

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION (SDE)
 (for the students admitted during the academic year 2008-09 & onwards)

Executive M.B.A

<u>PAPER NO:</u>	<u>NAME OF THE SUBJECT</u>	<u>MARKS</u>
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First Year

I Semester

1	Principles of Management and Organisational Behaviour	100
2	Managerial Economics	100
3	Accounting and Finance for Managers	100
4	Marketing Management	100
5	Human Resource Management	100
6	Research Methods for Management	100

II Semester

7	Productions and Operations Management	100
8	Executive Communication	100
9	Business Environment and Ethics	100
10	Management Information Systems	100
11	Strategic Management	100
12	International Business	100

Second Year

PROJECT WORK & VIVA VOCE (300 + 100)	400
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Total	1600

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION
SYLLABUS

I SEMESTER

1. Principles of Management and Organizational Behaviour

Subject Description :

This course presents the principles of management, emphasizing managerial functions and behavioural concepts and its practical applications in the organisation.

Goals: To enable the students to learn the basic functions, principles, concepts of management and behavioral aspects in the organization.

Objectives: On successful completion of the course the students should have:

1. understood the principles and functions of management.
2. learnt the scientific decision making process and problem solving techniques.
3. learnt modern management process.
4. learnt behavioural aspects of an individual in the organization.

Contents:

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

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

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

UNIT V

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

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

REFERENCE

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

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

2. Managerial Economics

Subject Description :

This course presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making.

Goals: To enable the students to learn the basic principles of economics and its application in the decision making in the business.

Objectives: On successful completion of the course the students should have:

1. understood the principles economics.
2. learnt the demand analysis and various cost aspects in the business.
3. learnt the market structure and the decision making process for various markets.
4. learnt the profit, profit policies, cost volumes relationship.
5. learnt the macro environment of the business.

Contents:

UNIT I

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

UNIT II

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

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE

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

5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

3. Accounting and Finance for Managers

Subject Description :

This course presents the principles of accounting, preparation of financial statements, analysis of financial statements, costing techniques, financial management and its functions.

Goals: To enable the students to learn the basic principles of accounting and preparation and analysis of financial statements and also the various functions of financial management.

Objectives: On successful completion of the course the students should have:

1. understood the principles and objectives of accounting.
2. learnt the preparation of financial statements and the various techniques of analyzing the financial statements.
3. learnt the costing methods and its application in decision making.
4. learnt the basic objectives of financial management , functions and its application in financial decision making .

Contents:

UNIT I

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

UNIT II

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

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

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

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

Capital Structure Theories - Dividend Policies - Types of Dividend Policy.

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

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

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

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Tally, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

4. Marketing Management

Subject Description :

This course presents the various concepts of marketing, buyer behaviour, marketing mix and the analysis of the market.

Goals: To enable the students to learn the basic of marketing, process, product mix, marketing channels, product promotion and the market.

Objectives: On successful completion of the course the students should have:

1. understood the various concepts of marketing.
2. learnt the buyer behaviour and market segmentations.
3. learnt the product mix, channels of distribution and promotion of a product.
4. learnt about the market and analyzing the market conditions.

Contents:

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

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

REFERENCE

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

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

5. Human Resource Management

Subject Description :

This course presents the human resource functions, recruitment, placement, training, development, compensation, managing quality, labour relations and employee security.

Goals: To enable the students to learn the importance of the human resources, recruitment and training and also the importance of the labour relations in the organization.

Objectives: On successful completion of the course the students should have:

1. understood the changing environment of the HRM and the role of the HR managers.
2. learnt the recruitment process and the application of the IT.
3. learnt the importance of the training and development.
4. learnt about the pay plans, performance appraisal and compensation.
5. learnt the importance of the labour relation, the employee security and collective bargaining.

Contents:

UNIT I: Human Resource Function

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

UNIT II: Recruitment & Placement

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

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

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

UNIT III: Training & Development

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

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

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

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

UNIT IV: Compensation & Managing Quality

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

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

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

UNIT V: Labour relations and employee security

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

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

REFERENCE

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

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

6. Research Methods for Management.

Subject Description :

This course presents the basic concept of research design, hypotheses, sampling techniques, testing the significance and report writing.

Goals: To enable the students to learn the importance of the research, various methods of analysis of data and its applications in the business management.

Objectives: On successful completion of the course the students should have:

1. understood the basic of the research methods..
2. learnt the various techniques of sampling.
3. learnt the various methods of analysis of data and its applicability in the decision making.
4. learnt to write a good research report.

Contents:

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE

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

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

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Excel, SPSS, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

II SEMESTER

7. PRODUCTION AND OPERATIONS MANAGEMENT

Objectives: To introduce the basic concepts of production management and to provide practical insights for operations management.

Unit I

Production and Operations Management – Meaning – Importance-historical contributions-systems view of OM- Functions Of OM- Efficiency and effectiveness- Types Of Production Systems

UNIT II

11: Product design and process selection – Evaluation and selection of appropriate Production and Operations Technology. Product Design and Process selection.

