

**St. Joseph's College of Commerce (Autonomous)
163, Brigade Road, Bangalore - 560 025**

**Assessed and Re-Accredited with 'A' Grade by the National
Assessment and Accreditation Council (NAAC)**

**Recognized by the UGC as
College with Potential for Excellence**



MCom International Business

Syllabus : 2017 - 2018

**Courses having focus on
Employability/ Entrepreneurship/
Skill development**

P115 MC 101 - INTERNATIONAL BUSINESS ENVIRONMENT

Objectives:

- 1. To familiarize the students with the concepts, functions and practices of international business.*
- 2. To enable them get global perspective on issues related to business.*

Module 1 :

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Module 2 :

International Trade and Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler –Samuelson theorem, International Product life Cycles. Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Module 3 :

Socio-cultural environment, Significance, Religion, Language, Education, Aesthetics, Attitudes, Culture (Hofstede's 5 Dimensions Theory), Cross cultural literacy, Managing Diversity, Strategy , Compatibility, Social Responsibility of Business.

Module 4 :

Global Trading Environment: Free Trade Verses Protection, Liberalization of World Trade. FDI and their Impact on the Economy, PESTLE Factor- (Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multination's; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries, Social Factor).

Module 5:

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, TRIMS, TRIPS, Features of TRIMS/TRPIS, International Legal Environment as related to Business- WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Letters of Credit (LC), FEMA – Double Taxation Agreements (DTA).

BOOKS FOR REFERENCE:

1. Charles W Hill: *International Business*, TMH Publishing Company Ltd.
2. Darrell Mahoney: *International Business*, Longman, 1998.
3. Donn Ball & Wendell Mcculloch: *International Business*, Irwin McGraw Hill, 1999.
4. John D. Daniels & Lee Radfaugh: *International Business*, Pearson 2003.
5. John. J. Wild (et al): *International Business*, Prentice Hall of India, 2003.
6. Michael Zinkata (et al): *Global Business*, Dryden Press 1988.
7. Richard M. Schaffer (et al): *International Business Law and its environment*, Thomson 2002.
8. *WTO Annual Reports*, Geneva.
9. *WTO, Overview of Developments in the International Trading Environments*, Annual report by the Director General WTO, Nov. 22, 2000.
10. *The International Business Environment – Sundaram & Black – Prentice Hall.*
11. *World Resources & Trade - Khanna & Gupta.*
12. *International Trade – Law & Practice – Motiwal & Awasthi.*
13. *Legal Environment Today – Miller & Roger Leroy.*

P415 MC 102: ACCOUNTING FOR DECISION MAKING

Objectives:

To enable the students gain knowledge about concepts, principles and techniques of accounting and to enable the students use financial and cost data in planning, decision making and control.

Module: 1:

Introduction to financial accounting - Uses and users of accounting information, generally accepted accounting principles and concepts, Fundamental Accounting Assumptions, the accounting environment, the role of accounting in capital market and corporate governance. Recording of business transaction, classification of commonly used accounts, the double entry system, journal, Ledger and trial balance.

Module: 2:

Measurement of Business Income and Financial position - Preparation of Profit and loss account, balance sheet as per the revised Schedule VI to the Companies Act, 1956 to be effective from 1.4.2011, understanding of corporate Financial Statements in annual reports.

Module: 3:

Valuation of Fixed assets - Depreciation accounting, valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

Module: 4:

Financial statement analysis - Objectives, standards of comparisons, sources of information, Techniques of financial statements analysis: Ratio analysis, Comparative analysis, Trend analysis, common sized analysis, fund flow statements, cash flow statements. (As per AS-3)

Module: 5:

Introduction to cost accounting - Concepts and classification, standard costing and variance analysis, budgetary control, absorption costing and marginal costing, applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, activity based costing and life cycle costing.

BOOKS FOR REFERENCE:

1. R. Narayanaswamy, *Financial Accounting*, PHI
2. Nitin Balwani, *Accounting and Finance*, EB
3. Dr. Jawaharlal, *Accounting for Management*, HPH
4. Khan and Jain, *Management Accounting*, TMH

5. *Louderback and Holmen, Managerial Accounting, Thomson*
6. *Ambrish Gupta, Financial Accounting for Management, Pearson*
7. *Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH*
8. *James Stice and Michael Diamond, Financial Accounting, Thomson*
9. *Tulsian, Financial Accounting, Pearson*
10. *Warren Reeve Fess, Financial Accounting, Thomson*
11. *Bannerjee, Financial Accounting, EB*

P415 MC 103: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Objectives:

To enhance understanding of the dynamics of interaction between individual and the organisation to facilitate a clear perspective to diagnose and effectively handle human behavior issues in organizations and develop greater insight into their own behavior in interpersonal and group team situations. To acquire skills in influencing people in organizations, to provide to the students a Foundation of knowledge in organizations and help them to become aware of the influence of organisation, structure on the attitudes behavior performance of people working in organizations.

Module 1:

Management Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis – The Nature and Purpose of Planning – Objectives – Strategies, Policies and Planning Premises. Organizational Behavior and Management functions of management. What Managers do- elements of an organisation, role of a manager in an organisation, why study organizational behavior, an organizational behavior model, Hawthorne experiment, learning organizations.

Module 2:

Foundation of individual behavior - Attitude – formation, functions, change of attitudes, values, types.

Personality – determinants, shaping of personality, the self concept, self-esteem, and self-efficiency.

Perception – perceptual process, managing the perceptual process.

