

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Management Information System (MGTM-301)**

**Objective**

The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I**

Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

**Unit II**

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

**Unit III**

Systems design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End User Development. Logical and Physical Design. Evaluation of Information Systems.

**Unit IV**

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP.

**Unit V**

Introduction to Data Warehousing, Data Mining and its Applications.

**Text Books**

- James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi.
- Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.

**References Books**

- Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
- D.P.Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi.
- S.A.Kelkar (2009). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi.
- Nirmalya Bagchi (2010), Management Information Systems, Vikas Publishing House, New Delhi

Alabbar School of Management  
Raffles University  
MBA Sem-III  
International Business (MGTM-302)

#### Objective

- **To get the knowledge of the business ramifications of Globalization.**
- **To understand the meaning and rationale of Globalization**
- **To get an awareness about the international orientations and stages of Globalization**
- **To have a detailed knowledge about the environment of international business**
- **To examine the significance of economic, political, socio-cultural, demographic, natural and technological factors for international business.**
- **To get an idea of the trade strategies and their implications for international business**
- **To get an understanding of the tariff and non-tariff barriers to trade**
- **To get an overview of Multilateral Trade Negotiations**
- **To understand the functions, role, functions and impact of GATT and WTO**
- **To get an overall idea of the WTO Agreements.**
- **To get an overall knowledge about the concepts such as International Corporation, Multinational Corporation, Global Corporation and Transnational Corporation.**
- **To know the elements of the Code of Conduct for MNC's**
- **To understand the types of foreign investment**
- **To get an idea about the theories of foreign investment and factors affecting Foreign direct investment and Portfolio investment.**

Course Credits: 4

Contact Hours

**48 Hrs**

#### Unit I: International Business Environment

Introduction, Concept, Scope, Trends, Challenges and Opportunities; Globalization - Forces, Meaning, dimensions and stages in Globalization - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckscher, Firm Specific Theories like Product Life Cycle Theory by Raymond Vernon and the Porter's Competitive Advantage Theory by Porter - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks – Forms of Integration like Free Trade Area, Customs Union, Common Market, Economic Union and Economic Integration-NAFTA, SAPTA, SAARC, Indo-Lanka Free Trade Agreement, India-Singapore CECA- Rise of new economies like Japan, South East Asia and China (with comparison to India)

#### Unit II: International Economic Institutions and Agreements

General Agreement on Trade and Tariffs (GATT), The Uruguay Round, WTO (Seattle & Doha and Hongkong round of talks), Agreement on Textiles and Clothing (ATC), TRIPS, TRIMS, GATS-Dispute Settlement IMF, Asian Bank, World Bank, IBRD, IFC, IDA, UNCTAD, ILO, WIPO, UNIDO- GSP, GSTP and other International agreements and strategic alliances; International Commodity Trading and Agreements.

#### Unit III: Multinational Corporations and Foreign Direct Investment

Nature of Multinational Corporations; MNC's and International Trade; Dominance of MNC's; India's Presence; Goals of MNC's; Fundamental Goals of Host Governments; Defenders and Critics of MNCs; In Defense of MNC's Foreign investments - Introduction, Patterns, Structure,

Issues and Effects; Types of Foreign Investment-like FDI and Portfolio Investments; Theories of International Investments; FDI AND Production Linkages; Foreign Investment in India; Foreign Investment by Indian Companies; Cross-Border Mergers and Acquisitions

#### **Unit IV: International Financial Environment**

Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade – International Trade Financing- Institutional Finance for Trade- EXIM Bank-Forfaiting- Balance of Trade and Balance of Payments- Components of balance of payments- balance of payment disequilibrium and correction of disequilibrium-Financing of BOP deficit.

#### **Unit V: Emerging Developments and Other Issues**

Globalization and internal reform process - India's competitive advantage in industries like IT, pharmaceuticals, Steel, Textiles, Gems and Jewelry etc. – Potential Opportunities and threats

Recommended books:

- **International Business by Hill and Jain, Sixth Edition Published by Tata McGraw Hill, New Delhi**
- **International Business by K Aswathappa, 4<sup>th</sup> Edition published by Tata McGraw Hill, New Delhi**

Reference books:

- **International Business by Justin Paul, 4<sup>th</sup> Edition published by Prentice Hall of India, New Delhi**
- **International Business-Text and Cases by Francis Cherunilam, 4<sup>th</sup> Edition, Published by Prentice Hall of India**

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Corporate Strategy (MGTM-303)**

**Objective**

Strategy is at the heart of general management education. It explores how firms compete and what they need to do to be successful. Clear strategic thinking should inform the decisions of every general manager and is the basic competence of management consultants everywhere. The Course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organization.

