

M.COM (INTERNATIONAL BUSINESS) DEGREE COURSE
(Under Choice Based Credit System)
COURSE STRUCTURE AND SCHEME OF EXAMINATION
Minimum Credits Required for M.Com (IB) Degree

I st to IV th Semester	Hard Core Course (HC)		Soft Core Course (SC)		Project Work	Open Elective Course (OE)		Total	
	No. of Papers	Credits	No. of Papers	Credits	Credits	No. of Papers	Credits	No. of Papers	Credits
	11+Project	44	09	36	04	02	06	22+Project	90

Minimum credits to be registered by a student in a normal phase to successfully complete
M.Com (IB) Degree in four semesters

Semesters	Hard Core Course (HC)		Soft Core Course (SC)		Open Elective Course (OE)		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I	03	12	03	12	-	-	06	24
II	03	12	02	08	01	03	06	23
III	03	12	01	04	01	03	05	19
IV	02 (PR)	08 +04	03	12	-	-	05(PR+4 Credits)	24
Total	11	48	09	36	02	06 (PR)	22	90

1st SEMESTER M.COM (IB)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CBS401	Management Theory and Practice	SC	3	1	-	4	30	70	100	3
CBS402	International Economics	SC	3	1	-	4	30	70	100	3
CBS403	E – Business	SC	3	1	-	4	30	70	100	3
CBS404	Business Policy and Environment	SC	3	1	-	4	30	70	100	3
CBH405	Accounting for Managers	HC	3	1	-	4	30	70	100	3
CBH406	Organizational Behaviour	HC	3	1	-	4	30	70	100	3
CBH407	Quantitative Techniques	HC	3	1	-	4	30	70	100	3

Note:1) Soft core courses in the 1st semester. Any three soft core courses from the available soft core papers shall be selected by the students at the time of commencement of 1st semester. The affiliated colleges will announce at the time of beginning of the 1st semester, any three soft core courses or soft core papers which will offer during the 1st Semester depend upon the availability of the faculty & demand for the soft core courses. The minimum number of student opting for the soft core course should be 10. The affiliated college should get prior permission from the department council before offering soft core courses.

2nd SEMESTER M.COM (IB)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CBE451	Stress Management	OE	2	1	-	3	30	70	100	3
CBS452	Business Research Methods	SC	3	1	-	4	30	70	100	3
CBS453	Operations Research	SC	3	1	-	4	30	70	100	3
CBS454	Project Management	SC	3	1	-	4	30	70	100	3
CBH455	International Supply Chain Management	HC	3	1	-	4	30	70	100	3
CBH456	Export Import Finance	HC	3	1	-	4	30	70	100	3

CBH457	Foreign Trade Management	HC	3	1	-	4	30	70	100	3
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Note:1) Soft core courses in the 2nd semester. Any two soft cores courses from the available soft core papers shall selected by the students at the time of commencement of 2nd semester. The affiliated colleges will announce at the time of beginning of the 2nd semester, any two soft core courses or soft core papers which will offer during the 2nd Semester depend upon the availability of the faculty & demand for the soft core courses. The minimum number of student opting for the soft core course should be 10. The affiliated college should get prior permission from the department council before offering soft core courses.

3rd SEMESTER M.COM (IB)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CBE501	Management Challenges and Practices	OE	2	1	-	3	30	70	100	3
CBS502	Management Information System	SC	3	1	-	4	30	70	100	3
CBS503	International Strategic Management	SC	3	1	-	4	30	70	100	3
CBH504	International Business Law	HC	3	1	-	4	30	70	100	3
CBH505	Global Business Environment	HC	3	1	-	4	30	70	100	3
CBH506	Current Issues in Banking	HC	3	1	-	4	30	70	100	3

Note:1) Soft core courses in the 3rd semester. Any one soft cores courses from the available soft core papers shall selected by the students at the time of commencement of 3rd semester. The affiliated colleges will announce at the time of beginning of the 3rd semester, any one soft core course or soft core paper which will offer during the 3rd Semester depend upon the availability of the faculty & demand for the soft core courses. The minimum number of student opting for the soft core course should be 10. The affiliated college should get prior permission from the department council before offering soft core courses.

4th SEMESTER M.COM (IB)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CBS551	International Marketing Management	SC	3	1	-	4	30	70	100	3
CBS552	International Human Resource Management	SC	3	1	-	4	30	70	100	3
CBS553	Business Ethics and Human Values	SC	3	1	-	4	30	70	100	3
CBS554	Retail Management	SC	3	1	-	4	30	70	100	3
CBH555	Global Financial Management	HC	3	1	-	4	30	70	100	3
CBH556	Entrepreneurship Development	HC	3	1	-	4	30	70	100	3
CBP557	Project Work	HC	4 Credits				-	-	100	-

Note:1) Soft core courses in the 4th semester. Any three soft cores courses from the available soft core papers shall selected by the students at the time of commencement of 4th semester. The affiliated colleges will announce at the time of beginning of the 4th semester, any three soft core course or soft core paper which will offer during the 4th Semester depend upon the availability of the faculty & demand for the soft core courses. The minimum number of student opting for the soft core course should be 10. The affiliated college should get prior permission from the department council before offering soft core courses.

*****One instruction hour per student per project guide per week shall be allocated during the third and fourth semesters for project guidance.**

Ist Semester

CBS401: MANAGEMENT THEORY AND PRACTICE

Objective: This module aims at acquainting students with the evolution of Management discipline and its implication on modern Industry and business and it aims at providing a basic framework to solve the problems of organisations in an integrated manner.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT I

Introduction: The concept of management; development of management thought – schools of Management thought – classical, neo-classical and modern; the process of Management. Emergence of modern management thoughts. Overview of management function.

UNIT II

Management Functions:

Planning: Types of plans, decision-making; forecasting and planning.

Organizing: Organisation levels and span of management; departmentation – line and staff relations, centralization and decentralization Delegation of authority; Formal and informal organisation.

Staffing: Maintenance development and retention of personnel in organisation.

Directing & Controlling: leadership & motivation; communication, the control process – common types of standards.

UNIT III

Strategy and Management of Conflict : Interpersonal conflict Resolutions, Management of Conflict, Styles of Conflict Management.

UNIT IV

Managing Negotiation : Understanding Negotiation, Strategies and Tactics of Negotiation: Distributive Negotiation; Integrative Negotiation; Negotiation Types, Negotiating Processes: Preparation ; Invitation to Negotiation ; Presentation; Bargaining, Negotiation Process, Third party Intervention – Litigation/Conciliation/Arbitration : Resolution Alternative to Courts.

UNIT V

Key issues in Modern Management: Managers and their external environment; social responsibility of business and business ethics; westernization of management, corporate Governance.

REFERENCES:

1. James A F Stoner, et.al.- Management.
2. Koontz and O' Donnel, Principles of Management.
3. John Argensi ,Management Techniques.
4. Newman and Warren ,The Process of Management.
5. Peter F Drucker ,The Practice of Management.
6. Peter F Drucker ,Management: Tasks, Responsibilities and Practice.
7. Joseph L Massie ,Essentials of Managements.
8. Dale, Management Theory and Practice.
9. Louis Allen ,Management and Organisation.
10. Terry G. R ,Management

CBS402: INTERNATIONAL ECONOMICS

Objective: To familiarize the students with international trade theories, technical terms, international movements and forms of protection in international trade.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT – I

International Trade- Internal & International Trade – Economic growth and International Trade – Features of International Transactions – International Trade Theories – Comparative cost theory – Opportunity cost theory- H.O Theory – International Trade Equilibrium.