Learning -learning process, Principles of Learning – rewards and punishments, Reward System and Behavioral management, Reward and Punishment, Organizational Reward Systems.

Module 3:

Management of motivation - Motivation in work settings managerial issues and challenges. Theories - Maslow's, ERG, Herzberg's, McClelland's, McGregor, Equity theory, Goal setting, Vroom's, cognitive evaluation, Porter and Lawler.

Module 4:

Team Building and Group Dynamics - Team Building and group dynamic, working teams and team effectiveness. Intra team dynamics, influence of the group on individual group decision making, inter group relations collaboration, conflict management and Change Management.

Module 5:

Leadership - Dynamics of managerial leadership, what is leadership, transition of leadership theories, leadership, theories, power and politics leadership and management change

Module 6:

Organization culture and Organization climate - Behavior structure, process & Design: the course mainly connected with nature of management – Introduction to organizations the structural Perspectives, dimensions of structure.

BOOKS FOR REFERENCE:

1. *Koontz & Weirich, Essentials of Management, Tata McGraw Hill.*
2. *Uday Pareekh, Organizational Behaviour, Oxford*
3. *Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI*
4. *Fred Luthans, Organizational Behaviour, TMH*
5. *Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson*
6. *P Subba Rao, Management of Organizational Behaviour, HPH*
7. *Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra*
8. *Debra Nelson and James Quick, Organisational Behaviour, Thomson*
9. *PG Aquinas, Organization Behaviour, EB*

P415 AR 101 - MATHEMATICS & STATISTICS FOR MANAGERS

Objectives:

The course facilitates the students to develop and hone statistical skills for managerial decision making.

Module 1:

Mathematical basis for managerial decision making - Functions linear, Differentiation, Maxima & Minima Emphasis on cost and revenue functions, Ratio and Proportion.

Module 2:

Business Statistics and scope- Application of Statistics in Managerial Decisions making, Definition of Statistics, Measures of Central tendency, Dispersion, Skewness & Kurtosis - interpretation and business applications.

Module 3:

Probability Theory- Meaning and importance, Theorems of probability, conditional probability, joint probability, Baye's Theorem, Random variable, expectation and variance of random variable, Probability distributions-Binomial, Poisson, Normal and Exponential with business application

Module 4:

Decision Theory- Decision Tree, Decision making under certainty, uncertainty and risk, Bayesian approach

Module 5:

Correlation analysis- Methods of correlation analysis, Lag and lead in correlation, Multiple Correlation, Regression analysis Linear and multiple regression, Introduction to regression model building via SPSS

Module 6:

Index Numbers and Time Series – Index Numbers construction and application, Tests of consistency, Introduction to time series- secular trend and applications

BOOKS FOR REFERENCE

1. Mittal, Sathyaprasad and Pradeep Rao, *Mathematics and Statistics for Management*, HPH
2. Azel and Sounderpandian, *Complete Business Statistics*, TMH

3. *JK Sharma, Business Statistics, Pearson*
4. *RS Bhardwaj, Mathematics for Economics and Business, EB*
5. *RP Hooda, Statistics for Business and Economics, McMillan*
6. *GC Beri, Business Statistics, TMH*
7. *BR Dey, Managerial Statistics, McMillan*

P415 AR 102 - ECONOMICS FOR MANAGERS

Objectives:

The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. The course covers the standard topics of managerial economics that are crucial to understanding the behavior of business firms in a global setting.

Module 1:

Nature, Scope and methods of managerial economics- Scarcity, choice and allocation problems in business. Basic factors in business decision making: Marginalism, Equi-marginalism, and Opportunity cost principle, Risks and uncertainties, Time value of money. Use of quantitative techniques in managerial economics: Mathematical functions, derivatives, optimization principles and statistical techniques.

Module 2:

Demand analysis, estimation and forecasting - Demand theory. Types of demand. Demand elasticity: Types, measurement and factors. Elasticity of demand and marginal revenue. Uses of elasticity concept in business decision making. Estimation of Demand function. Demand forecasting: Importance and methods. Qualitative and quantitative techniques.

Module 3:

Production analysis - Production functions with one-variable and two-variable inputs. Returns to a factor and returns to scale. Isoquants, isocost curves and ridgelines. Optimum factor combination. Elasticity of output and Elasticity of substitution. Empirical production functions. Forms of Production function. Cobb-Douglas and CES production functions. Production possibility analysis. Optimum product mix of a multi-product firm.

Module 4:

Cost and revenue analysis - Cost theory and its applications: Types of costs. Theoretical and Empirical cost curves. Short-run and long-run cost curves. Derivation of cost functions from production functions. Empirical estimation of cost functions. Economies of scale versus economies of scope. Optimum firm. Learning curve. Cost control and cost reduction. Revenue concepts and functions. Break-even analysis.

Module 5:

Market structure and product pricing - Features of and pricing-output decisions in perfect competition, monopoly, oligopoly and monopolistic competition. Equilibrium of the firm and of industry under different market conditions. Degree of monopoly power. Discriminating monopoly.

Welfare triangle. Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

Module 6:

Theories of the firm and profit - Alternative objectives of the firm. Profit maximization versus sales maximization objectives. Traditional, behavioral and managerial theories of the firm. Accounting profit versus Economic Profit. Theories of Profits.

