

Alabbar School of Management
Raffles University
MBA- SEM IV
Project Management (MGTM-401)

Objective

This course examines business planning and project management in theory and practice. It offers a practical approach to managing projects, focusing on organizing, planning, and controlling the efforts of the project.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Introduction to Project management

Introduction to Project Management: Concept of Project, Project Management, Project Management life cycle, Principles of Project Management, Knowledge Area of Project Management. Role of a Project Manager. Planning of a Project: Concept of Project Planning, Steps, Project Planning tools, Project Team Development, Project Planning Estimation, Estimation Approaches.

Unit-II: Market Analysis in Project Management

Market Analysis in Project Management: Concept of Market Analysis, Demand Forecasting, Product Line analysis, Product Analysis, New product development, Selection of plant location, plant capacity, environmental aspect of project, estimation of production and sales, Financial feasibility of a project

Unit III: Capital Budgeting Techniques, Social Cost Benefit Analysis and Financing of a Project

Capital Budgeting Techniques in Project Selection: Concept of Capital budgeting, time value of money, Evaluation of Capital Budgeting, Multiple project and Project dependence, important cash flow in project selection, Importance of capital in project selection, risk involved in project selection. Social Cost Benefit Analysis: Concept of SCBA, Rationale, Approaches. Financing of a Project: Long term financing, Medium-term financing, Short term financing, international Sources of Financing, Agencies providing Financial services, Optimum Capital Structure.

Unit IV: Project Scheduling

Project Scheduling: Concept of Project Scheduling, estimation of time, Project Network analysis- PERT, CPM and Gantt. Resource Scheduling: Concept of Resources Scheduling, Process of Resources scheduling, Goldratt's CCPM.

Unit V: Monitoring and Controlling a Project, Project Evaluation and Auditing and Computer Applications in Project Management

Monitoring and Controlling a Project: Planning-Monitoring-Controlling Cycle, Project Monitoring, Project Controlling, Management Control System. Project Evaluation and Auditing: Concept of project evaluation, concept of project audit. Project Termination: meaning, factor,

process. Computer Applications in Project Management: Project management Information System, Software, advantages and disadvantages, Introduction to Microsoft Project software.

Recommended Book

- Projects: Prasanna Chandra: Tata McGraw- HILL.

Reference Books

Project Management: Choudhary: TMH.

- Project Management :Panneerselvam:PHI

**Alabbar School of Management
Raffles University
MBA Sem-IV
Entrepreneurship (MGTM-402)**

Objective

The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I:

Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

Unit II:

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation.

Unit III:

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.
Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

Unit IV:

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Unit V:

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Recommended Book:

- Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND

Reference Books:

- Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

Alabbar School of Management
Raffles University
MBA Sem IV
Business Ethics (MGTM-403)

Objectives

The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I

Moral values and ethics: Values- concepts, types and formation of values, Values of Indian managers: Business Ethics; School of ethics; ethical decision making, Business Ethics values and ethics as drivers of corporate social responsibility (CSR); Historical perspective and emerging theories of CSR: CSR and regulatory issues.

Unit II

Ethical dilemma, implication of failed corporate responsibilities; workers right and health, technology and privacy in workplace, human right, stakeholders right and corporate governance; consumerism; corruption in business and administration, Building a value best corporate culture, Big data: ethical and regulatory framework.

Unit III

Corporate social responsibility: current CSR practices of the form in India and abroad, International framework of CSR and sustainability: Global Impact Caux round table, OECD guidelines for multinational Enterprises, GRI, SA8000 standard etc., BS/ISO guidelines on CSR management (ISO-26000), social audit of government programs, Indian guidelines BRR (SEBI), NVG guidelines (Ministry of Corporate Affairs)

Unit IV

Sustainable development: change of sustainable development, environmental changes as business opportunity, Kyoto Protocol and clean development mechanism (CDM), managing environmental quality, Green IT initiatives, and emerging trends in corporate social responsibility.