UNIT – II

Gains from international trade – Terms of Trade – Technical progress and Trade – Balance of Trade – Balance of Payments and Indian Perspectives – Economic effects and Trade restrictions – Bilateralism – OPEC & other international cartels.

UNIT – III

International Movements – Meaning – Goods, Services, Unilateral transfers & capitals, Current account – Export and Import of merchandise and services – role of International Movements.

UNIT – IV

International Investment – Nature, Character, Policies and results. International Payments – Meaning, Financing International Transactions, Regional monetary system: Blocks, Areas & Zones – Rates of exchange.

UNIT –V

Foreign Economics Policies: System, Concepts, Characters and methods of Formulation- Euro Dollar Market-International liquidity-Devaluation-International Leading and the World debt crises.

UNIT – VI

International Economic Development & Co-operation- Development of under developed countries-United Nation's Financial Programs-Economic Union and communities.

REFERENCES:

1. International Economics: Kindleberger's
2. International Economics: Paul R. Krugman
3. WTO Annual Reports, Geneva.
4. Pomfert, R , International Trade, Blackwell, Cambridge, USA 1993.
5. Sodersten B and Reed G, International Economics, Mac Millan 1994
6. Paul R. Krugman and Obsfeld M, International Economics, Harper Collins, 1991

CBS403 :E-BUSINESS

Objective: To expose students to the world of E-Commerce and to enable them to adopt E-Commerce technology in International business.

Pedagogy: Lectures, assignments, seminars, cases, presentations.

UNIT I

E-Commerce: Definition, Types of E-Commerce B to B etc. E-Commerce Business models – major B to B, B to C models – emerging trends. Internet as E-Commerce Infrastructure. The World Wide Web – Web servers and client, marker languages. Internet and web features E-mail, EDI, search engines, intelligent agents, instant messaging, chat, cookies and broad band- mobile commerce –emerging trends.

UNIT II

Communication and Negotiation skills: Composing application messages, writing, presentation skills, elements in presentation, designing and delivering business presentation, E-mail, internet, SMS business negotiation process and impact of technological advancement in E-Business.

UNIT III

Security : Security Environment – Threats. Technology solutions – encryption, VPNs, protecting, networks, policies and procedures.

UNIT IV

E. Commerce Software and services – designing a website – technological and business issues. E-Commerce and marketing B to B and B to C marketing and Branding strategies. E-tailing, databases, data ware houses, data mining – customer relationship Management, marketing communications.

E-Commerce Strategy: E-Com Security, Authentication, digital certificate, cryptography, firewall, network file and application server, server, site server (Commerce), certificate server, commerce server, directory server, catalogue server.

UNIT V

Online Business: Meaning, Need for online business, Consumer Characteristics & Branding Strategy: Online Market Place. Branding and Consistency : Online/offline branding. Environmental, situational and personal factors affecting users, Market segments served, Brand position, Offline versus online customers. Legal and Socio Ethical issues in online Business.

References:

1. Kalakota Ravi and A. B. Whinston : *Electronic Commerce – A manager's guide*, Pearson Education
2. Watson R T : *Electronic Commerce – the strategic perspective*. The Dryden press
3. Janal D.S : *Online Marketing Hand book*. Van Nostrand Reinhold Network
4. Schneider Gary P, *Electronic Commerce* course Technology Delhi.
5. Murthy CVS, *E-Commerce*, Himalaya Publishing House.
6. Laudon Ke & Traver C G, *E-Commerce – Business, Technology and Society*, Pearson Education.
7. Joseph PTSJ, *E-Commerce an Indian Perspective*, Prentice Hall of India.
8. Kalakota Ravi and AB whinston, *Frontiers of Electronic Commerce*, Addison Wesley.
9. E-Commerce - Parag Diwn & Sunil Sharma

CBS404: BUSINESS POLICY AND ENVIRONMENT

Objective:

The Objective of this paper is to provide the student the knowledge about business, social system, internal and external environment, their significance and managing them in organizations.

Unit 1 : Introduction: Business in a social system; business and economic system; Business objectives; internal environment and external environment and their impact on business.

Unit 2 : Business Ethics: Principles of Business Ethics; Doctrine of trusteeship ; unethical practices; good ethics and good business. Social responsibility : Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices and its impact.

Unit 3 : Business Environment:

Business in a social system-internal environment or business external environment–Economic–Political-Socio-Cultural-Technological Environment – Case studies.

Unit 4 : Business Policy :

Importance of business policy-essentials of business policy classification or business policy-production policy –personnel policy – Financial policy-Marketing Policy- Case Studies and Recent trends.

Unit 5 : Business Ideas, Project identification and formulation:

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities , Defining Business Idea, Planning Business Process, Project Management : Concept, Features, Classification of Projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report.

References:

1. Azar Kazmi - Strategic Management
2. Francis Cherunillam - Strategic Management
3. Russel Ackoff, Newyork Wiley - A concept of corporate planning
4. Subba Rao - Strategic Management .
5. Tokyo, McGram hill –Business Policy and strategic Management
6. V.S.P. Rao and V.Harikrishna – Strategic Management Text and cases

CBH405: ACCOUNTING FOR MANAGERS

Objective: To provide an understanding to the students with regard to diverse accounting and reporting practices and to develop skills in the students so as to apply them in business.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT I

Overview of financial accounting - Generally accepted accounting principles (GAAP)- concepts, principles, and conventions of accounting. **Accounting Mechanics:** Basic records - ledgers - day books - cash books.

UNIT II

Preparation of financial statements sole trader and company - trial balance, profit and loss accounts - various adjustments - Balance sheet - valuation of venture - for balance sheet purpose: LIFO & FIFO methods.

UNIT III

Company Accounts : Issue of shares & debentures - accounting for issue, forfeiture and reissue of shares - Guidelines for issue of shares at par, discount & premium.

UNIT IV

Preparation of company financial accounts: Legal requirements for preparation of financial statements of limited companies.

UNIT V

Gathering cost data - classification of costs - types - preparation of cost sheets. **Methods of Costing :** Job costing, contract costing, process costing: equivalent units and inter process profits - treatment of normal and abnormal gains.

UNIT VI

Introduction to financial management: Objectives & functions of finance .**Capital structure and Dividend Decisions:** Cost of Capital and Factors determining the capital structure. Factors affecting the dividend decisions (study of theories of capital structure and dividends is not necessary)

References:

1. R.L. Gupta & Radhaswamy -Advanced Accounting
2. Shukla & Grewel -Advanced Accounting
3. N.K. Prasad -Principles and Practice of Cost Accounting
4. Chakravorthy -Advanced Accountancy
5. Jain & Narang -Advanced cost Accounting
6. Bhattacharya & Deardon -Accounting for Management
7. W.W. Bigg -Weldon's Cost Accounting
8. Prasanna Chandra- Financial management - Theory & Practice
9. Van Horne -Financial Management & policy
10. Hampton - Financial Decision Making
11. M Y Khan & Jain - Financial management Text & problems
12. S.N Maheshwari-Corporate Accounting for Managers
13. John A Tracey-Fundamentals of Financial Accounting
14. Lynch-Accounting for Management-Planning and Control,Tata Mc. Graw Hill ,New Delhi.
15. Institute of Chartered Accountants of India,Compendium of Statements and Standards on Accounting, ICAI, New Delhi,1993

CBH406: ORGANIZATIONAL BEHAVIOUR

Objective: To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization, which in turn is influenced by the environment, enveloping it and this is aimed at enhancing the ability of the students in the knowledge, prediction and control of human behavior in an organization.

