

II YEAR MBA – II SEMESTER

MS 221 - INTERNATIONAL BUSINESS

Course Objective: To enable students to understand and manage business exposed to international business environment and aim to highlight the advantages and problems that come when business is conducted on the international stage.

Unit I - International Business an Overview: Concept of International Business - Stages of International Business – Impact and implications of Globalization, International Business Environment – Economic, Political, Legal, Demographic, Socio and Cultural environment. International trade theories.

Unit II – Global Business and Regulations: Rationale for Government Intervention – Forms of Trade Regulation at National Level – Tariff and Non-Tariff Barriers. Multilateral Trade Negotiations – GATT– World Trade Organization – Structure and Functions- TRIPs and TRIMs – UNCTAD. Economic Integration, Major trading blocks; EU, NAFTA, ASEAN and SAARC.

Unit III - Global Business Strategies: Global Market entry strategies – Exporting, Licensing, Franchising, Contract Manufacturing. Strategies for Growth: Startups, Mergers, Acquisitions, Takeover, Joint Ventures & Strategic Alliances – Turnaround Market strategies, Assembly & Integrated local Manufacturing. Recent Case Studies.

Unit IV - Foreign Exchange and global Business: Foreign Exchange Markets: Foreign Exchange market mechanism; Exchange rate determination, Disequilibrium in BOP, Methods of Correction and its effect on Global Business.

Unit V - Global Business Operations: Global Manufacturing Management: Strategy, Make or Buy Decisions – Global Marketing Management – Globalization of Markets; Market Segmentation; Distribution strategy; Pricing Strategy – Global HRM – Staffing policy; Performance appraisal; Compensation – Global E-Business – E-Enabled Business, Process transformation and challenges, E – Logistics and its role, Case study on Amazon, Alibaba etc.

Text Books:

- 1 Aswathappa, K, “International Business”, Tata Mc Graw Hill, New Delhi.
- 2 Bhalla V.K. International Economy, Liberalization Process, New Delhi, Anmol.
- 3 Francis Cherunilam, International Business, Text and Cases, Prentice Hall of India.
- 4 Daniel John D and redebough, Lee. H., International Business, Addison Wesley India.

MS 222 – TALENT AND KNOWLEDGE MANAGEMENT

Course Objective: To enable the students understanding the significance of Talent and Knowledge Management in today's scenario.

Unit – I: Introduction : Meaning and importance of talent management; Designing and building a talent reservoir–Segmenting the Talent Reservoir; Talent Management Grid; Creating a talent management system; Institutional strategies for dealing with talent management.

Unit – II : Competency Management : Competency–meaning, characteristics, types–Steps in developing a valid competency model; Talent management information systems; Developing a talent management information strategy; Role of leaders in talent management.

UNIT – III: Introduction to KM & Role of IT: Meaning, Importance of Knowledge Management. —Data –information – Knowledge – Wisdom interrelationship; Organizational knowledge: Characteristics and components of organizational knowledge; Building knowledge societies Role of Information Technology in Knowledge Management System – Knowledge management tools

UNIT – IV: Future of Knowledge Management & Industry Perspective: Companies on the road into knowledge management – Knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – customer relationship process; Business ethics and Knowledge Management – Challenges and future of knowledge management.

UNIT – V: Knowledge Management Process: Universal appeal ; Stages of Knowledge Management process ; Knowledge Capital Vs. Physical Capital ; The promise of Internet and the imperatives of the New Age; Study of Road Blocks to the implementation of knowledge management; 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India.

Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
4. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
6. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
7. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
9. Stuart Barnes (Ed) “Knowledge Management Systems”. Cengage Learning.

FINANCE SPECIALIZATION

MS 223 F - INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: To enable the students understand the concepts of international finance, the mechanism involved determining in exchange rates and the risks involved in doing international finance, management of short and long term asset and liability.

Unit I:- Finance in International Context: An overview, Evolution, Scope of International Finance, Goals of International Finance, Evolution of International Monetary System – Gold Standards, Bretton Wood System, the flexible exchange rate regime, the current rate arrangements.

Unit II : Foreign Exchange Markets: Foreign Exchange Nature, Functions and Participants. Exchange Rate Mechanism and Determination – Purchasing power parity, Interest rate parity, covered and uncovered interest parity, Fixed vs Flexible exchange rate mechanism. Multinational Financial Institutions & Markets.

Unit III: International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows and exchange rates, International flow of funds risks and managmentn: Transaction, transalation, Economic, political and taxation risks, risk management strategies.

Unit IV: International Capital Budgeting: International project appraisal techniques – Adjusted present value, Risks in cross border investment decision, cost of capital for foreign investments and financing decisions of global firms. Case studies of various companies.