Unit V:

Project, Report and Presentation

Every student must work on a research topic assigned to them, prepare a report and give a presentation on the same.

Text Books:

- C.S.V Murthy – Business Ethics, Himalya Publishing House.
- Shina Parkashan – Managerial Ethics – Rajat Publications.
- C.L.Dave – Social Accounting – Renuka Publishers, Jodhpur

Reference books:

- Fernando, A.C., (2009), Business Ethics, 1st edition, Pearson education.
- Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.
- Dr.F.C.Sharma, Business Values & Ethics – Shree Mahavir Book Depot, NaiSarak, New Delhi.

Alabbar School of Management
Raffles University
MBA- SEM IV
Derivatives Analysis and Valuation (MGTM-404F)

Objective

This course provides inputs that cater to the requirement of a reader intending to gain expertise in the area. The contents are divided into five chapters. These cover various features, dynamics and impact of Derivative markets and instruments, Forward markets and instrument futures markets options, markets. It is to explain the Structure of Global Derivative Market vis-a-vis the Indian Market. It includes Fundamental Concepts of Instruments, their Characteristics, Mechanics of their Trading, Pricing Principles, Hedging and various applications of Derivative Instruments.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Derivative Markets and Instruments: Global scenario, Indian scenario, Types of risk, types of Derivative Instruments, International Derivative market, Elementary pricing principles, purpose of Derivatives.

Unit II: Forward Market and Instruments:

The Structure of Global Forward Markets types and Features of Forward Contracts, Valuing Forward Contracts, Forward contracts strategies.

Unit III: Futures: Structure of Global Futures Markets, Types of Contracts and Characteristics, The Mechanics of Future Trading, Valuation of Future Contracts, Applications of Futures (Hedging)

Unit IV: Option markets:

Introduction to options: structure of global option market option trading, option pricing - principle and models. Factors Influencing Option prices Intrinsic and time value of an Option. valuation of option (call and put). option pricing models - (Binomial option pricing model and Black-Scholes model). sensitivity of option premium.

Unit V: Swap Markets :

The structure of Global Swaps Markets, Types and characteristics of swaps, Valuing swaps, Swap strategies, Forward swap and Swaptions.

Recommended books:

- Financial Derivatives: S L Gupta: PHI learning pvt limited.
- Option Future and Other Derivatives :John.C.Hull: Pearson

Alabbar School of Management
Raffles University
MBA- SEM IV
Tax Planning and Control (MGTM-405F)

Objectives:

- To acquaint the students with theoretical and practical knowledge of tax planning and management techniques.
- To familiarize the students with major and latest provisions of the India tax laws and related judicial pronouncements pertaining to various assesses with a view to derive maximum possible tax benefits admissible under the law.

Course Credits: 4

Contact Hours: 48 Hrs

Unit - 1: Introduction to tax planning and management: Concept of tax planning and management – Tax evasions and tax avoidance-Need and significance of tax planning and management-Tax Planning in respect of residential status.

Unit - 2: Assessment of companies: Residential status and incidence of tax- Special provisions applicable to assessment of total income of companies– Deductions available to corporate assesses – Computation of taxable income of companies and determination of corporate tax liability – Minimum Alternate Tax–Tax on distributed profit of domestic companies- Tax on income distributed to unit holders-Security Transaction Tax – Tonnage Tax.

Unit - 3: Tax Planning: Individuals – Tax Planning with reference to all five heads of income for individuals – Salary, House Property, Profit from business and profession, Capital Gains and Income from other sources – Tax planning with respect to deductions, exemptions, Rebate, Relief, Concession and incentives(Problems focused on tax planning).

Unit - 4: Tax planning and managerial decisions: Tax planning in respect of make or buy, own or lease, repair or replace, export or domestic sales, shut down or continue, expand or contract, amalgamate or demerger, invest or disinvest – Financial Management decisions, Capital Structure, dividend policy and bonus shares.