Pedagogy: Lectures, assignments, role play & practical exercises, discussions, seminars

UNIT I

Organizational Behaviour- Focus , purpose- -Meaning,, Need and Importance-- Nature and scope-Contributions-OB Models-Features of Modern OB Model.

UNIT II

Individuals Behaviour, personality, Learning and Attitudes-personality - Definition-Biological,,: cultural, Family, Social and Situational Factors - Theories of personality - Meaning of Learning - Learning process-Learning Theory and OB - Attitudes - Characteristics-Components – Formation.

UNIT III

Perception: Perception-Meaning and Definition-Need-Perception Vs. Sensation Mechanism-Factors influencing perception-percept Constancy, Context and Defense - Interpersonal perception.

UNIT IV

Group Behaviour and Group Dynamics: Group Dynamics - Meaning - Types-Group in a Organization - Group Size and Status-Influences - Emergence of Informal Leaders - Role –Relationships and Group Behaviour – Characteristics - Behaviour problems - Group Norms – Cohesiveness – Features – Effects - Group Thinking - Symptoms, Consequences and Remedy-Group Decision Making Techniques.

UNIT V

Power and Leadership: power - Meaning and Definition – Importance - Power Vs Authority – Characteristics - Sources of power - Use of power-Dynamics of power Leadership - The Concept -Leadership Styles - Continuum of Leader Behaviour-problems with the Continuum Leadership Theories

UNIT VI

Dynamics of Organizational Behaviour, Organizational Change and Development: Changes in Managerial personnel - Change process -Organizational Resistance to Change - Management of Change - Organizational Development – Definitions – Characteristics – Objectives - Team Building- organisational Climate.

REFERENCES:

1. R.L. Gupta & Radhaswamy -Advanced Accounting
2. Shukla & Grewel -Advanced Accounting
3. N.K. Prasad -Principles and Practice of Cost Accounting
4. Chakravorthy -Advanced Accountancy
5. Jain & Narang -Advanced cost Accounting
6. Bhattacharya & Deardon -Accounting for Management
7. W.W. Bigg -Weldon’s Cost Accounting
8. Prasanna Chandra- Financial management - Theory & Practice
9. Van Horne -Financial Management & policy
10. Hampton - Financial Decision Making
11. M Y Khan & Jain - Financial management Text & problems
12. S.N Maheshwari-Corporate Accounting for Managers
13. John A Tracey-Fundamentals of Financial Accounting
14. Lynch-Accounting for Management-Planning and Control,Tata Mc. Graw Hill ,New Delhi.
15. Institute of Chartered Accountants of India,Compendium of Statements and Standards on Accounting, ICAI, New Delhi,1993

CBH407 : QUANTITATIVE TECHNIQUES

Objective: To acquaint students with the basic tool for analyzing data and to teach the Application of mathematical concepts to management.

Pedagogy: Lectures, assignments, seminars, field work for collection of data.

UNIT I

Variables & Functions: Meaning, Types of Functions, Solution of Functions & Managerial Applications. **Matrices & Determinations:** Types of matrices, Matrix Operations: Addition, Subtraction, Multiplication, Transpose and Inverse of a Matrix, Adjoint of a Matrix, Properties of Matrices, Determinant of a Matrix, Cramer's Rule. Solution to Equations using Matrices and Determinants, Application to Business.

UNIT II

Differential calculus -The concept of derivatives, derivative of a function, derivatives of linear and quadratic equations and applications to Management and economics. Derivative of a product of two functions, successive differentiation, partial differentiation, determination of maxima and minima optimization problems in business. **Integral calculus** -Definite & indefinite integral, rules of integration, some standard results in integration, integration by substitution, Integration by parts, applications to business.

UNIT III

Business Statistics : Importance of data collection and tabulation of data, diagrammatic representation of data - pie charts, bar charts. **Measures of central tendency :** Mean, mode, median, geometric mean, quartiles, deciles and percentiles and their uses.

UNIT IV

Measures of dispersion : Mean deviation, Quartile deviation, Standard deviation, Co-efficient of variation and application. **Correlation analysis:** Its significance, correlation of two variables, properties, rank correlation co-efficient, co-efficient of determination - its significance, correlation co-efficient for bivariate frequency distribution.

UNIT V

Regression analysis : Significance, linear regression of two variables -applications to business -the line of best fit and the errors involved in estimation. Adequacy and appropriateness, regression lines for predicting values.

UNIT VI

Index numbers: Concept and types of index numbers -construction of index numbers, some uses. **Time series:** Variation in time series, trend analysis, cyclical variation, seasonal variation and irregular variation.

References:

1. Terry Sincich - Business statistics by example (Prentice Hall)
2. Bhattacharyya and Johnson- Statistical concepts and methods. (John Wiley)
3. Levin, Berenson and Stephen -Statistics for managers (Prentice Hall)
4. Mason and Lind - Statistical techniques in business economics. (Mcgraw-Hill)
5. Boot and Cox - Statistical analysis for managerial decisions (Tata Mcgraw-Hill)
6. Levin & Rubin - Statistics for Management. (Prentice Hall)
7. Sanchethi & Kapoor -Statistics. (Sultan Chand & Co)
8. Barenson and Levene: Basic Business Statistics (Prentice Hall)
9. S. P Gupta – Statistical Methods. (Sultan Chand & Co)
10. Raghavachary - Mathematics for Management (Tata Mcgraw-Hill)

II Semester

CBE451: STRESS MANAGEMENT

Objectives

1. Equip students with concept, causes and consequences of stress.
2. Provide individual and organizational level techniques of Stress Management.

Unit-1:

Stress: Meaning, Nature and Symptoms of Stress. Symptoms – Physical, Psychological and Behavioural. Potential sources of stress- Environmental, Organizational and Individual factors.

Unit-2:

Individual Differences: Perception, Job experience, Social Support, Belief, Control, Hostility. Type A and Type B personality profiles.

Unit-3:

Consequences of Stress: Individual Level-Psychological, Physiological and Behavioural Consequences. Organizational Level-Absenteeism, reduced productivity and morale.

Unit-4:

Management of Stress at Individual Level: Approaches – Time Management, Diet, Physical Exercise, Sleeping, Walking, Jogging, Relaxation, Yoga, Meditation and Create Social support network.

Unit-5:

Management of Stress at Organizational Level: Approaches – Make expectations clear, give employee autonomy, create fair working environment, Employee assistance programmes.

Suggested References:

1. Luthans F, Organizational Behaviour, TMH.
2. Stephen P. Robbins, et al, Organizational Behaviour, Pearson Education.
3. Moorehead and Griffen, Organizational Behaviour, Jaico Publishing Company.
4. Keith Davis and Newsstrom, Organizational Behaviour, Tata McGraw Company.
5. Stephen R Covey, 7 Habits of Highly Effective People, Covey Foundation.
6. Stephen R Covey, First Things First, Covey Foundation.
7. Dale Carnegie, How to stop worrying and start living, Carnegie Foundation.
8. Cooper, C.L., Theories of Organizational Stress. Oxford University Press, Inc. New York.
9. Karasek R and Tores T, healthy Work: Stress, Productivity and the Reconstruction of Working Life, John Wiley & Sons, New York.
10. Kouzes, James and Barry Posner, The Leadership Challenge, Jossey-Bass Publishers, San Francisco.
11. Pritchett P and Ron P, A Survival Guide to the Stress of Organizational Change, Pritchett and Associates, Inc., Dallas.
12. Sutherland V.J. and Cooper C, Strategic Stress Management: An Organizational Approach, Macmillan Business Books.