Unit V: Short term Asset-Liability Management: International cash management, Accounts receivables management, Inventory Management, financing strategies of working capital.

References:

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
3. Jeff Madura, International Financial Management, 6th edition, Thomson Publications
4. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.
5. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.

6. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd., 2001
7. Ried W. Click, Joshua D.Coval, Theory and practices of Internatonal Finacial Management, Printice Hall India.2002.

MS 224 F – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: Investment analysis and portfolio management course objective is to help entrepreneurs and practitioners to understand the investments field as it is currently understood and practiced for sound investment decisions making.

UNIT-I: Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement. Market Indices. Calculation of SENSEX.

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning of Risk – Types of Risk – Measurement of Risk - **Valuation of Securities:** Basic Concepts: Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield to Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price – Earnings (P/E) Approach.

UNIT-III: Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and Company Analysis – **Technical Analysis:** Charting Techniques - Dow Theory - Elliot wave – Relative Strength Index (RSI), Breadth of the Market.

UNIT-IV: Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe’s Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis (EMH).

Unit-V: Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen’s measures of portfolio performance evaluation - Fama’s decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 5th Edition, McGrawHill, New Delhi.

3. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi.
4. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi.
5. Sharpe W, Alexander, GJ, & Baily JV, Investments, TMH, New Delhi.
6. Avadhani, VA, SAPM, Himalaya Publishers.
7. Bhalla, VK Investment Management, S.Chand, New Delhi.

MS 225 F – FOREIGN EXCHANGE MANAGEMENT

Course Objective: To enlighten the students with the concepts and practical aspects of FOREX Management in India.

UNIT I Framework of Foreign Exchange: Sources and Uses of Foreign Exchange – Functions of Foreign Exchange Market – Role of FEDAI and other Market Participants. in Foreign exchange Business

UNIT II Foreign Exchange Market Mechanism: Concept and different types of Exchange – Foreign Exchange rate determination- Foreign Exchange Rates and Quotations. LERMS, Determination of Exchange rates – Spot Rates, Forward Exchange rates, FOREX Contracts.

UNIT III Convertibility of Indian Rupee: Measuring and Managing Foreign Exchange Exposure – Transaction Exposure – Operating Exposure – Accounting Exposure – Interest Rate Exposure, Foreign exchange transactions – Purchase and Sale transaction, Spot v/s Forward transaction, Forward Margins – Factors determining Forward Margins and SWAPS.

UNIT IV Role of Banks in FOREX Market: Functions of FOREX Department, Inter Bank Deals, Cover Deal, Maintenance of Foreign Currency Accounts: NRI – NRO, NRE Liberalized Remittance Scheme, Exchange Earners Foreign Currency Accounts (EEFC), Foreign Currency Accounts for SEZ (FCY).

UNIT V FEMA and its Philosophy: Role of RBI in regulating Foreign Exchange business of bank/other authorized dealers – NRI Customers and Various banking and investment products available to them under FEMA.

References:

1. Jeevanandam, C. Foreign Exchange Practices, Concepts and Control, Sultan Chand & Sons, New Delhi.
2. Prabhakar, J.V. & Rangandhachary, A.V. International Business (International Trade & Finance), Kalyani Publishers, New Delhi.
3. Jain P.K. Peyrard Josette and Surendra S Yadav, International Financial Management, MacMillan Publishers, New Delhi.

4. Avadhani, V.A. International Finance, Himalaya Publishing House, Mumbai.
5. Charles WL Hill and Arun Kumar Jain, International Business, Tata McGraw Hill Publishing Company Ltd, New Delhi.
6. Subba Rao, International Business, Text and Cases, Himalaya Publishing House, Mumbai
7. Alan C. Shapiro, Multinational Financial Management, Wiley India Pvt Ltd,
8. David K. Eiteman, Arthur I.Stonehill, Michael H. Moffett, Multinational Business Finance, ninth edition, Pearson Education.

MARKETING SPECIALIZATION

MS 223 M - INTERNATIONAL MARKETING MANAGEMENT

Course Objective: To enlighten the students with the Concepts of International Marketing Management, Strategies, INDIA's Foreign Trade, export Procedure and Integrated Marketing.

UNIT– I:International Marketing Concept: Importance and challenges – Scope- Domestic Marketing vs International Marketing – Barriers of International Marketing: Tariff & Non-Tariff Barriers – Problems of International Marketing – Reasons of international Marketing – International orientations: ethnocentrism, polycentrism, regiocentrism and Geocentrism.

UNIT– II: International Marketing Intelligence: Information Requirements – sources of information - International Marketing Information System and Marketing Research – Understanding Global Consumers- International Marketing Entries.