Unit - 5: Tax planning under various circumstances: Tax planning while setting up of a business-with reference to location, nature and form of organizations-Tax planning related to Special Economic Zones (SEZ), Export Processing Zones (EPZ) and Export Oriented Units (EOUs) – Infrastructure sector and background areas –Tax incentives for exporters.

Alabbar School of Management
Raffles University
MBA- SEM IV
International Finance and Trade (MGTM-406F)

Objective

Liberalization and Globalization of Economies in the recent years has increased the Prominence of International Finance and Trade, which prompted the Finance Managers to concentrate on the International Perspective as well, and it is Vital for a Student learning Finance to know the Intricacies of the Foreign Exchange Market and the Methods to Combat the Forex Risk.

Aim of this subject is to develop a body of knowledge and skills, and make it available to the students to make them successful managers in the new era of liberalization and globalization.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Introduction to International Finance and Theory of International Trade:

Increasing interdependence in the global economy, trends in international trade and cross-border financial flow, recent developments in global financial markets, liberalization, Integration and Innovation, Challenges of International Financial Management, Theory of Absolute Advantage, Theory of Comparative advantage, Heckscher-Ohlin Model, Imitation -Gap Theory.

Unit II Balance of Payments

concept of Economic transactions, Resident, General Government institution, principles of accounting, Components of the BOP Account, factor affecting the components of the Bop account, balance of payments compilation, BoP- The Indian Perspective, Importance and limitations of BoP Statistics.

Unit III Foreign Exchange Market and Exchange rate determination, Introduction to Exchange risk and Management of Exchange Risk:

Structure and the Participants, Types of Transactions, Mechanics of Currency dealing, exchange rate quotations, arbitrage, forward rates evolution of Exchange control and the foreign exchange market in india, relation between forex and money market, covered interest arbitrage, covered parity theorem, option forwards, cancellation of forward contracts, purchasing power parity, interest rate parity, defining foreign exchange exposure, measuring foreign exchange exposure, management of exchange risk, Internal vs External Hedging Strategies.

Unit IV: Short Term Financial Management:

Short Term Funding and Investment, Centralized vs. Decentralized Cash Management, Netting, Pooling, Exposure Management, Offshore Invoicing Centers.

Unit V: Introduction to Trade block, WTO, GATT, EXIM POLICY:

Formation of Trade Blocks, OPEC, its Objective, Function of European Community (EC), Function and Structure of WTO Agreements, trade related Aspects of Intellectual Property

Rights (TRIPS), trade related aspects of Investment Measures (TRIMS), General Agreement on Trade in Services (GATS), Trade Negotiations under GATT, EXIM Policy Historical Perspective, Objective, Highlight of Current policy, imports export import formation capital goods scheme (EPCG).

Recommended Book

- International Financial Management: P G APTE : The McGraw Hill Companies.

Reference books:

- International Economics: Francis Cherunilam: The McGraw Hill Companies.
- International Corporate Finance: JEFF MADURA: CENGAGE Learning.
- International money and Finance: Michael Melvin : Pearson Education.

**Alabbar School of Management
Raffles University
MBA-SEM IV
Labour Laws (MGTM-404H)**

Objective

Understanding of the legal framework is important for the efficient decision-making relating to management and employees relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I INTRODUCTION TO LABOUR LEGISLATION

- 1 Philosophy of Labour Laws
- 2 Labour Laws, Industrial Relations and Human Resource Management
- 3 Labour Laws: Concept, Origin, Objectives and Classification
- 4 International Labour Organisation – International Labour Organisation and Indian Labour Legislations
- 5 Indian Constitution and Labour Legislations
- 6 Labour Policy, Emerging Issues and Future Trends

Unit-II LAWS ON WORKING CONDITIONS

- 7 The Factories Act, 1948
- 8 The Mines Act, 1952
- 9 Shops and Establishment Law
- 10 Plantation Labour Act, 1951
- 11 Contract Labour (Regulation and Abolition Act, 1986)
- 12 Child Labour (Prohibition and Regulation Act, 1986)