CBS452:BUSINESS RESEARCH METHODS

Objectives: To familiarize students with concepts, tools and techniques of business research and to enable students to take up research / consultancy project and handle them independently.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars

UNIT I

Research: Meaning, Purpose, Scientific method, types of research; scope of business research.

Review of literature: need, purpose, notes taking.

UNIT II

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.

Research Design: Meaning, nature, process of preparation, components of research design.

UNIT III

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, sociometry, check list; pre-testing of tools, pilot study.

UNIT IV

Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

UNIT V

Analysis of data; Simple and advanced statistical techniques and their uses. Use of SPSS and other statistical software packages. Advanced Techniques for Data Analysis – ANOVA Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multi – dimensional scaling and clustering methods, Testing of Hypothesis, Research Applications, market survey.

UNIT VI

Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report- Ethics in Business Research

References:

1. Moses, C.A. *Survey Methods in Social Investigation*.
2. Goode & Hatt, *Methods in Social Investigation*.
3. William Emory, *Business Research Methods*.
4. Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
5. Kothari. C.R, *Methodology of Research*, Vikas Publishing House.
6. Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
7. Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill
8. Young Pauline V, *Scientific Social Surveys and Research*, Prentice Hall , New Delhi
9. Bryman Alan, Bell Emma, *Business Research Methods*, Oxford University Press, Oxford.

CBS453: OPERATIONS RESEARCH

Objective: The objective of the course is to acquaint the student with the application of operations research to business and industry and help them to grasp the significance of analytical techniques in decision making.

Pedagogy: Lectures, assignments, practical exercises, application of operations research techniques to business related problems.

UNIT I

Introduction: Nature and scope of Operation Research (OR). Basic concepts and definitions - methodology of OR. Construction, solution and testing of model. Basic phase in talking OR problems.

UNIT II

Linear Programming (L.P.): Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis.-Transportation and Assignment problems.

UNIT III

Network analysis (PERT/CPM): Drawing an arrow network and numbering the events. Estimation of job duration, the concept of slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off..

UNIT IV

Game Theory: 2-person zero-sum games, solution methods, use of L.P.- Waiting line series: Basic structures and components of a queuing system. Design of the queuing system. A single channel, single-phase queuing models, Multi-channel model with business examples.

UNIT V

Replacement Decisions: Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely. **Decision Theory:** Decision making under uncertainty, Different decision criteria, evaluation of EVPI. Decision tree approach to solving problems.

UNIT VI

Simulation: Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.-Markov Analysis: Concepts – uses of matrices, solution to brand switching problems.

References:

1. Levin and Kirkpatrick. - Quantitative approaches to management, McGraw Hill
2. P.K. Gupta and Man Mohan - Operations Research and Statistical Analysis, published by Sultan Chand & Co.
3. N. Paul Loomba - Linear Programming , McGraw Hill
4. Handy A. Taha - Operations Research : An introduction, Collin Macmillan
5. Wagner, Principles of Operations Research – Prentice Hall of India
6. Sa sieni, Yaspan & Friedman, John Wiley.- Operations Research- Methods and Problems.
7. N.D. Vohra- Quantitative Techniques in Management- Tata McGraw Hill

CBS454: PROJECT MANAGEMENT

Objective: This unit aims at acquainting students with project management it's importance and benefits to the business.

UNIT I

Introduction, need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles. Project Identification and Selection: Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-Even point.

Unit-II

Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and team Work, Project Planning Process, Work Breakdown Structure (WBS) organizational structure and organizational issues: Introduction, Concept of organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change Management.

UNIT III

Resource Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. Project Risk Management: Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks.

UNIT IV

Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering. Purchasing and contracting for Projects: Purchase Cycle, Contract Management, Procurement Process. Project Performance Measurement and Evaluation : Performance Measurement, Productivity, Project performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the projects.

UNIT V

Project Evaluation and Examination:

Project Close-Out, Termination and Follow-up: Project Completion and Handover, Project Close-Out, Steps for Closing the Project, Project Termination, Project Follow-up.

References:

1. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.
2. Gupta, Rajeev M, Project Management PHI.
3. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
4. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Person Education.
5. Kalpesh Ashar, Project Management, Vibrant Publishers.
6. Khanna R B, Project Management, PHI
7. Narendra Singh , Project Management and Control, HPH.
8. Pannerselvam. R and Senthilkumar.P, Project Management, PHI
9. Ramakrishna and Kamaraju, Essentials of Project Management

CBH455: INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Objective: To expose students to issues and knowledge relating to International Operations, Logistics and supply chain management and to enable students to apply the above knowledge to the management of an International Business.

Pedagogy: Lectures, assignments, seminars, cases, presentations.

UNIT I

Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive advantages of Logistics – Functions of logistics management – principles – Logistics Network – Integrated Logistics system. Supply chain management – Nature and concepts – Value chain – Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Supply chain relationships – Customer services.

UNIT II

Elements of Logistics and Supply chain management – Inventory carrying – Warehousing – Material handling – Order processing – Transportation – Demand forecasting – Impact of forecasts on Logistics and Supply chain management – Performance measurements.

UNIT III

Transportation – Position of Transportation in Logistics and Supply chain management – Road, Rail, Ocean, Air, Transport Multi model transport – Containerization – CFS – ICDS – Selection of transportation mode – Transportation Network and Decision – Insurance Aspects of logistics.

UNIT IV

General trends in shipping industry: Characteristics of shipping industry – Linear operations and tramp operations – World seaborne trade and World shipping, the conference system, freight structure and practice. Co-ordination – Role of intermediaries – Forward and clearing agents, Freight brokers, stevedores and shipping agents.

UNIT V

Shipper – Ship owner consultation arrangements: The need, scope and machinery for consultations; types of consultation machinery – All India shippers' council, Shippers associations and FIB and various standing committees set up for resolving shippers' problems, UN convention on code of conduct for linear shipping conferences.

UNIT VI

International air transport: International setup for air transport – Airway Bill- House Airway Bill- Air Freight Rate – Air transport and PDM approach to export distribution problems and prospects.

References:

1. Muthaih, Krishnaveni, Logistics management and World Sea born Trade
2. IIFT, Study on shipping Conferences of Shipping and Export strategy for the 80s
3. IIFT, Freight Tariffs and Practice of Shipping Conference
4. Balagopalan, T A S, Export Marketing, Himalaya Publications, Mumbai
5. Mahajan MI, Export Documentation: Policies & strategies, Snow White Publication, Mumbai

CBH456 : EXPORT IMPORT FINANCE

Objective: To expose the students to the various modes of international payments, financing import and export and to have an understanding of the working of various financial agencies.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT I

Introduction to Export Finance: Terms of International Payments – Modes of International Payments – Financing of Export Credit needs – Short Term Sources of Finances – Medium and Long Term Sources of Finances – Export Credit System in India.

UNIT – II

Pre-shipment Finance – Categories of Pre-shipment Finance – Facilities of Pre-shipment Credit - Pre-shipment Credit in Foreign Currency (PCFC) – Interest rate on Pre-shipment Credit, Post Shipment Credit Finance – Categories of Post-shipment Credit in rupees – Post –Shipment credit in Foreign Currency – Refinance of Pre-shipment and Post- Shipment Finance.

UNIT – III

Introduction of import finance – Bulk import for inputs – Import Finance against foreign loans of credit – European – Asian Countries investment part feasibility – Foreign Exchange for import of inputs – Payments methods for imports.

UNIT IV

Customs Procedure for Imports – Custom duty and Indian custom tariff. Export and Import Documentation: Acceptance of Document of L/c, D/A and D/P- Approved method of RBI regulations – Suppliers credit.