**Course Credits:** 4

**Contact Hours** 48 Hrs

**Unit I:**

Concept of strategy : Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, essence of strategic thinking, replacing planning with strategic thinking, strategic management process, Mission and Purpose, Objectives and Goals, Strategic Business Units.

**Unit II:**

Environment Analysis and Diagnosis - Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis.

**Unit III:**

Grand Strategies –Stability, growth, retrenchment & combination strategies- Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies. Strategies for competing in globalizing markets.

Process of Strategic Choice – Process of strategic choice – Gap analysis. Industry analysis, competitor analysis - Porter's Five forces Model of competition. SWOT analysis- Synergy and Dysergy, Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Model. Distinctive competitiveness; Factors affecting Strategic Choice.

**Unit IV:**

Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles – Charismatic, transformational, visionary, team, cross-cultural & ethical leadership, Corporate culture and values power Social Responsibilities – Ethics, Building capable organization.

Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure, Structural Considerations, Structure for strategies, Organizational design and change, Matching structure and strategy.

**Unit V:**

Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

Corporate Governance – Introduction & meaning, stakeholders, ownership & management, governing board, governance issues, governance & strategic implementation.

**Recommended books:**

- Business policy and strategic Management, Azhar Kazmi, Tata McGraw -Hill

**Reference books:**

- Strategic management and business policy, William F. Glueck, Tata McGraw -Hill
- Strategic Management, Michael Porter, Prentice hall of India
- Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

**Alabbar School of Management  
Raffles University  
MBA Sem-III  
Security Analysis (MGTM-301F)**

**Objective**

Integration of the world's Financial Markets has undoubtedly Increased the Investment Opportunities manifold. A number of Transformations have taken place in India ever since the Economy was Opened up. A Constitution of Securities Exchange Board of India (SEBI) as Regulator was a Major Step in the Direction of Reforms in this Subject we Included A sense of Awareness is Included Among the Investors and they are encouraged to invest in the capital markets.

The aims of the students for taking a long -term view of the markets and taking wise investment decisions. it Covers in depth, the Investment Climate in India, Various Investment Avenues, Risk Return Profiles, Fundamental Analysis.etc.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: Investment Scenario:**

Concept of Investment, Investment Objective and Constraints, Investment Classification, Financial Market, Real Investment Avenues.

**Units II: Risk and Return:**

Concept of Risk and Return, Reduction of risk through Diversification, Quantify Portfolio Return and Risk, Security Market lines and its Applications.

**Unit III: Fundamental Analysis and Equity Valuation Model:**

Objective and Beliefs of Fundamental Analysis, Industry Analysis, Structural Analysis, Company Analysis, Valuation Methods, Dividend Discount Models, Measures of Relative Value, Price Earnings Ratio, Price to Book Value Ratio, Price to Sales Ratio, Free Cash Flow Model to Equity Model.

**Units IV: Technical Analysis and EMH:**

Concept of Technical Analysis, Fundamental vs Technical, Technical Trading Rule, The Dow Theory, Charting, Price Patterns, Trendiness, Advances Technical tools, EMH-Concepts of Efficiency of the Stock Markets Forms of EMH, Test of EMH in Indian Market.

**Unit V: Bond Valuation, Bond with Warrants and Embedded Options:**

Role of Bond from an Investors point of View, Types of Bonds, Value of Bond, Bond Yield Measures, Forecasting Interest Rates and Determinants of Interest Rates, Theory of Interest Rates, Types of Risks, Duration, Immunization of Risk Convexity, Term Structure of Interest rates. Bond With Warrant, Convertible Bonds, Callable Bond.

**Suggested Readings:**

1. Investments :williams F. Sharpe,Gordon J .Alexander: PHI
2. Investments: Zvi Bodie, Alex kane, Alan J . Marcus TMH.
3. Introduction to Investment :Herbert B . MAYO: Cengage Learning.
4. Investment management Yogesh maheshwari.: PHI
5. Investment Analulusis and manegment.:Charles P.james: WILEY India

**Alabbar School of Management**  
**Raffles University**  
**MBA- SEM III**  
**Portfolio Management (MGTM-302F)**

**Objective**

Portfolio Management is the ultimate guide to understand the Various of Investment Management and How Managers run Money. The Selection of Investment vehicles, how they are valued, and how various strategies can be used, this Understanding is essential to Accomplish Investment Objectives.

This subject aims to enable the Student of Portfolio Management to Specify Appropriate Investment Policy or to be Frame an Investment Policy for the Business Organizations.

**Course Credits:** 4

**Contact Hours:**

48 Hrs

**Unit I:**

**Capital Market Theories:** Markowitz Portfolio Theory, Capital Asset pricing model(CAPM), Capital Market Line(CML), Security market line (SML), Arbitrage pricing theory(APT).