BOOKS FOR REFERENCE:

1. *Atmanand, Managerial Economics, EB*
2. *Sk Misra and VK Puri, Indian Economy, HPH*
3. *Dominick Salvatore, Managerial Economics, Thomson*
4. *Damodaran, Managerial economics, Oxford*
5. *Keating and Wilson, Managerial Economics, Biztantra*
6. *Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person*
7. *Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH*
8. *Mankar, Business Economics, McMillan*
9. *Paul Keat and Philip Young, Managerial Economics, Pearson*

P415 MC 201: FINANCE FOR MANAGERS

Objectives:

To provide a strong conceptual foundation for corporate finance and an overview of the global and Indian context.

Module 1:

Introduction & Fundamental Concepts in Financial Management: Scope, Objectives, Modern Approach to Financial Management, **Role of Financial Manager**, Interface of Financial Management with other functional areas, the financial environment. Risk and Return trade off, Risk in a portfolio context, Measuring portfolio Risk, Capital Asset pricing model, Time value of money.

Module 2:

Investment Decisions: Nature and importance of capital budgetary process, Basic principles in estimating costs and benefits of investments, Appraisal criteria – payback period, Average rate of return, Net present value, Benefit cost ratio, Internal rate of return, Profitability Index, Earning per Share, Risk analysis in capital budgeting.

Module 3:

Cost of Capital and Sources of Finance: Cost of debt, Cost of Equity and reserves Cost of preferred stock, weighted average cost of capital, Factors affecting cost of capital. Sources of Short Term Finance, Long term financing: shares, Debentures, Warrants, Term loans, Lease financing, Hybrid financing, Venture capital financing.

Module 4:

Capital Structure: Introduction, Factors affecting capital structure, Features of an optimal capital structure, Capital structure theories: Net income approach, Net operating income approach, Miller Modigliani propositions I and II, Leverages: Operating, Financial and Combined, Leverage and firm value. Financial Break-even point and indifference analysis.

Module 5:

Dividend Policy: Introduction, Dividend decisions and valuation of firms, Determinants of dividend policy, Dividend theories – relevance and irrelevance: Walter, Garden and M M Hypothesis, Bonus issues, stock split, Buy back of shares, Tax issues, Optimum Dividend Policy.

Module 6:

Working Capital Management and Financing: Meaning, Importance, Concepts at working capital, Determinants, Managing various components of working capital, Tools for analysis and managing working capital, Credit management.

BOOKS FOR REFERENCE:

1. *Prasanna Chandra, Financial Management, TMH*
2. *Khan and Jain, Basic Financial Management, TMH*
3. *S Bhat, Financial Management, EB*
4. *James Van Horne and John Wachowicz, Financial Management, Pearson*
5. *Brigham & Houston, Fundamentals of Financial Management, Thomson*
6. *Paresh P Shah, Financial Management, Biztantra*
7. *Prasanna Chandra, Fundamentals Financial Management, TMH*
8. *John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis, TMH*

P415 MC 202: IMPEX PROCEDURES & DOCUMENTATION

Objectives:

1. *To expose students to the realm of import-export procedures and documentation*
2. *To enable students to use the above knowledge in managing an International Business.*

Module 1:

Export Documentation–Framework–Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents – Export credit instruments and procedure – Letters of credit and types documents required for export credit – Central Excise and Customs clearance of export cargo – Procedure and documents.

Module 2:

Shipment of Export cargo by sea, by air and by post – Procedure and documents required for shipment of cargo – Multimodal transport – Procedure and documentation – Export incentives – EPCG scheme – Duty drawback – Central excise and j sales tax exemption – Exemption of export profit from income tax procedure for availing export incentives – Documents required for export incentives.

Module 3:

Cargo insurance & Marine insurance – Institute cargo clauses – Specific policy – Open policy – Procedure for cargo insurance – Procedure for marine insurance claims – Necessary documents for filling claim.

Export credit insurance – Services of Export Credit and Guarantee corporation in export credit insurance – Specific policy and small exporters’ policy – Guarantees – Procedure for availing credit insurance and necessary documents.

Module 4:

Quality control and pre-shipment inspection – Quality maintenance provisions of Exports (Quality Control and Inspection) Act – Types of pre-shipment inspection Procedure and documents for pre-shipment inspection.

BOOKS FOR REFERENCE:

1. *Francis Cherunilam: “International Trade and Export Management”, Himalaya Publications 2004.*
2. *Johnson, Thomas E: “Export / Import Procedures and Documentation”, New York, AMACOM, 1994.*
3. *Kapoor D C: “Export Management”, Vikas 2002.*

4. Nabhi: *“New Import Export Policy and Handbook of Procedures”, Vol.1 2002-07: As Amended up to 4.4.2002, Oscar Publications.*
5. Pawan Kumar: *“Export of India’s Major Products Problems and Prospects”, New Century Publications.*
6. Ramakrishna S & others: *Quality Control and Pre-shipment Inspection for exports.*
7. Seyoum, Belay: *“Export – Import Theory, Practices and Procedures”, NY, Haworth Press, 2000.*
8. Tianwah, Goh: *“Export – Import Procedures & Documentation How to start, Finance and manage your own import – export (revised edition)”, 1990.*

P415 MC 203: INTERNATIONAL FINANCIAL INSTITUTIONS & MARKETS

Objectives:

This subject provides an overview of modern and rapidly changing global financial systems with special reference to both developed and developing economies. International financing of industry and trade is of focus. After a brief review of mechanics of international monetary systems and operations the structure of foreign exchange markets and banking systems, money markets and capital markets are examined.