UNIT – V

Long term finance – Deferred payments for EXIM – Categories of deferred payments – Buyers credit – Application procedures for the long term finance – Approval bodies – conditions for approving.

UNIT VI

Financial agencies – Reserve bank of India – Industrial and Export Credit Department – Exchange Control Department – EXIM Bank – Commercial Bank – Export Credit Guarantee Corporation – ICICI – IDBI- IFCI.

REFERENCES:

1. M.L.Varma & Agarwal, . International Marketing
2. Parasram, Export Import Finance
3. Maurice D.Levi, . International Finance
4. Avadhani, V A , international Finance- Theory and Practice , Himalaya Publishing House, Mumbai
5. Rajavade, A V, Foreign Exchange, International finance and Risk Management, Prentice Hall of India, New Delhi.
6. Thomas Johnson E, Export Import Procedures and Documentation, AMACOM, New York.

CBH457: FOREIGN TRADE MANAGEMENT

Objective: This course intend to equip the students with the various foreign trade procedures and documentation and familiarize them with the trading and administration of foreign exchange.

Pedagogy: Lectures, exercises , seminars , discussions, assignments and cases.

UNIT – I

Export Trade Control: Different categories of Exporters – Export licensing procedures and formalities – Role of ECGC in export promotion – Deemed exports and its benefits.

UNIT – II

Registered Exporters: Definition of export House and Trading House – Incentives given to Free trade Zones and 100% EOU's – salient features and benefits – Norms governing the establishment and governing of the units – Project exports and consultancy exports.

UNIT – III

Import Trade Control : License – Duty Entitlement Passbook Scheme – Harmonized IEC code number adopted for classification of import trade control items – Imports of capital goods under EPCG scheme – Import of raw material and components under OGL actual user condition – Import for stock and sale - Restricted and Banned items for imports – Canalisation of Imports and various canalizing agencies.

UNIT – IV

Warehousing in connection with imports – Bonded warehousing – Special facilities provided for NRI's and the norms for import of various item by them – Import of Capital goods and raw materials for Free trade Zones and 100% EOU's.

UNIT – V

Foreign exchange – Administration of Foreign exchange - Foreign exchange transactions – purchases and sales transactions – Authorized dealers – Foreign currency accounts – Multinational Banking. Foreign exchange MARKET – Functions – Exchange rates – Exchange quotations – spot and forward transactions – Merchant rates – TT selling rate- TT Buying rate-Forward exchange contract-features of forward exchange contract.

UNIT – VI

Inter Bank Deals – cover deals trading, SWAP Deals – Arbitrage operations- Managing Foreign exchange reserves- Fiscal and Monetary policies in India – Devaluation – pros and cons.

REFERENCES

1. T.A.S Balagopal, Export Marketing, Himalaya Publications, Mumbai.
2. M. I. Mahajan, A Guide on Export Policy Procedure: and Documentation
- 3 Maurice.D. Levi, International Finance
4. Ian H.Giddy , Foreign Exchange, International Finance :
5. C.Jeevanandham, Foreign Exchange and Risk Management, Sulthan Chand publications, new Delhi.
6. Rajavade, A V, Foreign Exchange, International finance and Risk Management, Prentice Hall of India, New Delhi.

IIIrd Semester
CBE501:MANAGEMENT CHALLENGES AND PRACTICES
(Choice Based Paper)

Workload : **4 hours per week**

3 hours – 70 marks

Examination :

Objectives : To impart basic skills for understanding and providing solutions to problems facing business in the area of Management Accounting.

Pedagogy : **Lectures, assignments, practical exercises, discussions, seminars.**

1. **Introduction:** The concept of management; development of management thought – schools of Management thought – classical, neo-classical and modern; the process of Management. Emergence of modern management thoughts. Overview of management function.
2. **Planning:** Nature and Purpose of planning; types of plans, objectives of plans – Premises; decision-making; forecasting and planning; planning process; limits of planning. Strategic planning & implementation - an introduction.
3. **Organizing:** Nature and purpose of organising; organisation levels and span of management; departmentation – line and staff relations centralization and decentralization Delegation of authority; Formal and informal organisation. Types of emerging organisation structure, organisation design & contingency factors.
4. **Controlling:** The control process – common types of standards used in control process – control technique.
5. **Management of Human Resources:** Its nature, scope and functions – position of HR department in the organization – role of HR Manager – major personnel problems and global challenges to HR Managers.
6. **An overview of Marketing:** Introduction, Marketing Management, Marketing Concept, Elements of Marketing Concept, Marketing Mix – Introduction to product, price, place, promotion, packaging – Marketing Process.
7. **Finance Function in an organization – An overview** : Significance of financial management, Functions, objectives; introduction to financing, investment and dividend decisions.
8. **Key issues in Modern Management:** Managers and their external environment; social responsibility of business and business ethics; easternisation of management, corporate Governance.

References:

1. James A F Stoner, et.al.- Management.
2. Koontz and O' Donnel, Principles of Management.
3. Massie and Douglas ,Management.
4. John Argensi ,Management Techniques.
5. Newman and Warren ,The Process of Management.
6. Peter F Drucker ,The Practice of Management.
7. Peter F Drucker ,Management: Tasks, Responsibilities and Practice.
8. Joseph L Massie ,Essentials of Managements.
9. Dale, Management Theory and Practice.

CBS502: MANAGEMENT INFORMATION SYSTEM

Objective: This course enables the students to understand the tools and techniques of information systems and computers to manage organisations with effectiveness and efficiency.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT – I

Fundamentals of Information Systems – Concept of Information – Concept of System, Sub-system, system approach – Information system Tools for Information System – Meaning and Definition of MIS – MIS design, Development, Implementation and Maintenance.

UNIT – II

Information Technology – Concepts – Architecture – Computer Hardware & Trends in computer hardware and computer peripherals – Computer software – system software: OS, OOPS – Application software – spread sheet – graphic packages – Database management – File management – Database models, Database management system – Client server computing.

UNIT – III

Role of communication – Trends in communication – Telecommunications and Networks – Communication direction, synchronization, channels and media – Network Technology. Tele communications Alternatives – DTP – Image processing – Electronic communication system – electronic meeting system.

UNIT – IV

Information system for Business Functions, Manufacturing and Inventory control, Marketing Information System – Human Resource Information System and Geographic Information System – Application of Information Technology in E-Business, Share trading, Banking and Governance.

UNIT – V

MIS for Finance – Accounting information systems – Inventory control – Accounts receivable, payable – Payroll – General Ledger. Financial Information Systems – cash and securities management – capital budgeting – Financial forecasting – Financial Planning.

UNIT VI

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files. Emerging concepts and issues in Information systems.

REFERENCE

1. James O'Brien, "Management Information System", Tata McGraw Hill Publishing Co. Ltd.
2. . A. K. Gupta, "Management Information Systems", S. Chand & Co. Ltd.
3. Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems", Prentice hall of India (P) Ltd.
4. Gordan B Davis – *Management Information Systems*, Mc Graw Hill International
5. Sadagopan S – *Management Information Systems*, Prentice Hall of India
6. Martin J – *Management Information Systems*, Prentice Hall of India
7. Murthy. C V S, *Management Information System*, Himalaya Pub. House.

CBS503: INTERNATIONAL STRATEGIC MANAGEMENT

Objective: To expose students to the area of International Strategic Management and to enable students to apply the above knowledge to the management of an International Business.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT I

Concept of MNCs – Emergence and growth of MNCs – Process of Internationalisation – Types of MNCs – Factors behind growth of MNCs – Problems and benefits from MNCs – Special problems of MNCs and developing countries.