**Unit II:**

**Investment Policy:** Investment Objectives, Individual Investors, Determination of Investment Policies, Institutional Investors, Investment Constraints.

**Unit III:**

**Asset Allocation:** Asset Allocation Process, Types of Asset Allocation, Asset Allocation-Management Style, Different Approaches to Asset Allocation Decision.

**Unit IV:**

**Portfolio Revision:** Portfolio Diversification, Portfolio Revision, Transaction Costs, Constraints in Portfolio Rebalancing, Portfolio Monitoring and Rebalancing, Portfolio Revision Techniques, Issues in portfolio Rebalancing, Selection and Revision of equity portfolios.

**Unit V:**

**Performance Measurement:** Portfolio Evaluation Measures, measures of returns , portfolio segment measurement, Eugene Fame's portfolio decomposition, use of multiple benchmark and multiple index models for performance, performance attribution analysis, monitoring influence of asset allocation decisions, sector and security selection, performance evaluation of the portfolio manager.

**Suggested Readings:**

1. Investments :williams F. Sharpe,Gordon J .Alexander: PHI
2. Investments: Zvi Bodie, Alex kane, Alan J . Marcus TMH.
3. Introduction to Investment :Herbert B . MAYO: Cengage Learning.
4. Investment management Yogesh maheshwari.: PHI
5. Investment Analusis and manegment.:Charles P.james: WILEY India

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Financial Markets and Services (MGTM-303F)**

**Objective**

The focus in this paper would be on issues related to the financial markets & instruments along with different financial services and current scenario of Indian financial system & markets.

This paper provides an introduction to the financial markets products and services, markets and market participants. The objective of this course is to familiarize the student with the operations of Indian financial markets and basic concepts of different financial services along with the banking system.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: Introduction to the Financial System**

Nature and role of financial system, financial system and financial markets, government intervention in the financial system, informal and formal financial system, components of formal financial system- institutions, intermediaries, markets and services, functions and weaknesses of Indian Financial System.

**Unit II: Introduction to Financial Markets**

Money market and Capital market, money market instruments- T Bills, CPs & CDs. Capital Market-primary and secondary, methods of raising capital, Derivative concepts, Role of SEBI.

**Unit III: Introduction to Financial services**

Fund based and Fee based service. Conceptual aspect of factoring, forfeiting, credit rating, bill discounting, leasing, securitization and consumer finance. Evaluation of strategic decisions regarding factoring, leasing and merger & acquisitions.

**Unit IV: Insurance and Mutual funds**

Basic concepts of insurance and mutual funds, role of IRDA and AMFI

**Unit V: Introduction to Banking**

An overview of the different activities performed by a bank. Retail Banking: Concepts, forms and products of retail banking. Corporate Banking: meaning, nature, functions and products.

**Recommended books:**

- "Financial Markets and Services" E. Gordon & K. Natarajan, Himalaya Publishing House

**Reference books:**

- "Financial Markets, Institutions and Financial Services" Clifford Gomez, Prentice Hall of India
- "Financial Markets and Institutions-An Introduction to the Risk Management Approach" A. Saunders & M. M. Cornett. Tata McGraw Hills Publication
- "Indian Financial System" Bharti Pathak, Pearson Education.
- "Financial Institutions and Markets- structure, growth and innovations" L. M. Bhole & Jitendra Mahakud. Tata McGraw Hills Publication



**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Human Resource Planning & Development (MGTM-301H)**

**Objective**

This paper has been designed keeping in mind the current need of organizations. Human resource planning and management has become a bigger challenge for organization due to growing globalization and emerging new trends specially because of changing environment. This paper addresses all those challenges and suggests ways to handle them efficiently.

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning and Development in organizations. It includes almost every basic aspect of human resource management orientation.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I**

Overview of Human Resources, Historical evolution, Integrated HR function, Corporate and HR environment, Strategic environment, Strategic Management

**Unit-II**

HR planning at Enterprise level, Need for systematic planning, Planning process, Operating Environment- Internal & External, Job description, Models & techniques of Manpower demand and Supply forecasting. Retention-Redeployment and Exit strategies

**Unit-III**

Career management-Recruitment and Selection, Employee Induction Programme, Employee training, Training needs & objective setting, Methods of training, Development & Development needs, Human Resource Development, Development process

**Unit-IV**

Performance planning – Performance appraisal, Measures of appraisal, System components appraisal methods, Ethics of appraisal, Problems & issues

**Unit-V**

Human Resource Information System- Concept, Objectives of HRIS, Types of information, Sources of Information, Method of Data collection, Procedure of maintaining HRIS at Micro & Macro level

**Recommended Book**

- Praveen Durai (2010), Human Resource Management, Pearson Education, South Asia

**Reference Books**

- John Storey, Graeme Salaman, Christopher Mabey(1998): Strategic Human Resource Management: A Reader, SAGE Publications, 1998
- Christopher Mabey, Rosemary Thomson (2011): Developing Human Resources, Routledge, Taylor and francis group, New York, USA.
- Dessler & Varkkey, (2010): Human Resource Management 11e, India, Prentice Hall
- Richard D. Johnson, Michael J. Kavanagh, Mohan Thite (2011): Human Resource Information System 2e, SAGE Publications, 2011.