Topics covered include: domestic and international flow of funds, money, credit, capital and foreign exchange markets. Role of international banks, central banks and traditional instruments such as stock, bonds and modern instruments such as asset backed securities (ABS) and SWAP. Management of interest rate and foreign exchange risk, use of derivatives is of special attention.

Module 1:

Introduction & International Financial Institutions —Overview of international financial institutions and markets (financial intermediaries) **IMF – Role and financial policies**, International banking —Products offered by international banks (letters of credit etc) — Foreign Currency Accounts , External Commercial Borrowings – Including Indian Perspective, risk management in international banking and FIs — international payment/settlement system — central banks and creation of money — International investment/merchant banks,

Module 2:

Foreign Exchange Market —How currencies are traded — spot —forward — futures and derivatives market — currency markets — Players in the foreign exchange market — favorite currencies and trading locations — Foreign Exchange Quotations and calculations, settlement procedures and risk — interest rates and covered interest arbitrage and covered interest parity. *(Currency derivatives will be covered in module 5).*

Module 3:

Money markets & Bond Markets — what money markets do? — money market funds — money market instruments — commercial paper, BA, treasury bills, notes, inter-bank loans, international agency paper, repo/reverse repo, money market and the monetary policy .
Bond markets — types of bonds — issuance procedure — bond duration —bond valuation — trading in bonds — global bonds — bond indices — International fixed income markets — Euromarkets — Level and structure of interest rates.

Module 4:

International Equity markets — types — floatation — secondary market — OTC market — international equity market — international stock exchanges — international listings — international trading — depositary receipts (including process of issuing GDRs/ADRs).

Futures and option markets — currency, commodity and stock derivatives — hedging with derivatives.

Interest rate derivatives — caps, floors and band — hedging.

Swaps/FRA — the swap market — types — mechanics — hedging.

Investment companies and exchange traded funds.

Module 5:

Securitization — Mortgage backed securities — securitization process — Fannie Mae and Ginnie Mae — CDOs & CMBs — mortgage backed securities outside the US.

BOOKS FOR REFERENCE:

1. *Fabozzi, Modigliani, Jones and Ferri— Foundation of Financial Markets and Institutions — Pearson Education.*
2. *Anthony Saunders & Cornett — Financial Markets & Institutions/A modern Perspective — Tata McGraw Hill.*
3. *Rose, Kolari & Fraser — Financial Institutions — Irwin.*
4. *Shapiro — Multinational Financial Management — Prentice Hall.*
5. *Dr S Guruswamy — Financial Markets & Institutions.*
6. *Jeff Madura — Financial Institutions & Markets — Thomson South –Western.*
7. *Frederic S Mishkin /Stanley G Eakins — Financial Markets + Institutions — Pearson Education.*
8. *Mark Kohn — Financial Institutions & Markets.*
9. *Shapiro — Multinational Financial Management.*

P415 AR 201: OPERATIONS RESEARCH FOR BUSINESS DECISIONS

Objectives:

The course is designed to provide the students the principles of advanced operations research techniques & their applications in decision-making. Students are also exposed to certain software packages.

Module 1:

Introduction to Operation Research – Definition and evaluation of OR – Characteristics and Scope of OR – Management Applications of OR.

Module 2:

Linear Programming – Formulation of LP Problems – Graphical Solutions and Simplex Algorithms – Computer package for solving LP – Applications of LP Problems – Need for integer and Non Linear Programming.

Module 3:

Transportation and Assignment Problems – Formulation and solution of transportation problem, Formulation and solution of Assignment, Application of these Techniques in Management.

Module 4:

Queuing theory and Simulations – Queuing Models and Elements, Single and Multiple Server Queries, Simulation and its applications, Commercial Simulations Packages.

Module 5:

Game theory – Game theory concepts – Application of Game theory.

Module 6:

Network Analysis – Definition of Projects, Drawing of Diagram – LS/LF – ES/EF Concepts – Crashing of Activities – Cost Implications. PERT – CPM – Markovian Decision Process and Application in Business.

BOOKS FOR REFERENCE:

1. *Anderson Sweeney Williams: An Introduction to Management Science Quantitative Approaches to Decision, Thomson.*

2. *Chacko, George K: Applied Operations Research/Systems Analysis in Hierarchical Decision Making, North Holland Publishing Co.*
3. *Taha, Hamdy A: Operations Research, Prentice Hall, India.*
4. *Hiller/Lieberman: Introduction to Operations Research, Tata McGraw Hill.*
5. *Sharma S D: Operations Research, Kedarnath Ramnath & Co.*

P415 AR 201: BUSINESS RESEARCH METHODOLOGY

Objectives:

- 1. To familiarise students with concepts, tools and techniques of Business Research.*
- 2. To enable students to take up research / consultancy projects and handle them independently.*

Module 1:

Research- Meaning, Purpose, Scientific method, Types of Research; Scope of Business Research. Terms, concepts and Definitions used in Research Methodology, Variables and parameters. The Research Process. MRQH;

Module 2:

Review of Literature- Need, Purpose, Notes taking. Research Gap, Research Problem, E-Resources and their usage – useful websites for Management research - Search Engines – Important Web Sources: CSO, NSSO, RBI, World Bank, ILO, IIM, ICSSR, NCAER, INFLIBNET, CMIE, India Stat, Open access Journals, Research Institutes Repository etc.

Module 3:

Research Design- Meaning, nature, process of preparation, components of Research Design. Sampling Techniques: Sampling methods, Concept of Sampling Distribution.