UNIT II

Strategic Management of MNCs – SWOT Analysis – components of Strategies – Levels of Strategies – Corporate level, business level and functional level strategies – strategy formulation and implementation – Case studies.

UNIT III

Ownership Strategy of MNCs – International joint ventures – International Strategic Alliances – Foreign subsidiary – mergers and acquisition – Problems, prospects and patterns of each form – Case studies.

UNIT IV

Strategic planning in MNCs – Concept of Strategic Planning – Need – Focus modes – Planning for expansion – Planning for competitive advantage and market leadership – Planning for core competence – Environmental scanning and planning – Case studies.

UNIT V

Organisational strategies of MNCs – Organisational theories applicable to MNCs – Structure of MNCs – American, European and Japanese organizational designs of MNCs – Designing appropriate strategy – organizational aspects of Integration of subsidiaries – Strategic adoption to local conditions – MNC culture – Business Ethics – Social responsibility.

UNIT VI

International Competitive Strategies – Generic Strategies and competitive advantage – Strategic options and strategic choice Global / national competitive strategies – International Portfolio strategy International Competitive Strategies – Global / local taxation – Co-ordination / centralization – Transnational strategy Alternative Methods of strategy implementation.

References:

1. Sethi, S Prakash & Holton, Richard H, "Management of the Multinationals : Policies, Operations & Research", NY, Free Press.
2. Singh, Chaitram, "Multinationals, the State, and the Management of Economic Nationalism", NY: Praeger, 1989.
3. Gladwin, Thomas N & Ingo Walter, "Multinationals under Fire: Lessons in the Management of Conflict", NY, John Wiley & Sons, 1980.
4. Stopford John M & Loius T Wells Jr., "Managing the Multinational Enterprise".
5. Dunning, J H "The Globalisation Business", Routledge, 1993.

CBH504: INTERNATIONAL BUSINESS LAW

Objective: To equip the students with the legal environment and the relevance and Application of business laws to the international business organisations.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT – I

Legal environment of international business, international law and organizations, resolution of international disputes

UNIT –II

Legal framework of India's Foreign Trade – The Foreign Trade Development and Regulation Act (1992) – Import and Export (Control) Act (1947) – Foreign Trade Regulation Rules (1993) – Foreign Trade (exemption from application of rules in certain cases) order 1993 – Notification under Foreign Trade (development & regulation) Act 1992 – Regulatory environment of International Business – Exchange control regulation in India.

UNIT – III

GATT law and the WTO – dispute settlement, dumping, antidumping measures, nondiscrimination, MFN Trade and rational treatment.. Laws governing access to foreign markets – technical barriers to trade, import licensing procedures, government procurement, trade in services, trade in agriculture, trade in textiles awclothins, imports, customs and tariffs.

UNIT – IV

Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc. Law of Product Liability – Laws relating to customs practices and procedures – Settlement of International Trade Disputes – Carriage of goods by sea, air, and over road.

UNIT V

International sales – sales contracts, conventions on contracts, remedies for breach of contracts, cultural influences on contracts, documentary sales and terms of trade, shipping terms and the risk of loss, carriage of goods, liabilities of carriers.. Bank collections, trade finance and LOCS

UNIT VI

Regulation of the international market place – sales reps, advertising and ethical issues, licensing agreements, Nationalisation, expropriation and privatization.. Labour and employment discrimination law, environmental law.

References:

1. Richard Schaffer, etal, International Business Law and its Environemnt, West, Thomson learning.
2. Herbert M Bohlman & Mary Jane Dundas, "The Legal, Ethical, and International Environment of Business", 4th Edition, South – Western College Publishing, 1999.
3. Miller, Roger LeRoy, Cross, Frank B, "Legal Environment Today: Business in Its Ethical, Regulatory & International Setting", South-Western Thomson Learning, 1998.
4. Cheeseman, Henry R, "Business Law: the Legal, Ethical, and International Environment", Prentice Hall, 2nd Edn, 1995.
5. Bohlman, "The Legal, Ethical & International Environment of Business – Industrial Laws & Legislation", 1993.
6. Nan S. Ellis, "Study Guide with Critical Legal Thinking Cases: Business Law: The Legal, Ethical, and International Environment", Allyn & Bacon 3rd Edn, 1997.

CBH505: GLOBAL BUSINESS ENVIRONMENT

Objective: This course equips the students to understand the nuances of international business and enable them to analyse and evaluate the factors affecting global business.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT – I

Environmental adjustment needs – Analysing the international marketing environment – Vital importance of continuous monitoring, adopting to the changing environment- The national physical endowment – Topography – Climate – The nature of Economics activity – Rostow’s view. Infrastructure – Transportation. Energy – communication – Urbanisation – Tax structure, Inflation foreign investment.

UNIT – II

Geographical Environment – Physical environment – landforms, coast, rivers, climate, soils and natural vegetation – Human environment – Growth and distribution of population – Races – Economic and cultural organization of societies –

UNIT – III

Cultural environment: Material culture – language – Aesthetics – design, colour, music, brand names – educational – religious – Attitudes and values – Eastern Vs Western Culture.

UNIT – IV

Legal environment – Bases for legal system – Jurisdiction International Legal disputes – International dispute resolution crime, Corruption and law – Commercial law within countries – Impact on International law on Business of human Rights.

UNIT – V

Fundamentals of environmental protection and economics – Environmental problems, air, water pollution – forests – land use – Environmental policy : Basic approach – Regulation – Distributive effects – International policy – India’s policy and the relevant constitutional provisions – law of environment – protection of India.

UNIT VI

Resources-Concepts, Importance and development, an over view of world resources, natural and human resources, interlink between resources and trade, entrepreneurial, managerial, agricultural and allied resources, energy resources- Global Competitiveness- competitive advantage of nations

REFERENCES:

1. Onkvist & Shaw , International Marketing
2. Philip R.Careora, International Marketing
3. M. Karpagam, Environmental Economics
4. Katyal, Timmy & Satake, Environmental Pollution
5. Cherunilam, Francis, International Business environment, Himalaya Publications, Mumbai.
6. Charles , Hill, international Business, TMH publications , New Delhi
7. John Daniel, International Business, Pearson Publications
8. Kanna and Gupta, “World Resources and Trade”.
9. Zimmerman, “World Resources”.
10. Gun & Chatterji, “Economic Geography – A resources approach”.

CBH506: Current Issues in Banking

Objectives: The course aims at providing students with an understanding of the Current issues and developments in Banking.

Unit 1: Principles of Sound Banking , Portfolio Management, Management of Assets and Liabilities, Principles of investment-nature and significance of Investment management- Role of commercial banks in Indian economy- strains and challenges- Recent innovations in banking in India.

Unit 2: Management principles in banks - Social and Ethical issues in banks – organisation structure of commercial banks in India –Organisation pattern and structure of banking system in India-Banking sector reforms.

Unit 3. Management concepts in banks- A brief study of the concepts of productivity and profitability-Performance budgeting, Cost control and Profitability. Long range Planning.