Unit-III INDUSTRIAL RELATIONS LAWS

- 13 Trade Union Act, 1926
- 14 Industrial Disputes Act, 1947-I
- 15 Industrial Disputes Act, 1947-II
- 16 Industrial Employment (Standing Orders) Act, 1946
- 17 Industrial Discipline and Misconduct
- 18 Domestic Enquiry

Unit-IV WAGES AND LABOUR LAWS

- 19 Minimum Wages Act, 1948
- 20 Payment of Wages Act, 1936
- 21 Payment of Bonus Act, 1965
- 22 Equal Remuneration Act, 1976

Unit-V LAWS FOR LABOUR WELFARE AND SOCIAL SECURITY

- 23 Social Security Legislation: An Overview
- 24 The Workmen's Compensation Act, 1923
- 25 The Employees' State Insurance Act, 1948

26 The Maternity Benefit Act, 1961

27 The Employee's Provident Fund and Miscellaneous Provision Act, 1952

28 The Payment of Gratuity Act, 1972

Recommended Book

- P. N. Singh, Neeraj Kumar, Employee Relations Management, Pearson.
- P.L. Malik, Handbook of Labour and Industrial Law, 5e, Eastern Book Company.

Reference Books

- H.K. Saharay, . Industrial and Labour laws of India, Universal Law Publishing.
- S. P. Jain, Industrial & labour laws.

Arun Monappa, Industrial Relations, Tata Mc Graw Hill.

**Alabbar School of Management
Raffles University
MBA-SEM IV
Industrial Relations (MGTM-405H)**

Objective

Industrial relations constitute one of the most delicate and complex problems of the modern industrial society. This paper has been made keeping in mind all kind of Industrial relation problems and how to handle them effectively. The objective of this paper is to develop a conceptual and practical framework of Industrial relations i.e. Relationship between employee and management.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I

Industrial Relations- Concept and scope, Stake holders; Approaches to Industrial Relations; Labor Market, Demand and Supply of Labor, Nature and composition of Indian labor, Employment and Unemployment Scenarios.

Unit II

History: Evolution of Industrial Relations (UK), Emergence of Industrial relations/ Trade Union movement in India, Government initiatives, Industrial relations machineries, ILO and its impact on Indian IR scenarios.

Unit III

Industrial Disputes resolutions: Sources – Wages, service conditions and discipline, Concept of wages, Wage theories, wage differentials, Regulations for protection of wages, service conditions and Work discipline. Law of natural justice and domestic enquiries; Workers participation in Management, Works committees, Joint Councils.

Unit IV

Industrial Conflict: Negotiation, Mediation/ Conciliation, Arbitration, Adjudication- Labor court, Industrial Tribunal, National Tribunal; Special reference to Pay Commissions.

Unit V

Trends: Globalization and its impact on Industrial Relations, Employee Engagement practices, current trends in Industrial Relations in India, Industrial Relations bill- ifs and buts, Ethics, governance and Industrial Relations.

Recommended Book

- P. N. Singh, Neeraj Kumar, Employee Relations Management, Pearson.
- Personnel Management and Industrial Relations, P.C. Tripathi, Sultan chand and sons.

Reference Books

- Arun Monappa, Industrial Relations, Tata Mc Graw Hill.
- Michael V P, HRM and Human Relations, Himalaya publications.
- Mamoria and Mamoria, Dynamics of Industrial Relations in India, Himalaya publications.

Alabbar School of Management
Raffles University
MBA Sem-IV
Performance Management (MGTM-406H)

Objective

To acquaint the student to develop an understanding of the performance management of employees and its implications. Study of performance management that aid in motivation, employee development and productivity improvement to meet organization goals.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I

Introduction to Performance Management, Definition, nature, scope, importance, Business and sub functional Performance Management, Performance Management as a management Tool, Performance objectives and standards, Standards of Performance. Performance Domains and dimensions.