Module 4:

Data- Sources of data, Methods and tools of Data collection; Observation, Mailing; Interviews and Schedules, Questionnaires, Scales and Rating, Sociometry, Pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module 5:

Formulation of Hypothesis- Testing of hypothesis; Confidence Intervals, Standard Error, Uses of z, t and Chi-square tests. Analysis of data; Statistical techniques and their uses. Use of SPSS and other statistical software packages. ANOVA, Factor Analysis, Cluster Analysis, Discriminate Function Analysis, Multi-dimensional Scaling.

Module 6:

Report Writing- Planning report writing work: Target audience, Types of report, Synoptical outline of chapters; Research Proposals; Steps in drafting dissertations. Bibliography- Citation-Impact Factor. Editing features-Formatting Text, Aligning paragraph and page size, Tab settings. Research presentation layout.

Funding Agencies in Social Science Research: UGC, ICSSR, Planning Commission

BOOKS FOR REFERENCE:

1. *“Business Research Methods”* - Donald R. Cooper & Pamela S. Schindler, 2006. Tata McGraw-Hill
2. *“Methodology of Research in Social Sciences”*- O.R. Krishnaswamy & M. Ranganatham, 2008. Himalaya Publishing House
3. *Israel .D. Data Analysis in Business Research: A step by-step Nonparametric Approach*, Sage Publications, New Delhi
4. *“Research Methodology: Methods and Techniques”* C. R. Kothari, 2008. New Age International Publishers
5. *“Methodology and Techniques of Social Research”* - P. L. Bhandarkar & T.S. Wilkinson, 2009. Himalaya Publishing House
6. *“Business Research Methods”* - Alan Bryman & Emma Bell, 2008. Oxford University Press – India Edition
7. *“Business Research Methods”* - William G. Zikmund, 2009. Cengage Learning – India edition
8. *Business Research: A Practical Guide for Undergraduates & Postgraduates* “Jill Collis & Roger Hussey, 2009. Palgrave Macmillan – India
9. *“Research Methodology – A Step-By-Step Guide for Beginners”* -- Ranjit Kumar, 2008. Pearson Education
10. *SPSS 17.0 for researchers*-Dr.S.L.Gupta & Hitesh Gupta, International Book House Pvt Ltd, Mumbai
11. *Working papers on management research*
12. *Research Articles from peer reviewed Journals*

Websites

www.google.com

www.doaj.org

www.eric.ed.gov

www.ssrn.com

P411 MC 301: INTERNATIONAL FINANCIAL MANAGEMENT

Objective:

1. To expose students to the implications of International financial management in the financial decision making process.
2. To enable them to apply the above knowledge to managing finances of an International Business.

Module 1:

Introduction to International Finance - Meaning and scope – International business methods, Importance, rewards and risk of international finance, international financial transactions, components of International financial System. Significance of international FM.

Module 2:

International Flow of Funds – BOP, Fundamentals of BOP, accounting components of BOP, Factors affecting International Trade, Agencies that facilitate international flows – equilibrium, disequilibrium & adjustment of BOP & trade deficits.

Module 3:

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, assessment & management of political risk.

Module 4:

International capital budgeting – issues in foreign investment analysis, foreign project appraisal, risk evaluation in foreign projects, growth options & evaluation. International capital structure and cost of capital, international tax management.

Module 5:

International WCM – **factors influencing short-term objectives, financing strategy & options – borrowing strategy & risk management – international cash management, accounts receivable & management & inventory mgmt.**

Module 6:

International project finance – techniques of financing – international leasing – cross border finance - FDI

BOOKS FOR REFERENCE:

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.

P411 MC 302: ADVANCED COMPUTER APPLICATIONS IN BUSINESS

Objectives:

1. To familiarize students with aspects of business information systems and relevant information technology.
2. To develop skills to design and implement simple computer based business information systems, for a global business.

Module 1:

Introduction to Data Processing – **Introduction, Date Processing Cycle, Data Processing Operations, Methods of Data Processing System, Kinds of Data Processing, The fundamental roles of Data Processing Applications in Business.**

Module 2:

Information System Audit – **Objectives of Information System Audit, Maintenance of System effectiveness, Ensuring System Efficiency, Information System Audit Approached, Information System Audit Methodology, Broad Frame Work for Conducting IS Audit.**

Module 3:

Publishing on the Web and Security – **Web Publishing, Learning HTML, Multimedia Security – Security Life Cycle, Information Technology and IT enabled services, SOHO infrastructure, the BPO infrastructure, Security Threats.**

Module 4:

Information Technology – A Managerial Overview, Computer Systems, Components, Peripherals, Software, **Practical Data Processing Applications in Business**, Computer Applications in various areas of Business, Computer Related Jobs. Introduction to MS Word, MS Excel (using Formula), Functions (Financial, Statistical)

Module 5:

Developing Information Systems – **System Analysis and Design, Phases of System Development Life Cycle, Management Information Systems, and Expert Systems.**

BOOKS FOR REFERENCE:

1. *Computer Application in Business* – S. Sudalaimuthu & S. Anthony Raj
2. *Information Security for Management* – Venugopal Iyengar

P411 IB 301: FOREIGN EXCHANGE MANAGEMENT

Objectives:

1. To expose the students to acquire skills in Foreign Exchange Management
2. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting

Module 1:

The foreign exchange market - structure and organization, Exchange rate determination and forecasting, setting the equilibrium spot exchange rate, Theories of exchange rate determination (Purchasing power parity theory, balance of payments theory, Fisher effect).