Unit 4. Bank marketing concepts- Segmentation-Customer service- Quality circles in Banks- Relationship Banking- Customer Relationship Management (CRM)- Concept, Distinguishing features, Fundamentals of relationship banking, Process of developing relationship with customers, Formulating relationship banking strategy, Banking Ombudsman

Unit 5. Resource management – Deposit mobilisation and credit allocation- Priority Sector Lending – lending under government sponsored schemes like IRDP, TRYSEM, SEPUP, SEEU, etc. - Financing to Self Help Groups

Unit 6. Credit appraisal and recovery- Credit planning, system of Credit Appraisal in banks- Credit monitoring-problems of overdues and recovery-Nonperforming assets-asset classification – provisioning norms - Capital adequacy – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Recent trends in capital adequacy in Indian commercial banks

Unit 7. Human Resource Management in Banks , policy and issues – recruitment – selection, training –employee appraisal- promotion- industrial relations in banks- trade unions

Unit 8: Current issues in banking – Rural banking, Branch expansion- RRBs– Universal Banking – Retail Banking-Core Banking Services -Bank Mergers- Privatisation- Recent trends.

References:

1. Whittnesay – Principles and Practice of Money and Banking
2. Sayers R.S- Modern Banking , Oxford University press
3. Lall Nigam B.M- Banking law and Practice , Konark publishers
4. Desai Vasanth-Indian Banking , Nature and Problems , Himalaya Publishing House
5. Vasanth Desai-Banks and Institutional Management – A New Orientation, Himalaya Publishing House
6. Mithani DM- Money, Banking and Foreign trade, Himlaya publishing House
7. Maheshwari SN-Banking Theory , Law and Practice, Kalyani publishers
8. Chatterji AK- Management Technique of Banking , Himalaya Publishing House
9. Lall Nigam B M- Financial Aanalysis- Technique for Banking Decisions , Somaiya Publications
10. Mehtha RRS- Fundamentals of Banking , Himalaya Publishing House
11. Singh S- Performance Budgeting for Commercial Banks in India
12. Khurana MN- Management Planning and Control system in commercial banks , Vikas Publishing House
13. Ghosh DN-Banking Policy in India , Allied Publishers
14. Bexly JB- Bank Management, Hosten Gulf Publishing House
15. Mago R.C-Treatise on Practice Banking , National Publishing House
16. Basu AK-Fundamentals of Banking Theory and Practice , A Mukharji and Co, Calcutta
17. Shekhar and Shekhar -Banking Theory and Practice , Vikas Publishing House , Delhi

18. Srivastava, Divya Nigam, Management of Indian Financial Institutions , Himalaya Publishing House.
19. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
20. Bank Financial Management- Indian Institute of banking & Finance
21. Reserve bank of India , Bulletins and Annual Reports
22. Trends and Progress of Banking in India

IV Semester

CBS551: INTERNATIONAL MARKETING MANAGEMENT

Objective: To acquaint the students with the global marketing strategic process and their impact on a firm. .

Pedagogy: Lectures, presentations project assignments, and cases studies.

UNIT – I

International Marketing – Definition – National & International Marketing – Special features of International Marketing – Difficulties & Barriers in International Marketing – Future of Global Marketing.

UNIT II

Organization structures for operating in international markets, structure planning for international marketing – balance of payments, tariff and non-tariff barrier export marketing Vs domestic marketing, multinational marketing, its concepts and process, overseas market research – its factors, needs, benefits and importance.

UNIT III

Designing the marketing mix, product planning for exports, product extension, product adaptation and product invention strategies, – Branding and Packaging decision - packaging strategies,

UNIT IV

Export pricing decisions and strategy dumping, counter – trade, different types of export pricing, distribution strategy for export markets middlemen and channels of distribution, physical distribution, promotional strategy for export markets.

UNIT – V

Managing Marketing – Defining customer value & satisfaction – retaining customer – delivering customer value & satisfaction – Implementing total quality marketing – Competitive marketing strategies – Balancing customer and Customer Orientations

UNIT VI

Emerging trends in International marketing. Managing direct and on-line marketing – the growth and benefits of direct marketing – indirect marketing – major channel for direct marketing – on-line marketing – conducting on-line marketing – Challenges of on-line marketing.

References:

1. Philip Kotler, Marketing Management, Prentice Hall of India, New York.
2. Sak Onkvist & John J. Shaw, International Marketing
3. Varshney and Bhattacharya, International Marketing Management
4. Stegan H. Rock and Kenneth simmones, International Business and Multinational Inter price.
5. F. Cheruilam : International Trade and Export Management, HPH.
6. John Fayerweather: International Marketing.
7. V.H. Kirpalani: International Marketing.
8. R.L. Varshney & Bhattacharya: International Marketing Management, Sultan Chand.
9. Onkrist & Shaw: International Marketing: Analysis Strategy, Prentice Hall of India.
10. Keegan : Global Marketing Management. PHI.
11. Philip R, Cateora and John L Graham, Tata Mac Graw Hill, New Delhi

CBS552 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives: To expose students to issues in International Human Resources Management and to enable students to apply the above knowledge in managing Human Resources of an International Business.

Pedagogy: Lectures, presentations project assignments, and cases studies

UNIT I

International organization – approaches to the study of comparative employment policy –convergence theory, Marxist theory, the cultural approach –the institutionalist perspective/functions-Globalisation and HRM.

UNIT II

International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM. **Internationalization of business** – types of global business-Impact of inter country differences on HRM.

UNIT III

International staffing –Policies and practices –Techniques and sources of global recruitment, selection process-global labor market differences-global compensation – Managerial transfers.

UNIT IV

Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

UNIT V

Comparative Labor Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management.

UNIT VI

An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences. **HRM in Global Organisations** – Emerging trends in HRM at global level.

References:

1. Peter J Dowling et al , **IHRM- Managing People in a Multi National Context, Thomson Learning.**
2. **Monier H Tayeb, International Human Resource Management , A Multi National Company Perspective, Oxford University Press, Oxford.**
3. Hillary Harris et al- International HRM, VMP Publishers and Distributors, Mumbai
4. Gupta S C, Text Book of International HRM, Mac Millian India Ltd, New Delhi.
5. Gerte Hotstede – **Cultures, consequences: International differences in work related values**, Sage Pub. 1980.
6. John D. Daniels and Lee H. Radebaugh– **International Business Environments and Operations-** Addison Wesley Longman.
7. Subba Rao P. – **International Business Text and Cases-** Himalaya Pub. 2002.
8. IAN Beard Well, Len Holden- **Human Resource Management.**
9. Gary Dessler- **Human Resource Management**
10. Anne- Will et al, **Inter International Human Resource Management, Sage Publihers, New Delhi**

CBS553 :BUSINESS ETHICS AND HUMAN VALUES

Objective: This paper focuses on business ethics and its relevance in the business field. and helps to understand the concepts of ethics and human values in the current business environment.

Pedagogy: Class lectures. Assignments, Case studies. Group Discussions and Seminars.

UNIT I

Nature of business ethics. Moral development and Moral reasoning, arguments for and against business-ethics. Moral responsibility. Social responsibility and business ethics. Development of business ethics-Development of business ethics indifferent countries

UNIT II

Ethical principles. Utilitarianism, The moral status of corporations. Ethical theory. Ethics and business -decision making. Case studies of ethics in practice.

UNIT III

Discrimination in employment. Affirmative action. Unjust dismissal, workers rights and duties. Whistle blowing, Working conditions. Quality of working life. Gender issues. Women at work place.

UNIT IV

Protecting consumers: Ethical issues in delivering consumer needs. Marketing strategy and ethics-Ethical practices in the market place - advertising. Marketing and product safety-Government regulations: Role of government, Corporate democracy. Government and corporate codes

UNIT V

Controlling for more ethical behavior. Implementing business ethics, interpersonal relationships in organisation- Controlling personal moral development within the organisation. Controlling corporate culture and ethical decision making. Organizational politics

UNIT VI

Human Values Management and Ethics - Functional autonomy - Learning opportunities - Consistency and transparency in the administration of policies - Achieving fit between employee expectations and what the company delivers - Technology and ethics - Future challenges of ethics in business.