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Compensation Management (MGTM-302H)**

### **Objective**

Compensation management has undergone a big change. Remuneration system now-a-days is framed in such a way that it serves the purpose for all types of employees. For example we have different pay system for sales person, scientist, upper management personnel and so on. This curriculum addresses those all problems and give a clear understanding of emerging trends in compensation management.

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

### **Unit-I**

Job Evaluation - Definition - Techniques. Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool.

### **Unit-II**

**Compensation - classification – types, incentives - fringe benefits- principles, Non monetary benefits, Importance of remuneration system, factors influencing Employee remuneration – External factor, Internal factors, Challenges of Remuneration.**

### **Unit-III**

Theories of wages-Wage structure-Wage fixation- Wage payment-Salary administration.

### **Unit-IV**

Rewards for sales personnel – Pay-commission-pay & commission-performance based pay system-incentives-Executive compensation plan and packages.

### **Unit-V**

Wage Boards-Pay commissions-Compensation management in Multinational Organizations.

### **Recommended Book**

- K. Aswathappa, (2009): Human Resource Management- Text & Cases 5e, India, McGraw Hill.

### **Reference Books**

- Richard I. Hinderson(2006), Compensation Management in a Knowledge - based World 10e, India, Pearson prentice Hall.
- Peter T. Chingos(2002), Paying for Performance: A Guide to Compensation Management 2e, John Wiley & Sons Inc., New York.
- S.S. UPADHYAY(2009), COMPENSATION MANAGEMENT: Rewarding Performance, Global India Publications Pvt. Ltd., New Delhi.
- B.D. Singh (2009), Compensation and reward management, Excel books.

**Alabbar School of Management  
Raffles University  
MBA Sem-III  
Management Training & Development (MGTM-303H)**

**Objective**

Training and development is one of the key areas where rapid changes have been observed. Introduction of new technology in the market has made it compulsory for managers to train their employee for the survival of the enterprise. Secondly, training makes an employee efficient and effective resulting in better job satisfaction and increased overall production of the company which ultimately leads to profitability.

This paper has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behavior. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I**

Training: Introduction - Conceptual framework of training - approaches on training – Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills.

**Unit-II**

Need for Training - Methods of Identification of Training needs - Training policy - Planning and organizing the training programmes - Methods of Training - – on the job training – off the job training – choosing optimum method – the lecture –panel discussion – behaviour modeling – interactive demonstrations – brain storming – case studies, incident process, in-baskets, team tasks, agenda setting, role plays, simulations, business games, critical incidents, grouping methods, transactional analysis, exception analysis.

**Unit-III**

Management Development (MD) and Organisational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions – Succession Planning and Career development.

**Unit-IV**

Evaluation of training-need for evaluation, Principles of evaluation, Criterion and Approaches: Return on investment in training, Process of calculating ROI in training; emerging trends in training and development; New perspectives on training- Cross culture training.

**Unit-V**

Technology in training: CBT, Multimedia training, e-learning/Online learning, Distance learning

### **Recommended Book**

- B.L. Gupta(2011), Management Training and Development, Vrinda Publication, New Delhi.

### **Reference Books**

- Alan M. Saks, Robert R. Haccoun (2010): Managing Performance Through Training and Development, 5e, Nelson Education Ltd. USA.
- Craig Eric Schneier, Craig J. Russell (1994): The Training and Development Sourcebook
- 2e, Human Resource Development Press Inc, USA.
- Wendell L. French, Cecil. H. Bell (2008): Organization Development, 6/e, India, Pearson Prentice Hall.
- Donald L. Anderson (2012): Organization Development: The Process of Leading Organizational Change, 2e, sage publication Inc.

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**International Economics (MGTM-301I)**

**Objective**

The course stresses policy topics that are topical. It is intended to provide an introduction to select economic and policy issues for advanced economies, the economies in transition, and emerging and developing countries

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I: Meaning, Nature and Scope of International Economics:**

Theoretical and descriptive international economics; features of global economy; categories of economies; developing and developed economies; characteristics of developed and developing economies; growing economic power of developing countries; factors promoting global economic co-operation; India and the global economy

**Unit-II: The Pure Theory of International Trade**

Features of international trade; International trade equilibrium-some analytical tools; the classical theory of comparative advantage; the classical theory of comparative costs; refinements of the comparative costs theory; the modern theory of factor endowments: the Heckscher-Ohlin theory; international trade and factor prices; factor intensity reversals: Stolper-Samuelson and Rybezynski Theorems; New theories of international trade; economic growth and international trade; technical progress and international trade; the gains from trade; the terms of trade; terms of trade and economic development.