Module 2:

Mechanics of currency trading-types of transactions and settlement dates-exchange rate quotations, Arbitrage - with & without transaction costs- swaps and deposit markets-option forwards-forward swaps & swap positions, Interest rate parity theory (Covered Interest Arbitrage), Exchange rate forecasting,

Module 3:

Currency & Interest rate futures - Future Contracts, Markets & trading process, future prices spot & forward, Hedging & speculation with currency futures-interest rate futures-foreign currency options-option pricing models, hedging with currency options, Futures Options – Innovations

Module 4:

Foreign Exchange risk management-hedging, speculation, Management of transaction exposure - using forward markets for hedging, hedging with money market, currency options and currency futures, Internal Hedging strategies-speculation in foreign exchange & money markets.

Module 5:

Management of Interest rate exposure-nature & measurement, Forward rate agreements (FRAs), Interest rate options, caps, floors and collars, cap & floors, Options on interest rate futures, some recent innovations-financial swaps

BOOKS FOR REFERENCE:

1. *Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.*
2. *Madura, Jeff: International Financial Management, Cengage Learning, New Delhi.*

3. *Shapiro Alan, C: Multinational Financial Management, Prentice Hall, New Delhi.*
4. *Jeevanandam: Foreign Exchange – Practice, Concepts & Control, Sultan Chand & Sons.*

P411 IB 302: INTERNATIONAL MARKETING

Objectives:

1. To equip the students to strategic marketing practices relating to export trade.
2. To familiarize the students on foreign trade policies & Procedures.

Module 1:

The basis of international trade - comparative advantages and benefits of trade. Modern concept of marketing environment, adoption of marketing in international sector, cultural environment – impact on marketing mix strategies: assessing global markets.

Module 2:

Developing global marketing strategies - foreign market entry; Organisation structures for operating in international markets, tariff and non-tariff barrier export marketing, multinational marketing, its concepts and process, overseas market research – its factors, needs, benefits and importance.

Module 3:

Designing the marketing mix - product planning for exports, product extension, product adaptation and product invention strategies, packaging strategies, export pricing decisions and strategy dumping, counter – trade, different types of export pricing.

Module 4:

Distribution strategy for export markets - middlemen and channels of distribution, physical distribution, and promotional strategy for export markets.

Module 5:

Emerging trends in International marketing, e-marketing approach to international marketing.

BOOKS FOR REFERENCE:

1. *Keegan: Global Marketing Management, PHI.*
2. *International Marketing by Cateora and Graham*
3. *International Marketing by Rakesh Mohan Joshi*
4. *Balagopalan, T. A. S.: Export Management.*

5. *Cheruilam, F.: International Trade and Export Management, HPH.*
6. *Onkrist & Shaw: International Marketing - Analysis Strategy, Prentice Hall of India.*
7. *Rathod, B. S.: Export Marketing, Himalaya Publishing House.*
8. *International Marketing by Vern Terpstra and Sarathy*

P411 IB 303: PROJECT MANAGEMENT

Objectives:

To give students a holistic, integrative overview of Project Management, the Concepts, the Tools and Techniques, **use of MS Project Software in working out cases.**

Module 1:

Introduction -Understanding Project Management - What is Project - What is Project Management-Project Management Today, an Integrative Approach – Brief Introduction to the nine subsystems: viz., the Management of: Integration, Scope, Time, Quality, Cost, Communications, HRD, Risk & Procurement.

Module 2:

The Strategic Management Process - Project Management Structures - Organizational Culture and Implications- the Triple Constraint - Management Principles applied to Project - **Project Management Life Cycles and Uncertainty**

Module 3:

Project Planning– Defining the Scope – Establishing Project priorities and goals– Creating WBS (the Work Breakdown Structure), integrating and coding WBS for the Management Information System – Process Breakdown Structure and Responsibility matrices

Module 4:

Project Times and Costs – Factors influencing Quality Estimates - Guidelines and Methods for Estimates of Times, Costs & Resources – Developing Budgets, Refining Estimates and Contingency Funds – Database for Estimating

Module 5:

Project Network Plan Development - Project Planning and Scheduling techniques - Developing the Project Network using **MS PROJECT** - Reducing Project Duration

Module 6:

Risk Management Process – Risk Identification – Risk Assessment – Risk Response Development – Contingency Planning – Contingency Funding & Time Buffers – Risk Response Control – Change Control Management

Module 7:

Resource Scheduling - Resource Allocation Method - Splitting and Multi-tasking - Multi Project Resources Scheduling - Critical Chain Scheduling - Concept and Application of Critical chain scheduling and limitations - Project implementation – Project Resource Requirements – Cost Estimating - Budgeting and Cost Control

Module 8:

Quality Planning - Quality Assurance and Quality Control - Quality Management at different stages of Project

Module 9:

Managing Project Teams - HR planning - Acquiring, Developing and Managing High performance Project Teams - Project Team Pitfalls - Managing Inter-departmental Relations

Module 10:

Project Closure/ Termination - Meaning of closure/ termination - Types of Project Termination – Strategic Implications – Project in Trouble – Evaluation of Termination Possibilities – Termination Procedures

Module 11:

IT in Projects - Overview of the Types of Software for Projects - Criteria for Software Selection - Major Features of Software like MS Project -Working a Case through MS Project - Evaluation through Simulation - Project Review, Cost review etc., through MS Project

Module 12:

Contracting, Requesting Vendor Responses - Selecting Vendors - Contract Administration and Closure

REFERENCE MATERIAL:

- 1) Presentation PPTs & Text
- 2) PMBOK – e-Book
- 3) MS-VISIO & MS-PROJECT TOOLS

P115 AR 301: BANK MANAGEMENT

Objectives:

The aim of the subject is to improve an in depth study of the business of banking management and technology used.