Unit II

Performance Planning Process, Contents of Performance Plan, 8 Step Model, Individual and Group Performance Planning, Role clarity and Job description.
Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal.

Unit III

Introduction, Definition, Purpose and Role of appraisal in Performance Management, Methods and Steps in Performance Appraisal. Why Appraisal Fail, Types of Appraisal, Approaches and Design, MBO, 360*, Potential Appraisal, Performance Review, Performance counseling/ Mentoring. Team Performance Appraisal.

Unit IV

Introduction to PMS, Importance, Features, Process of Building PMS, PMS Dimensions, Conceptual Framework. 4 pillars of PMS, PMS Prism, Strategic Performance Management, Performance and Strategy linkage, Components of SPM, SPM- Balanced Score Card, SPM and Metrix, SPM Environment teatre and Risks.

Unit V

Competency Based Performance Management System, Performance Measurement, Performance Measurement through BSC, Performance and Succession Plan/ Career Development,

International Performance Management, Performance Audit, Human Resource Valuation accounting and Audit.

Recommended Book:

- D. K. Bhattacharya, Performance Management Systems and Strategies- Text book, Pearson.

Reference Books:

- Aquinis, Performance Management, Pearson.
- Chadha, Performance Management, Macmillan.
- Armstrong, Michael, Baron, Jaico, Performance Management.
- Cardy, Performance Management, PHI.
- Kohli, Deb, Performance Management, Oxford.
- D Sharma, Performance Management, HPH.
- R.K. Sahu, Performance Management System, EB.
- TV Rao, Performance Management and Appraisal, Sage.

Alabbar School of Management
Raffles University
MBA- SEM IV
Global Brand Strategy (MGTM-404I)

Objective

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I: Evolution of Global Branding:

Colonialism- a major force of globalization and created a multitude of cross-border trade links. The Second World War- new consumer brands came to Europe and Asia. Big push for branding - erosion and subsequent demise of communism. The fall of the Berlin Wall- opened up previously inaccessible markets to foreign brands in Eastern and Central European markets, other markets such as Chile and South Africa. Opening up of China- a massive market and a massive production location for U.S, Japanese and European Brands.

Unit-II: Defining a Global Brand:

A brand- a construct and not a living and breathing organism. Brands- created, stimulated and applied by people working in organizations seeking to create worthwhile experiences for their customers that will induce behavior beneficial to the organization. Global brands- as brands that are available across multiple geographies, without specifying any lower limit or any continental requirements.

Unit-III: The Brand Environment:

The brand environment- brand's own expression, perception and recognition- surrounded by internal and external factors that have an influence on the brand. Operation of a brand in an environment- the elements of the strategic planning cycle and, on the other hand, organizational conventions, competitive forces, market structures, cultural factors, consumer motivation and media attention; the lenses and filters through which consumers perceive and experience the brand.

Unit-IV: The Management of Global Brands:

Local brands versus a global brand- multiple markets; a conflict between finding an optimum fit of the brand with local circumstances, and the desire to obtain brand consistency across markets; global and local brand management- a common basis for their brand strategy and planning. Common basis- a shared language, definitions, interpretations, assessments and most importantly a clear understanding of the relationships between the factors that shaped a brand in its global and local context; success and failure of global brands; the global brand proposition model- the internal and external analysis; emerging market firms and branding.

Recommended Book

- Global Marketing with a special Indian focus by SvendHollensen and Madhumita Banerjee, 4th edition, published by Pearson
- Global Marketing by Johny K Johansson, 4th edition published by Tata McGraw Hill Publishing Limited, New Delhi

Alabbar School of Management
Raffles University
MBA-SEM IV
International Business Operations and Logistics (MGTM-405I)

Objective

Business today is set in a global environment. The global environment is forcing companies, regardless of their location or primary market base, to consider the rest of the world in their competitive strategy analysis. Firms cannot isolate themselves or ignore external factors such as economic trends, competitive situations, or technology innovation in other countries if some of their competitors are competing or are located in those countries. Now a days it not uncommon for a company to develop a new product in the United States, manufacture it in Asia, and sell it in Europe.