**Unit-III: Commercial Policy:**

Free trade versus protection: Tariffs; effective rate of protection; on-tariff barriers; import quotas; dumping; exchange control; international cartels; state trading; international economic integration; ASEAN and NAFTA

**Unit-IV: Balance of Payments:**

Meaning and components; adjustment mechanism of the balance of payments; balance of payments policies; internal and external balance; income adjustment: foreign trade multiplier; foreign exchange rate; foreign exchange rate policy; devaluation; optimum currency area; the foreign exchange market; international capital movements; the transfer problem.

**Unit-V: Trade Policy and Co-operation:**

Trade strategy; trade barriers; social issues in international trade; south-south co-operation; SAARC; SAPTA; Indo-lanka free trade agreement; indo-Singapore CECA; GSTP

**Recommended Book**

- International Economics by Francis Cherunilam published by Tata McGraw Hill, New Delhi
- International Economics by M.L Jhingan published by Vrinda Publications

**Alabbar School of Management  
Raffles University  
MBA Sem-III  
International Business Laws (MGTM-302I)**

**Objective**

This course is an introduction to International Business Law and legal systems of various countries. Students who intend to become internationally oriented professionals will learn how firms' doing business between more than 185 countries are governed and regulated. Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements. Students will learn to analyze countries' legal and business conditions, as well as develop and deliver written presentation.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: Introduction to Law**

Meaning of Law, Law and Society, Systems of Law, Development of Law, Sources of Law, Legal Environment of International Business

**Unit II: Business Law Contracts**

Sanctity of Contracts, Principles of Governing the formation, Performance and Termination of Contracts, Contractual remedies, Special contracts such as indemnity, guarantee, Bailment, Agency, Partnership

**Unit III: International Business Law**

Law relating to international trade in India, International Sales Contract, Contracts related to Credit, carriage and insurance, international legal conventions, conflict of Laws and Contracts, contracts relating to consultancy and technology transfer, -Joint ventures, FDI

**Unit IV: International Litigation and dispute Resolution**

Provisions in contracts- Litigation- Jurisdiction applicable Law, recognition Enforcement, ADRs Types, International Conventions, and Law in India, Process and Procedure for settlement of Disputes

**Unit V International Taxation and other matters**

Indian Law Governing taxation of foreign income, avoidance of double taxation treaties, anti dumping and countervailing duties, product liability, environmental law and international sales

**Recommended Book:**

- Richard Schaffer and others, International Business Law and its Environment , Cengage, 2009

**Reference Books:**

- Leo D'arcy, Carole Murray and Barbara clave "Schmitthoff's Export Trade" The Law and Practice of International Trade ,2009.
- Motiwal O.P, International Trade Law and Practice, 2009.

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**International Marketing (MGTM-303I)**

**Objective**

To improve the learning and knowledge of the students about the concepts of International marketing; making the students understand marketing in all cultures; to create awareness about the economic, political and social changes that have occurred over the last decade which have altered the landscape of global business; to brief the students about the strategic implications of competition in different country markets.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: An Overview of International Marketing**

The scope and challenges of international marketing: global perspective, international marketing defined, the international marketing task, environmental adaptation, the self-reference criterion and Ethnocentrism, stages of international marketing involvement, strategic orientation; The dynamic environment of international trade: global perspective, balance of payments, protectionism, easing trade restrictions, IMF and World Bank

**Unit II: The Cultural Environment of Global Markets**

Global perspective; geography and global markets; geography, nature and economic growth; social responsibility and environmental management; world population trends; world trade routes; communication links; historical perspective in global business; Cultural dynamics in assessing global markets:

Global perspective; culture: definition and scope; cultural knowledge: factual versus interpretive knowledge, cultural sensitivity and tolerance; cultural values: business customs in global markets; political risks in global business

**Unit III: Assessing Global Market Opportunities**

Developing a global vision through marketing research: breadth and scope of international marketing research, problems of availability and use of secondary data, problems in analyzing and interpreting research information; Emerging markets: marketing and economic development, marketing in a developing country, developing countries and emerging markets; strategic implications of marketing; patterns of Multinational Corporations; global markets and multinational markets.