Module 1:

Indian Banking System And Regulatory Authorities - Banking-Definition and Evolution- Systems of Banking- Commercial Banking, Development banking, Co operative banking.

Regulatory Authorities - Reserve Bank of India, - objectives and functions-Promotional Role-Regulatory Provisions- NABARD and its functions – Securities and Exchange Board of India – Objectives and functions.

Module 2:

Functions Of Banks - Deposit Mobilisation- Banker, Customer Relationship-know Your Customer (KYC) guidelines- Different Deposit Products-Services Rendered by Banks-Payment and Collection of Cheque- Function under Negotiable Instrument Act-Opening of Accounts for various Types of Customers. Credit Deployment- principles of lending-Variou credit products- Working Capital and Term Loan, Ancillary services- Remittances, Safe Deposit Lockers etc.

Module 3:

Operation Management - Risk Management - Risk-Definition- Risks in Banks- Risk Management in Banks- Risk identification, measurement, mitigation- Credit Risk- Market Risk- Operational Risk- Basel Accord.

Treasury Management - Concepts and function- Control and Supervision of Treasury Management- Interest Rate Risk- Debt instruments- Treasury bills, Money Market Instruments- Securitisation and Forfaiting-Derivatives.

Balance Sheet Management - Prudential norms- Capital Adequacy- Basel II and Basel III guidelines- bank's balance sheet- components of assets and liabilities- Asset Liability Management- Asset Classification- Provisioning, NPA Management-Effect of NPA on profitability.

Disaster Management - Disaster Recovery, Business Impact Assessment, RTO, RPO, Testing, Maintenance, IT Act 2000. Legal Issues, Cyber crimes and law, Money laundering.

Module 4:

Banking Technology - Electronic Banking-Core Banking-Distribution Channels-Electronic payment Systems-ATM-Internet Banking- Mobile Banking- Electronic Funds Transfer Systems-

NEFT-RTGS- Point of Sales- Plain Messages (Data communication)-Structured Messages (SWIFT)- Information Technology – Banknet, RBINet, Datanet, Nicenet, I-net, Internet, E-mail,- Role and Uses of Technology up gradation- Global Developments in banking Technology- Impact of Technology on Banks- effect on Service Quality and on Customers- Information System Audit- Information System Security.

Module 5:

Issues in Banking Technologies - Contemporary Issues in Banking Techniques – Analysis of Rangarajan Committee Reports – E Banking - Budgeting – Banking Softwares – Case study: Analysis of Recent Core Banking Software.

BOOKS FOR REFERENCE:

- 1) *Khan M.Y., Indian Financial System, McGraw Hill Education (India) Private limited*
- 2) *Indian Institute of Banking and Finance (IIBF), Principles and Practice of Banking, Macmillan,2014*
- 3) *Indian Institute of Banking and Finance (IIBF), Bank Financial Management, Macmillan,2014*
- 4) *Neelam C. Gulati, Principles of Banking Management, Excel Books*
- 5) *W.S.Jawadekar, Management Information System s, Tata McGraw Hill Publishing Company Limited, 1997. (Text Book)*
- 6) *Jerome Karnter, Management Information System, III edition, PHI, 1990.*

P415 IB 401: INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives:

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

Module 1:

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.

Module 2:

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

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.

Module 3:

General trends in shipping industry- Characteristics of shipping industry – Linear operations and tramp operations – World sea borne 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.

Module 4:

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.

International Air Transport: International setup for air transport – Air Freight Rate – Air transport and PDM approach to export distribution problems and prospects.

BOOKS FOR REFERENCE:

1. *Supply Chain Logistics Management* - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. *World Class Supply Management* - Burt, Dobbler, Starling, TMGH, 7th ed.
3. *Global operations & Logistics- Philippe* - Pierre Dornier, John Wiley & sons Inc,
4. *Douglas Long International Logistics: Global Supply Chain Management* Springer- Verlag New York, LLC;2004
5. *Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases* Wiley, John & Sons, Incorporated 1998
6. *Alan Branch Global Supply Chain Management in International Logistics* Routledge 2007
7. *Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium* Blackwell Publishing 2006
8. *Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management* Kluwer Academic Publishers 1998

P415 IB 402: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objectives:

- 1. To Provide Students with a Conceptual & Analytical Framework of Evaluating a Security.*
- 2. To Provide Students with a Conceptual & Analytical Framework of Different Financial Instruments, their Risk & Returns & Strategies in Managing Funds.*
- 3. To Familiarize Students with Portfolio Management Techniques that Challenge a Financial Manager.*

Module 1:

Introduction to Securities & Investment - Concept, Investment Vs. Speculation, Arbitrage, Gambling, Investment Objective, Investment Process, Investment Constraints, Investment Strategy, Selection of Securities, Buying, Selling, & Holding Decisions & Strategies, Market Indices, Credit Rating & Agencies, Credit Rating & their Functions, Work & Operations.

Module 2:

Risk & Return - Expected Return, Historical Return, Systematic & Unsystematic Risk, Beta Coefficient, CAPM, SML & CML, Factor Model & Arbitrage Pricing Theory.