UNIT– III: India's foreign Trade: Import & Export policies- Directions of INDIA's Exports – Institutional Support for Export Promotion – Export Promotion Councils – Free Trade Zones – ECGC – Commodity Boards.

UNIT– IV: Export Procedure and Documentation: Export procedure – Registration Procedure – stages of Shipment and its procedure– Export quotations – Production and Clearance of Goods for Exports – Shipping & Transportation – Insurance – Negotiation of Documents — Bills of Exchange: Letter of credit.

UNIT– V: International Marketing Integration: International product Decisions-International Pricing – International Promotion – International Distribution.

Suggested Books:

1. Warren J. Keagan, Mark Green, Global Marketing 3/e, Prentice Hall.
2. Philip R. Cateora, John Graham, International Marketing, Irvine – Sage Publications.
3. R.Srinivasan, International Marketing, Prentice Hall.
4. S.A.Sherlekar, S.A.Sherlekar, Global Marketing Management, Himalaya publishing House.
5. R. Srinivasan, International Marketing, Prentice Hall India.

6. Francis Cherunilam, International Marketing, Himalaya
7. B.Bhattacharya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing.

MS 224 M – SALES PROMOTION AND DISTRIBUTION MANAGEMENT

Course Objective: The objective of the course is to provide students with detailed knowledge of some of the Sales management concepts and also Distribution and Promotion.

UNIT I Introduction to Sales Management: Concept, Nature and Scope, Objectives and Functions, Field Sales Manager: Tasks and Responsibilities, Relationship with Salesman and Top Management, Coordinating and Controlling the Marketing Mix, Trends and Challenges, Selling through Different Media.

UNIT II Sales Promotion and publicity: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.

UNIT III Sales Force Management: Sales force Job analysis and description, Recruiting and selecting sales personnel, Training sales personnel, Motivating and Compensating Sales Personnel, Sales Territory, Sales budget and Sales quotas.

UNIT IV Distribution Management: Role of Distribution in Marketing Mix, Marketing Channels, Structure, Functions and Relationships of Channels of Distribution, Channel Dynamics and Conflicts– Channel Planning and organizational Patterns in Marketing Channels, Channel Design Process and Channel Management Decisions, Channel Intermediaries: Role and Types, Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions, Retailing: Types of Retailers and Retailer Marketing Decisions.

UNIT V Distribution Planning and Control: Role and functions of Intermediaries, Distribution analysis, Channel dynamics, Vertical Marketing systems, Horizontal Marketing systems, Multi-channel Marketing systems, Channel conflict and management, Channel control.

References:

1. Krishna K. Havaldar & Vasant M Cavale: Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani, Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Richard D. Irwin.
6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.
7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill.

MS 225 M – SERVICES AND RETAIL MARKETING

Course Objective: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people, describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service. To understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry and to understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.

Unit-I: Introduction to Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, Gaps model of Service Quality, Positioning a service in the market, planning and branding service products, new service development.

Unit-II: Consumer Focus: Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Unit-III: Aligning Service Design and Standards: Service innovation and design – challenges, types of service innovations, stages in service innovation and development, service blue printing, high performance service innovations, Customer defined service standards, factors, types and development.

Unit-IV: Introduction to Retailing: Meaning of Retailing, Retailing Management Decision Process, Product Retailing v/s Service Retailing, Types of Retailers, Retailing Environment – Introduction, Elements and issues, Strategic Retail Management, Merchandise Management.

Unit-V: Retail Marketing Issues and Strategies: Introduction, types of Retail stores Location, Factors effecting Retail Location Decisions, Integrated Marketing Communication in Retail – Customer Service – Customer Satisfaction – Customer Loyalty – Customer Relationship Management – Store Management.

References:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015.
2. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
3. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
4. Retail Management: A Strategic Approach, 11e Paperback – 2011 by [Berman / Mathur](#) (Author).
5. Retail Management: A Strategic Approach, [Gilbert](#), Pearson Education India.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

MS 223 H - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: The course is designed for Leaders Seeking to enhance their effectiveness for optimizing the International Human Resource potential and Exposure of their Multi National Organizations in order to achieve Business Standards, Human Relation and Strategic Objectives. More over the students analyze the overall HR Practices in International perspective and Frame work.

UNIT– I: An Overview of IHRM- Difference between IHRM & HRM - Developing International HR Strategies – Issues in IHRM - Barriers to effective Global HRM – Model of international HRM.

UNIT– II: Cultural Dimensions of IHRM – Understanding Culture – Determinants of Culture – Cultural Sensitivity – Cross Cultural Theories – Cross Cultural Communication – Cross Culture Negotiations.

UNIT– III: International Staffing – Attracting an effective work force – International Labour Market PCNs, HCNs, TCNs – International staffing approaches – Ethnocentric , Polycentric, Geocentric, Regiocentric.