**Unit IV: Developing Global Marketing Strategies**

Global Marketing Management: planning and organization; products and services for consumers; products and services for businesses; International marketing channels; Exporting and logistics: special issues for business; integrated marketing communications and international advertising; personal selling and sales management; pricing for international markets;

**Unit V: Implementing Global Marketing Strategies**

Negotiating with international customers, partners and Regulators; the danger of stereo types; the pervasive impact of culture on negotiation behavior; implications for managers and negotiators

**Recommended Book:**

- Cateora, Philip R and Graham, John L, *International Marketing*, Tata Mc Graw Hill, New Delhi

**Reference Books:**

- International Marketing: Analysis and Strategy by Sak Onkvisit and John J. shaw published by Pearson Education, Fifth Impression
- International Marketing by P. K. Vasudeva published by Excel Books, latest edition.
- International Marketing by Michael and IKKA, PUBLISHED BY South-Western Cengage Learning, latest edition



**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Retail Management (MGTM-301M)**

**Objective**

With International retailers like Wal-mart, Metro, Carrefour etc. expanding their arms in India, organized retailing is set to take Indian retail scenario by storm. The organized retailing sector is generating huge demand for management professionals to handle retailing operations in a professional manner. This necessitates the introduction of Retail management courses for the management professionals. This paper helps the students learn the functional aspects of organized Retailing and its management.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I: Introduction to Retail Management**

Retailing: Meaning, Retail format, types of retailers (store, non-store retailing), Indian retailing scenario, Functions performed by retailers.

**Unit-II: Retail Consumer behavior and communication mix**

Types of buying decisions, Retail buying process, Factors influencing retail buying decisions.  
Retail communication mix: Meaning, methods, Retail communication process.

**Unit-III: Retailing strategy**

Definition, strategic retail planning process

Location & site analysis: Types of retail locations, factors affecting Trade area demand, factors affecting attractiveness of a site.

**Unit-IV: Retail operations**

Supply chain management: Meaning, process, importance, retail logistics.

CRM: Meaning, Importance, CRM process (customer data collection, data analysis, target customer identification, Development of CRM program implementation)

Retail Pricing: Pricing strategies (EDLP, HLP), Price adjustments (Mark downs, coupons, Rebates, Price bundling, multiple-unit pricing, variable pricing, online pricing)

**Unit-V: Store management**

Functions of store manager, Layout and Visual merchandising: Types of store layout designs, planograms, Merchandise presentation techniques.

Customer service: Importance, SERVQUAL GAPS MODEL.

**Recommended book:**

- Levy, Michael, Weitz, Barton A. & Pandit, Ajay, *Retailing Management*, Tata McGraw-Hill Education Private Ltd., New Delhi, Eighth edition, 2012

**Reference book:**

- Vedamani, Gibson G., *Retail Management*, Jaico Publishing House, Mumbai
- Pradhan, Swapna, *Retailing Management: Text and Cases*, Tata McGraw-Hill Publishing Company, New Delhi, 2<sup>nd</sup> ed.
- *Retail Management*, ICAI Centre for Management Research, Hyderabad, May, 2003.

**Alabbar School of Management**  
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**MBA Sem-III**  
**Consumer Behaviour (MGTM-302M)**

**Objective**

The course introduces a wide range of behavioral concepts, and explores the strategic implications of customer behavior for marketers. The course challenges students to explore and relate the realities and implications of buyer behavior in modern cut throat markets.

The core objective of the course is to demonstrate to the student as to how an understanding of buyer behavior can help to improve and facilitate effective strategic decision making in the field of marketing. It also aims to help them understand and legitimize the behavior of a consumer in response to a variety of marketing stimuli.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: Consumer research, segmentation & motivation**

- Consumer research, Quantitative vs. Qualitative research, Consumer research process
- Consumer segmentation, basis of segmentation, segmentation patterns, Targeting, Positioning
- Consumer motivation, Buying motives and their application in advertising appeals

**Unit II: Consumer personality, perception & learning**

- Personality concept, theories, Personality types (Type A, Type B) and their impact on consumer behavior
- Perception & individual information processing
- Learning, Cognitive learning (Classical conditioning, Instrumental conditioning)
- Brand equity, Brand loyalty

**Unit III: Consumer attitude, reference group & family influence:**

- Consumer attitudes, Measurement (Semantic differential scale, Likert scale), effecting attitude change
- Reference groups and their influence
- Family influences

**Unit IV: Socio-cultural influence & consumer decision making:**

- Social class, stratification in India, Social class mobility, Social class influence
- Culture, Sub-culture, their influences
- Consumer decision making, types, process

**Unit V: Consumer behavior in market, post purchase behavior & organizational consumer**

- Consumers in real markets, factors affecting outlet selection, In-store influences
- Consumer post purchase behavior, dissonance, consumer satisfaction/dissatisfaction
- Organizational consumer-Buying process, factors influencing organizational buying behavior

**Recommended book:**

- Schiffman, Leon G. and Kanuk, Leslie Lazar, *Consumer behavior*, Dorling Kindersley (India) Pvt. Ltd., New Delhi, Ninth Edition.