Module 3:

Security Analysis - Fundamental Analysis, Economic Analysis, Economic Forecasting, Indicators, Industry Analysis, Classification Schemes, Industry Life Cycle, Company Analysis, Measuring Earnings, Forecasting Earnings, Technical Analysis, Charting, Different Tools for Technical Analysis, Efficient Market Hypothesis.

Module 4:

Financial Instruments - Corporate Bonds, Government Bonds, Special Bonds, Bond Returns & Systematic Risk, Unsystematic Risk, Bond Management Strategy, Preference Shares, Valuation Analysis, Equity Shares, Dividend Policy, Equity Valuation & Analysis, Money Market Instruments.

Module 5:

Derivatives - Financial Derivative Markets, Global Perspectives, Indian Context, Options, Types Pricing, Valuation & Analysis, Option Models, Futures, Kinds of Futures, Hedging, Speculation, Swaps, Warrants & Convertibles.

Module 6:

Portfolio Analysis & Management - Risk & Return, Markowitz Model, Risk Return Optimization, Sharpe Portfolio Optimization, Portfolio Investment Process, Investment Timing & Evaluation, Portfolio Revision, Mutual Funds, Managed Portfolio & Performance.

BOOKS FOR REFERENCE:

1. *Avadhani. V. A.: Security Analysis & Portfolio Management, Himalaya Publishing House.*
2. *Bhalla. V. K.: Investment Management, S. Chand*
3. *Fischer & Jordan: Security Analysis & Portfolio Management, Prentice Hall.*
4. *Prasanna Chandra: Investment Analysis & Portfolio Management, Tata McGraw Hill.*

P415 IB 403: SAP (CRM)

Objectives:

Module 1:

SAP CRM is a marketing solution which can provide the complete understanding of the marketing concepts that can show case the needs of the customers across different segments in the industry.

Module 2:

Introduction - Introduction to SAP, Overview of ERP and SAP, Login Process, Customization of screens, user creation, sending messages, technical and functional, logout process, SAP Services, Cooperative business scenarios, CRM Architecture, Component Integration.

Module 3:

Master Data and functions - Organizational Management, Business Partner, Product catalogs, Warranty Management, Solution Database, Territory Management. Transactions, Date Management, Text Management, Pricing, credit management, multilevel categorization, funds management and claims management.

Module 4:

CRM Sales and Service- Account Planning, Activity Management, Opportunity Management, Quotation and Order Management, Taxes and Rebate processing, Contract Management, Product Service letters, Web requests.

Module 5:

Marketing Channelization and Scenarios: Web channel through B2B and B2C – ICSS Service- Internet Customer Self Service, Campaign Management, Segmentation, Lead to cash, Email worklist, Template designer, Survey tool.

Module 6:

CRM Analytics-Embedded Competitor Analysis in Opportunity Management, Dash board on Home page, Applications and Case Studies regarding analytics.

P115 AR 401: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective:

To enable the students to develop an understanding of the basic inputs in making and implementing corporate strategic decisions. To familiarize the students with the issues and practices involved in corporate decisions.

Module 1:

Nature and Scope of Strategic Management-: Characteristics, Dimensions – Approaches to Strategic Decision Making, Strategic Management Process – Components of Strategic Management Model, -Policy & Strategic Management, Strategic role of Board of Directors and Top Management, Strategic Implications of Social and Ethical Issues.

Module 2:

Strategy Formulation and Strategic Analysis- Company's Goals, Mission and Social Responsibility, Vision – Objectives Analysis of Board Environment – External Environment Factors Economic, Social, Political, Ecological, International, Industrial – Competitive Forces and Strategy, Industry Analysis (Michael Porter's Model) Analysis of Strategic advantage, -Resource Audit, Value Chain Analysis, Core Competencies, SWOT Analysis, Analysis of Stakeholders Expectations.

Module 3:

Strategic Choices/Options- The five generic competitive strategies; Tailoring strategies to fit specific industry and company situations; External Growth Strategies – Mergers, Acquisition, Joint Ventures and Strategic Alliance; Competing in foreign markets; Evaluation of Strategic Alternatives, -Product Port Folio Models,

Module 4:

Strategy Implementation- Implementation Issues, Planning and Allocating Resources, – Financing Planning, Manpower Planning, Organizational Structures, -Factors affecting choice of structure, Degree of Flexibility and Autonomy.

Module 5:

Functional Strategy- i) Marketing Strategy – Nature, Significance, Formulating Marketing Strategy, ii) Production Strategy – Need, Formulation of Production of Strategy for an organization. iii) Research and Development (R&D) Strategy –Need, Formulating R and D Strategy iv) Human Resource (HR) Strategy – Acquisition of Human Resources, motivation and maintenance of HR v) Financial Strategy – Need, Financial Objectives, Making Strategic Financial Decisions vi) Logistics Strategy

Module 6:

Strategic Review- Evaluating the Strategic Performance – Criteria and Problems –Concepts of Corporate Restructuring, Business Process Reengineering, Benchmarking, TQM, Six Sigma

BOOKS FOR REFERENCE:

1. *Crafting and Executing Strategy* by Thompson, Strickland, Gamble and Jain – 14th Edition
Tata McGraw Hill
2. *Strategic Management -Formulation, Implementation and Control* By John A Pearce II,
Richard B. Robinson Jr. 9th Edition (The Mc-Graw Hill Companies)
3. *Management Policy and Strategic Management (Concepts, Skills and Practices)* By R. M.
Srivastava, Himalaya Publishing House
4. *Essence of Strategic Management* –By Bowman, Cliff, Prentice Hall N. J.

