

UNIT 5 :

Information Technology: New Information Technologies – Business Process Re-engineering (BPR) – E-Business; Future of International Business.

References:

1. International Marketing, Analysis & Strategy : Sak On visit & John J Shaw
2. Global Marketing Management : Keegan
3. Marketing Analysis, Planning & Control : Philip Kotler
4. International Marketing : Philip R.Caturo
5. Marketing an Environmental Approach : Kerr, John.R. & others.
6. Marketing in the International Environment : Edward Cundiff & M.T.Hilger
7. International Business Environment : Francis Cherunilam

2.4. INTERNATIONAL FINANCIAL AND MANAGEMENT ACCOUNTING:

OBJECTIVE:

To equip students with tools of Finance and Accounting

UNIT 1:

Accounting Principles -Concepts and conventions-Rules for double entry book keeping –journal-ledger-trial balance.-preparation of final Accounts and Balance Sheet - Financial Vs Management Accounting.

UNIT 2:

Financial Statement Analysis –Meaning – comparative statement analysis- Ratio Analysis

UNIT 3:

Marginal Costing –Meaning-Problems in marginal costing including decision making – cost Volume Profit analysis.

UNIT 4:

Budget and Budgetary Control – sales, cash, Production, flexible.

UNIT 5:

Capital budgeting - Significance - Techniques of evaluation: Payback period, ARR, NPV and IRR techniques.

References:

- | | | |
|----------------------------------------|---|---------------------|
| 1. Advanced Accountancy | : | Arulanandam & Raman |
| 2. Advanced Studies in Cost Accounting | : | Das Gupta |
| 3. Advanced Cost Accounting | : | Jain & Narang |
| 4. Cost Accounting | : | N.K.Prasad |
| 5. Management Accounting | : | Robert Anthony |
| 6. Financial Management | : | I.M.Pandey |
| 7. Financial Management | : | Bhalla |
| 8. Financial Management | : | Burton Kolb |

Note: 60% of marks for problems and 40% for theory

2.5. INTERNATIONAL BUSINESS LAW

OBJECTIVE:

To give students knowledge of International law regarding operations and sales.

UNIT 1

Definition of contracts – types – essentials of valid contract – performance of contract - Negotiable instruments - Types - negotiation - Endorsement - Acceptance - Presentation - Dishonor - Discharge - Compensation –international law

UNIT 2

Contract of Sale - Sale and agreement to sell goods - Conditions and warranties – passing of property in goods, performance of the contract of sale - Sellers and buyers duties and rights under contract of sale.

UNIT 3

Carrier and carriage of goods - Contract of carriage - common carriers - Carriage of goods by Rail, Sea - Contract of affreightment - charter party- Bill of Lading - Carriage by air. IATA rules for contract. UNCTAD Rules on shipping. Conference systems in shipping.

UNIT 4

Uniform international law - sale of goods - obligations of the seller - obligations of the Buyer, common provisions - Avoidance of contract - Supplementary rules concerning damages -Provisions of passing of risk in international sale contracts - Arbitration - procedure and practice.

UNIT 5

International law Environmental Agreements - The Stockholm Conference - Basel convention on transboundary Shipment of wastes.

References:

1. Herbert M. Bohlman & Mary Jane Dundas , “The Legal, Ethical, and international law Environment of business, 4th Edition, South-Western College Publishing, 1999.
2. Miller, Roger LeRoy; Cross, Frank B., “Legal Environment Today: Businessmen Its Ethical, Regulatory & international law.
3. Logistics management –Krishnaveni muttai
4. Kapoor S K, International Law, Central Law Agency, 13th ed., Motilal Nehru Road, Allah bad, 2000.
5. Kapoor N D, Elements of Mercantile Law, 26th ed., Sultan Chand & Sons, New Delhi, 2002.
6. Gilshan S S , Business Law, Excel Books, New Delhi, 2002.
7. Mithani D M, International Economics, 3rd ed., Himalaya Publishing House, Mumbai, 2000

2.6. INTERNATIONAL BANKING

OBJECTIVE:

To equip students with mechanics of banking & financing.

UNIT 1

Introduction to International monetary system - International gold standard –fixed exchange regime- Flexible Exchange regime – Present system in IMS.

UNIT 2

Multinational banking: Introduction to Multinational Banking-the Eurodollar and Euro currency Markets. Instruments of euro currency markets.

UNIT3

Multinational Banking: the multinationalization of banking – organizational features of multinational banking-Problems in Multinational Banking.

UNIT 4

International Financing by Multinational banks-Equity Financing-Bond Financing-Bank Financing, Direct Loans, Parallel Loans.Unterwiting Facilities. Interest rates for Money market Instruments. letter of credits and it's operations.

UNIT 5

International networks for settlements-SWIFT-CHIPS-CHAPS-FEDFIRE.International Financial Institutions-IMF-IBRD-IFC-IDA-MIGA-ADB-ACU.

References:

1. Foreign Exchange Management-C.Jeevanandam.
2. International Finance-Levi.
3. Global Financial Markets-Ian H. Giddy

2.7. GLOBAL BUSINESS ETHICS.

OBJECTIVE :

To sensitize students to practicing ethics in different cultures.

UNIT1

Introduction to Business Ethics: The nature, purpose of ethics and morals for organizational interests; Ethics and Conflicts of Interests; Ethical and Social Implications of business policies and decisions; Corporate Social Responsibility; Ethical issues in Corporate Governance.

UNIT 2

Ethics in Marketing and Consumer Protection – Healthy competition and protecting consumer's interest, cultural impact on cultural diversification.

UNIT 3

Ethics in Workplace – Individual in the organization, discrimination, harassment, gender equality, RACE preferences in recruitment process.

UNIT 4

Environment Issues: Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources; Conservation of Natural Resources.

UNIT 5

Ethics in Accounting and Finance – Importance, taxation issues and common problems.

References:

1. Ethics, Law, and Business by William A. Wines
2. Abratt, D Sacks - Journal of Business Ethics, 1988 – Springer.
3. W. Michael Hoffman, Judith Brown Kamm, Robert E. Frederick, Edward S. Petry From the Tenth National Conference on Business Ethics
Sponsored by the Center for Business Ethics at Bentley College.
4. Environmental economics-M.Karpagam.

2.8. BUSINESS ENVIRONMENT AND ETHICS

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
Francis cherunnilam - Business environment
Pruti s . economic & managerial environment in India
Davis & keith William c . frederik - business and society
Amarchand d - Government and business
Mankard _ Business Economics
A.N Agarwal _ Indian economy
Steiner and Steiner – Business Ethics – Mc-Graw Hill
Raj Agarwal – Business Environment – Excel Books.

2.9. STRATEGIC MANAGEMENT

Objectives: To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control:

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

Reference

- 1.Pearce & Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