**Reference books:**

- Loudon, David L. and Bitta, Albert J. Della, *Consumer behavior Concepts and Applications*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Fourth Edition, 2008.
- Blackwell, Roger D.; Miniard, Paul W. and Engel, James F., *Consumer behavior*, Cengage Learning India Pvt. Ltd., New Delhi, India Edition, 2009.

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**International Marketing (MGTM-303M)**

**Objective**

To improve the learning and knowledge of the students about the concepts of International marketing; making the students understand marketing in all cultures; to create awareness about the economic, political and social changes that have occurred over the last decade which have altered the landscape of global business; to brief the students about the strategic implications of competition in different country markets.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit I: An Overview of International Marketing**

The scope and challenges of international marketing: global perspective, international marketing defined, the international marketing task, environmental adaptation, the self-reference criterion and Ethnocentrism, stages of international marketing involvement, strategic orientation; The dynamic environment of international trade: global perspective, balance of payments, protectionism, easing trade restrictions, IMF and World Bank

**Unit II: The Cultural Environment of Global Markets**

Global perspective; geography and global markets; geography, nature and economic growth; social responsibility and environmental management; world population trends; world trade routes; communication links; historical perspective in global business; Cultural dynamics in assessing global markets:

Global perspective; culture: definition and scope; cultural knowledge: factual versus interpretive knowledge, cultural sensitivity and tolerance; cultural values: business customs in global markets; political risks in global business

**Unit III: Assessing Global Market Opportunities**

Developing a global vision through marketing research: breadth and scope of international marketing research, problems of availability and use of secondary data, problems in analyzing and interpreting research information; Emerging markets: marketing and economic development, marketing in a developing country, developing countries and emerging markets; strategic implications of marketing; patterns of Multinational Corporations; global markets and multinational markets.

**Unit IV: Developing Global Marketing Strategies**

Global Marketing Management: planning and organization; products and services for consumers; products and services for businesses; International marketing channels; Exporting and logistics: special issues for business; integrated marketing communications and international advertising; personal selling and sales management; pricing for international markets;

**Unit V: Implementing Global Marketing Strategies**

Negotiating with international customers, partners and Regulators; the danger of stereo types; the pervasive impact of culture on negotiation behavior; implications for managers and negotiators

**Recommended Book:**

- Cateora, Philip R and Graham, John L, *International Marketing*, Tata Mc Graw Hill, New Delhi

**Reference Books:**

- International Marketing: Analysis and Strategy by Sak Onkvisit and John J. shaw published by Pearson Education, Fifth Impression
- International Marketing by P. K. Vasudeva published by Excel Books, latest edition.
- International Marketing by Michael and IKKA, PUBLISHED BY South-Western Cengage Learning, latest edition

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Supply Chain & Logistics Management (MGTM-301P)**

**Objective**

Supply chain management involves a number of decisions that benefit by quantitative techniques of analysis and design. The course will take up a few of these to explore modeling, computation and IT-enabled implementation of solutions in some areas of Supply Chain Management. The application areas include material flow management across the supply chain, value management and analysis of total supply chain costs, robust design of supply chains, co-ordination of supply chain decisions and handling of uncertainties in supply chain management. The emphasis will be on modeling, analysis and implementation issues, including a few case studies, but the relevant techniques will be covered as required.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**UNIT I- Introduction to Supply Chain Management**

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

**UNIT II- Logistics Management and Purchasing & Vendor management**

Logistics as part of SCM, Logistics costs, Inbound and outbound logistics, bullwhip effect in logistics, Centralized and decentralized purchasing, functions of purchase department and purchase policies, single vendor concept, management of stores.

**UNIT III- Inventory Management in SC**

Inventory fundamentals, Basic EOQ models; Inventory review policies; Just-in-time manufacturing; Kanban System of Inventory Management, Enterprise resource planning.

**UNIT IV- Strategic Issues in Supply Chain**

Quick Response Systems, Vendor Management Inventory, Supplier Relationship, Supplier Certification ; Supplier Selection Process, Supplier Contracts, Mass Customization & Principle of Postponement, Role of network design in Supply Chains.

**UNIT V- Warehousing decisions & Emerging Issues**

Warehousing and its uses and types; Total distribution concepts, Integrated logistics, Materials handling, Packaging and transportation system.

**Recommended Book**

- Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

**Reference Books**

- Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
- Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
- Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.)

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Procurement Management (MGTM-302P)**

**Objective**

This course will put the emphasis on the design and management of processes and control systems of the inbound supply chain. The content that is covered in this course include procurement processes and strategies, risk pooling and multi-stage inventory control systems, value of collaboration and streamlined information and financial flow in supply chains, supplier relationship management as well as elementary and advanced methods for analysis and planning.