Unit III

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular,Lean and Agile manufacturing Systems – Computer Integrated Manufacturing Systems – Assembly line Balancing.
Production Planning and control – meaning – functions-aggregate planning – master production schedule(MPS) – Material Requirement Palnning(MRP) – BOM – Capacity Requirement planning (CRP)- Techniques – Problems in MRP and CRP – an introduction to MRPII and ERP – Business Process Re-engineering – Total Productive Maintenance

UNIT IV

Materials Management- Functions – material planning and budgeting – Value Analysis- Purchase functions and procedure – inventory control – types of inventory – safety stock- Order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN

UNIT V

Total quality Management concept – Statistical Quality control for Acceptance Sampling and Process Control – Concept of O.C.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles – ISO Quality certifications and types – Quality Assurance – Six Sigma Concept.

References

1. Production & Operations Management- Everest E Adam & Ebert – PHI- Publication forth edition
- 2.Operations Management(Theory & Problems)- Joseph G Monks- McGraw Hill Intl.
- 3.Production And operations Management – S.N.Chary- TMH Publications
- 4.Production And Operations Management – Pannerselvam,PHI
- 5.Chunawalla And Patil-Production And Operations Management,Himalaya
- 6.Modern Production And operations Management-E.S.Buffa
7. Operations Management: Strategy and Analysis Lee j.Krajewski and Larry P.Ritzman,"", Adiison walley
8. "Production And Operations Management Chase, Aquilano & Jacobs" Tata Mcgraw Hill.

8. EXECUTIVE COMMUNICATION

Objectives: To develop written and oral communication skills in students to groom them as effective management professionals.

UNIT I:- Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II:- Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters , enquiries , customers complaints , collection letters - sales promotion letters.

UNIT III:- Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports, technical reports - norms for including exhibits & appendices.

UNIT IV:- Non-verbal communication - personal appearance, posture - body language - use of charts , diagrams & tables - audio visual aids for communication - Dyadic Communication: face to face communication - telephonic conversation.

UNIT V:- Conducting Meetings : Procedure - preparing Agenda , minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

Reference

Mastering Business Communication Woolcott& Unwin –, Mcmillan

Busines Communication Raisher: - Aitbs

Developing Communication Skills Krishna Mohan & Meera Bannerjee, Mcmillan

Assignment & Thesis Writing Anderson & Others :

Business Communication ;Rajendrapal & Korlahalli

Business Communication – Lesikar and Flatly.

9. BUSINESS ENVIRONMENT AND ETHICS

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

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

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

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

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

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

REFERENCES:

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

10.. MANAGEMENT INFORMATION SYSTEM

Objectives: To familiarise the students with the fundamental concepts of information system and its role in business decision making

UNIT I

Foundation of information systems ; a framework for business users - Roles of information systems - System concept - Organisation as a system - components of Information systems - IS Activities - Types of IS.

UNIT II

IS for operations and decision making :Marketing IS , Manufacturing IS , Human Resource IS , Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage .

UNIT III

DSS and AI : DSS models and software :The decision making process - Structured ,semi structured and Unstructured problems ; What if analysis , sensitivity analysis , Goal seeking Analysis and Optimizing Analysis . Overview of AI , Neural networks Fuzzy logic Systems ,Genetic Algorithms - Expert systems.

UNIT IV

Managing Information Technology :Managing Information Resources and technologies IS architecture and management - Centralized , Decentralized and Distributed - EDI supply chain management-CRM-ERP.

UNIT V

Security and Ethical Challenges : IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology .

References

- 1.James A O'Brian , Management Information System
- 2.Effy Oz , Management Information System Third Edition
- 3Laudon & Laudon , Management Information System Eight Edition

11. STRATEGIC MANAGEMENT

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

UNIT I

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

UNIT II

Environmental Analysis & Internal Analysis of Firm:

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

UNIT III

Strategy formulation

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

UNIT IV

Tools of Strategy Planning and evaluation

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

Unit V

Strategy implement & Control:

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

Reference

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

12. INTERNATIONAL BUSINESS

Objective: To familiarize the students with the intricacies of international business in terms of investment, monetary systems and strategies .

Unit-I

The Globalisation of the world Economy -The Changing Nature of International Business. Differences in International Business

Unit: II

World business environment -- Political Environment -Economic Environment - Legal Environment -The Determinants of Economic Development - States in Transition.

Difference in Culture: Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change -Cross-Cultural Literacy - Culture and competitive Advantage. Risks in international business.

Unit:III

The Global Trade and Investment Environment -International trade theory: Introduction - An Overview of Trade Theory - Absolute Advantage - Comparative Advantage - Heckscher - Ohlin Theory - The New Trade Theory - National Competitive Advantages - Porter's Diamond

The Revised Case for Free Trade - Development of the Multilateral Trading System-WTO & development of World trade - Regional grouping of countries and its impact.

Unit: IV

Foreign Direct Investment: Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System -The Foreign Exchange Market: Introduction - The Function of the Foreign Exchange Market.

Unit: V

Strategies of International Business - - Strategy and the Firm - Profiting from Global Expansion - Pressure for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances: Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work – International Marketing Operations.

Exporting, importing and counter trade- introduction - Export and Import Finance-Export assistance.

References:

International Business : Hill.C.W;Competing In The Global Market Place , Irwin - Mcgraw Hill 1999

International Marketing , Philip R.Cateora , ,Irwin Mcgraw Hill,9th Edn , International Business, Shivaramu , , Macmillan India .

International Business , Francis Cherunilam , ,Wheeler Publications.

International Business, Charles W.L , Hill, Irwin - Mcgraw Hill, 1998.