References:

1. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Farnborough:Gower.
2. Jackall, R. - Moral Mazes: The World of Corporate Managers., New York, Oxford University Press.
3. Business Ethics Concepts and cases by Manuel G Velasquez, Fifth edition , PHI
4. Business Ethics - Ethical decision making and cases by Ferrell & Fraedrich, Houghton Mifflin Company, Boston, 1991.
5. Business Ethics - by Richard T De George, Third edition. McGraw Hill Publishing Co.
6. Business Ethics - A managerial, stakeholder approach by Joseph W Weiss. Wadsworth Publishing Co., California 1994.
7. Ethics in Business - A Philosophical approach. By Thomas Donaldson and Patricia H Werhane,Fourth edition,
8. Case Studies in business ethics by Thomas Donaldson & Al Gini. Fourth edition. Prentice Hall.
9. Fundamental concepts & problems in business ethics, Rogene A Buchholz PHI

CBS554 :RETAIL MANAGEMENT

Objective: To familiarize the. Students with the principles and techniques of Managing retail business with special reference to types and Functioning of retailers, retail human resource management, and retail financial strategies.

Pedagogy: Lecture-cum-discussion, group discussion, assignment, seminars.

UNIT I

Retail Management: An overview - Evolution - Meaning and definition of retail, retailing, retail management - "Nature and scope - characteristics of retailing - Retail industry and economy.

UNIT II

Types and Functions of Retailers - Food retailers: conventional supermarkets, big-box food retailers, convenience stores - General merchandise Retailers: discount stores, specialty stores, category specialist, department stores, drug stores, off-price retailers, value retailers

UNIT III

Non-store Retail Formats: Electronic retailing, catalog and direct mail retailing, direct selling, television home shopping, vending machine retailing - Services Retailing - Differences between services and merchandise retailers - Types of Ownership: Single-store establishments, corporate retail chains, franchising - Multichannel retailing - Functions of retailers.

UNIT IV

Retail Business Strategy - Meaning and Definition of retail strategy, target market, retail format, retail market - Factors influencing planning and assessing a retail organization - Strategic retail planning process - Organisational patterns and the process of organizing a retail firm - The human resource management process in retailing-sources of recruitment - selecting retail personnel - Retail training methods-compensating retail personnel - Supervising retail personnel.

UNIT V

Specific Product Categories and Retail Strategy - Retail formats and product categories - Retailing in the food category in practice –examples-: Food World,- Restaurants! Traditional food joints and fast food chains - Apna Ghar, McDonald etc. - Health and Beauty Product Retailers: Eg, Lifespring, VLCC, etc. Clothing and Footwear Retailers; Khadi and Village Industries Corporation (KVIC), Raymonds , Bata etc.- Home Furniture and Household Goods Retailers: Gautier, Titan (World of Titan, etc – Petro Retailing: Company owned and company operated (COCO) Vs. Dealer owned and dealer operated (DODO) outlets-Indian Oil Corporation and Bharat Petroleum - Retail Banking: ICICI Bank, SBI, Etc. Leisure Industry: Inox Leisure Ltd.etc.

UNIT VI

Retailing and Financial Dimensions - Financial aspects of operations management - budgeting - Retail budgeting process - Asset management —
Financial ratios: Retailers net profit margin, asset turnover, return on assets, financial leverage, return on networth - breakeven analysis.

References:

1. Michael Levy and Barton A. Weitz, Retailing Management, 5th Edition, New Delhi: Tata McGraw-Hill.
2. Barry Berman and Joel R.Evans, Retail Management: A Strategic Approach, 10th Edition, New Delhi: Prentice-Hall of India Pvt.Ltd.
3. Swapna Pradhan, Retailing Management: Text and Cases, 2nd Edition, New Delhi: Tata McGraw-Hill.
4. Chetan Bajaj, Nidhi V.Srivastava and Rajnish Tuli, Retail Management, New Delhi: Oxford University Press-
- 5.Philip Kotler, Marketing Management, 10th Edition, New Delhi: Prentice-Hall of India Pvt. Ltd.
- 6.Futrell, Fundamentals of Selling, 7th Edition, New Delhi: Tata McGraw-Hill.
- 7.Peter and Donnelly, Marketing Management: Knowledge and Skills, 7th Edition, New Delhi: Tata McGraw-Hill.

CBH555: GLOBAL FINANCIAL MANAGEMENT

Objective: To expose students to the implications of International financial management in the financial decision making process and to enable them to apply the above knowledge to managing finances of an International Business

Pedagogy: Lectures, presentations project assignments, and cases studies

UNIT – I

International finance-meaning and scope - significance of International financial management - international financial transactions - components of international financial system. Accounting for international transactions.

UNIT – II

International financial markets and Instruments – Eurocurrency market – India's Foreign exchange market – Exchange rate system in India. Country Risk Analysis – Political Risk Factors – Financial Risk Factors – Types of Country Risk Assessment – quantifying Country Risk – Reducing Exposure to Host Govt. takeover.

UNIT – III

International capital budgeting - issues in foreign investment analysis - foreign project appraisal - risk evaluation in Foreign projects - growth options and project evaluation-cost of capital for foreign investments - international tax management.

UNIT IV

International working capital management - factors influencing short - term objectives, financing strategy, and options- borrowing strategy and risk management - International cash management, accounts receivable and Management and inventory management.

UNIT V

Exchange Rate Theories-Derivatives-Forward Rate Agreements-Currency Futures and Interest Futures-International Banking-Role of IMF in International Liquidity-International Institutions-World Bank.

UNIT – VI

International Development Associations-International Finance Corporation-The International Debt and Country Analysis-Recent Changes in International Financing.- International project finance - various techniques of Financing - international leasing - cross boarder finance

References:

1. Alan Shapiro: *Multinational Financial Management* , Prentice Hall, New Delhi.
2. Apte: *International Financial Management*, Tata Mcgraw Hill, Delhi.
3. David B. Zenoff & Jack Zwick: *International Financial Management*.
4. Rita M. Rodriguez L. Bigame Carter: *International Financial Management*.
5. V. A. Avadhani: *International Finance- Theory and Practice*, Himalaya Publishing House.
6. J. Fred Weston, Bart: *Guide to International Financial Management*.
7. Robery O. Edmister: *Financial Institutions - markets and Management*.
8. A.V. Rajwade: *Foreign Exchange International Finance and Risk Management*, Prentice Hall.
9. Jeff Madura: *International Financial Management*, Thomson Learning.

CBH556 :ENTREPRENEURSHIP DEVELOPMENT

Objectives : The objective of the course is to familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars

UNIT I

Defining an entrepreneur- entrepreneurial traits - Developing entrepreneurs-~~New~~ Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.

UNIT II

Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan.

UNIT III

Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing plan.

UNIT IV

Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities - Methods of valuing a business - Franchising and franchisee's perspective.

UNIT V

Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project.

UNIT VI

Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages - growth.- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

References:

1. Hold Davis H., Entrepreneurship, Prentice Hall of India.
2. Siropolis Nicholas, Entrepreneurship and Small Business, 6th edition, All India Publishers and Distributors.
3. Chandra Prasanna, Projects, Planning, Analysis, Selection, Implementation and Review, 4th edition, Tata McGraw Hill
4. Peters Hisrich, Entrepreneurship, 4th edition., Irwin McGraw-Hill
5. Burns Tim - Break the curve, International Thomson Business Press
6. Harvard Business Review on Entrepreneurship, Harvard Business School Press.