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I: Introduction to Procurement management**

Function of procurement, purchasing cycle, roles in the purchasing organization for a large project, contribution of shipping and freight forwarding agents in procurement management, preparation of purchase specifications, nature and relevance of purchase requisition, importance of procurement management.

**Unit-II: Supplier Selection**

Supplier identification, Key issues in Supplier selection, Supplier selection Methods, Contract with the supplier, bidding process, Bargaining and Negotiation.

**Unit-III: Sourcing**

Global sourcing and international procurement, problems associated with international sourcing and recommend solutions, nature of arbitration in international sourcing, implications of customs and countertrade in global sourcing.

**Unit-IV: Outsourcing**

Nature of outsourcing, Meaning by outsourcing, Methodologies of outsourcing, Drawbacks of outsourcing and ways of avoiding or managing such drawbacks.

**Unit-V: E-Procurement Systems**

Meaning by an e-procurement system, Benefits of e-procurement, barriers to e-procurement, key indicators for measuring the benefits of e-procurement.

**Recommended Book**

- Peter Bailey et 2008; Procurement, Principles and Management. Prentice Hall

**Reference Books**

- Kenneth Lyons et al 2008; Excellence in Procurement: How to optimise costs and add value.
- Purchasing and Materials Management - K S Menon.

**Alabbar School of Management**  
**Raffles University**  
**MBA Sem-III**  
**Material Management (MGTM- 303P)**

**Objective**

The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the store and purchase management discipline. To increase the profitability of industry, the course intends to prepare the fleet of students equipped with latest tools and techniques of materials management so that they can face the challenges arising out of present scenario of competitiveness due to globalization of economy

**Course Credits:** 4

**Contact Hours:** 48 Hrs

**Unit-I: Introduction to Material management**

Introduction: Materials Management - Evolution, Importance, Scope and Objectives - Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL, Trade off Customer Service & Cost.

**Unit-II: Material Requirement Planning**

Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP. (Numericals expected on BOM Explosion, estimating Net requirements)

**Unit-III: Inventory Management**

Need of Inventory, Costs associated with Inventory, Types of Inventory , Basic EOQ Model, EOQ with discounts, Classification of material, ABC Analysis, VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)

**Unit-IV: Inventory control & Cost Reduction techniques**

Inventory turns ratios, Standardization, need and importance, Codification, concept, benefits. Value Engineering and Value Analysis, concept and process.

**Unit-V: Purchasing Management and Materials Handling**

Responsibilities of Purchase Department, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods, Global sourcing. Principles of Materials Handling system - Materials Handling Equipments – Safety issues.

**Recommended Book**

- An integrated approach to Materials Management – Gopalkrishnan & Sundersan
- Materials Management - Dutta

**Reference Books**

- Materials Management – Mr. K. K. Ahuja
- Purchasing and Materials Management - K S Menon
- Handbook of Materials Management - Gopalkrishnan
- Materials & Logistics Management - L.C.Jhamb
- Introduction to Materials Management – Arnold



**Alabbar School of Management  
Raffles University  
MBA-SEM III**

**Summer Internship Project Report & Viva Voce (MGTM-307)**

**Objective**

Student has to undergo a practical training of minimum forty five days after second semester. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc.

A viva-voce examination will be conducted before the Semester III examination. A viva-voce committee of minimum two members will be appointed by the university.

**Guidelines for the project report**

Declaration from the student that the research work is not copied from any other existing reports. Certificate of the guide.- Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-.

**CHAPTER NO-I – Introduction to the study.**

- 1.1 Introduction
- 1.2 Objectives and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

**CHAPTER NO.II – Introduction to the organisation**

- 2.1 Introduction to the industry
- 2.2 Brief History of organisation
- 2.3 Subsidiaries, Associates of the company
- 2.4 Departments / Manufacturing process
- 2.5 Important statistical information
- 2.6 Future prospect
- 2.7 Organisation Structure

**CHAPTER – III - Theoretical Background**

Basic concepts

Necessary theoretical inputs may be added to support the research work.

**CHAPTER –IV – Data Analysis and Interpretation**

Data should be analyzed with help of various tools studied in the Subject "Application of Research Methods in Management".

## **CHAPTER-V Findings / Observations**

## **CHAPTER VI- Suggestions / Conclusion**

### **Appendix**

Questionnaire / Charts / Data / Diagrams / Tables / etc.

### **Bibliography**

The above guidelines are not the prescription on writing the project report but can be used as milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

### **Note**

1. There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.
2. Student should not use logos and name of company on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
3. Use of colors in text matter should be avoided.