UNIT– IV: International Industrial Relations- Key Issues in International Industrial Relations- Trade Unions and International Industrial Relations- Response of Trade Unions to MNCs , Regional Integration- EU, NAFTA.

UNIT– V: Expatriate Training – Cross Cultural Training – Cultural Assimilators – Internal Performance Management – Performance Management Expatriate – Effecting Expatriate Performance.

Reference Books:

1. Peter J.Dowling, Denice E.Welch –“*International Human Resource Management-Cengage Learning*”.
2. P.L. Rao, *International Human Resource Management Texts and Cases*- Excel Books.
3. Monir H. Tayeb- *International Human Resource Management-A multinational Perspective*-Oxford University Press.
4. Chiris Brewster, Paul Sparrow, Guy Vernon, International Human Resource Management, Universities Press.
5. Edwards, International Human Resource Management, Pearson Publications.
6. Gupta S.C., International Human Resource Management, MACMILLAN.

MS 224 H – PERFORMANCE & COMPENSATION MANAGEMENT

Course Objective: To enlighten the students with the Concepts of Performance Management and enables the student to understand compensation Management and Administration.

UNIT I: Performance Management: Introduction - Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management –Factors Affecting Performance Management – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept - Appraisal Practices in India.

UNIT II: Compensation Management- Introduction - Foundation of Compensation Management, Need , Significance, Economic Theories of Compensation , Job Analysis and Job Evaluation , Compensation and Job Design.

UNIT III: Performance Linked Compensation: Managing Performance, Rewarding Performance. Incentive Schemes/Payment-By-Result, Wage-Design, Wage-Fixation, Wage – Differentials, Team Based Compensation.

UNIT IV:Compensation Policy: Compensation at Macro(National Level), Industry’s Compensation Policy(Micro level) Retirement Plans, Voluntary Retirement Scheme, and International Compensation Management.

UNIT– V:Compensation Administration:Wage boards, pay commission – Pay budget management –Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

Suggested Books:

1. Dilip Kumar Bhattacharya Compensation Management, Oxford 2009.
2. Tapomoy Deb-Compensation Management, Text and cases ,Excel Books.
3. MousumiS.Bhattacharya, Nilanjan Sen Gupta, Compensation Management-Excel Books.
- 4.SoniShyam Singh-Compensation Management-Excel Books.

5. T.V.Rao Performance Management and Appraisal Systems-Response Books-A Division of Sage Publications.
6. B.D. Singh, Compensation and Reward Management-Excel Books.
7. Michael Armstrong, Employee Reward, Universities Press.
8. Augunis, Performance Management, 2nd Edition, Pearson Publication.
9. Michael Armstrong, Employee Reward, University Press.
10. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
11. Hendorson, Richard I. Compensation Management: Rewarding Performance, Englewood Cliffs, Prentice Hall of India.

MS 225 H – HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEMS

Course Objective: The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes.

UNIT I: Human Resource Development: Evolution of HRD, goals, Importance, functions, challenges of HRD, Relationship with HRM, Micro and Macro Perspectives of HRD, HRD Climate, HRD Process, Skills and Competencies of HRD Professionals, Challenges to HRD professionals, Role of HRD Manager, HRD Matrix.

UNIT II: Frame work of Human Resource Development: Assessing HRD needs, Designing HRD Programmes, Implementing HRD Programmes and Evaluating HRD Programmes.

UNIT-III: HRD Applications: Career concepts: Stages and models of career development, Balanced scorecard, Quality of work life, Quality Circles, HRD and Employee Engagement, Management Development: Concept, Meaning, Importance and Scope of Management Development, Management Development versus Organization Development.

UNIT IV: Human Capital Development and HRD Audit: Human capital concept, evolution, Philosophy and Principles, Human Capital Asset Life Cycle Development, HRD Audit: Concept, Reasons, Methodology, HRD Scorecard, HRD and OD.

UNIT V: HRD in Practice: HRD in large, small, manufacturing and service organizations, Global Developments and Implications for HRD in India, HRD Outsourcing, BPO - ITES.

Suggested Books:

1. Ram Kumar Balyan & Suman Balyan, Human Resource Development: Text and Cases, Himalaya Publishing House, Mumbai.
2. Dr. D. K. Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
3. TV. Rao, Human Resource Development Audit, Sage Publications.
4. TV. Rao, Future of Human Resource Development, Macmillan.
5. T. V. Rao, HRD Audit, Response Books (A Division of SAGE Publications)
6. T. D. Tiwari & Anuja Thakkar, New Dimensions on HRD, Wisdom Publications, New Delhi.
7. Kalyani Mohanti & Padmalita Routray, HRD & Organizational Effectiveness, Excel Books.