International markets are predominated by Multinational Corporations who have perfected the principles, procedures, and practices of operations management. Most of the International business originates from developed countries who have a long history of industrial growth and this has kept the MNC's in good stead. MNC's have deep pockets, spend vast sums on R&D, carve core competencies for themselves, come out with innovative products, maintain quality, and fix low prices for their products.

International businesses are in a position to take advantage of location economies. An MNC can locate its subsidiary in any part of the world where cost of production is the lowest. If American and Canadian firms invest in Mexico or European companies go to China or India, the motive behind such move is to take advantage of the low cost of labour in those countries. China has proved to be a low wage country. Its wage rates are a third of Mexico and Hungary and five percent of those in U.S or Japan.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Global Operations & Logistics: Evolution and Design

Forces of Globalization; operations and logistics: application and objectives; Strategic role of operations and logistics; the strategic framework; flow management; global operations and logistics: an integrated approach; the concept of an operations and logistics strategy; the strategic process.

Unit II : The globalization of Operations and Marketing Strategies

The four driving forces of globalization process; global market, technological , cost, political and macroeconomic forces; changing consumer behavior; global versus local marketing; functional integration of logistics and operations; the global product; sectorial integration:

Manufacturer/distributor; efficient consumer response (ECR); The need for a global marketing approach; current and future challenges.

Unit III: Global Operations and Logistic Planning

The evolving concept of outsourcing; the importance of channels of distribution in physical distribution; the architecture of a physical distribution network in a globalised operations approach; logistic service firms and Third Party Logistics; demand, volatility, information distortion and the Bullwhip Effect in supply chains; from domestic to global supply chains: added complexities and uncertainties; vertical integration issues in global supply chains.

Unit IV : Risk Management in Global Operations

Operating exposure to exchange rate; risk and its management; the concept of operating exposure; managing operating exposure; pricing strategies for exporting firms; use of operational flexibility to minimize operating exposure; global sourcing strategies under exchange rate uncertainty; impact of exchange rates and classification of hedging strategies in global sourcing; basic function of foreign exchange markets; micro and macro level strategies for managing exchange rate risk.

Unit V: Effective Management of Global Operations and Logistics

The global LIS/LITS (Logistics Information system/Global Logistics and Telecommunications System); characteristics of LITS; Logistics organization and its relationship with LITS; Functional and geographic dimensions of LITS; Operations and logistics control: key activities need performance information; measuring performance in functional integration; new organizations related to manufacturing and logistics operations; the organizational implications of sectoral logistics co-operation; the international factor in global organizations.

Recommended Book

- Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis published by John Wiley and Sons

Reference Books

- International Business, 2nd Edition by Roger Bennett published by Pearson Education.
- International Business, 3rd Edition by K Aswathappa published by Tata McGraw Hill Publishing Company Limited, New Delhi
- International Business by Hill and Jain, Sixth Edition published by Tata McGraw Hill Publishing Company Limited, New Delhi
- International Business: Environment and operations, 11th Edition by Daniel, radabaugh and Sullivan published by Pearson Education.

Alabbar School of Management
Raffles University
MBA- SEM IV
Export Import Procedures and Documentation (MGTM-406I)

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation;

Unit-II

ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

Unit-II

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

Unit-III

Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual;

Unit-IV

Pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Unit-V

Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

Recommended Book

- M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.

Reference Books

- Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
- Nabhi's Exporters Manual and Documentation.
- Nabhi's New Import-Export Policy Procedures.

Alabbar School of Management
Raffles University
MBA Sem-IV
Sales & Distribution Management (MGTM-404M)

Objective

The course exposes the students to a wide range of activities and sub-activities involved in the field of Sales & distribution management and attempts to equip them with skill sets required to handle this marketing sub-function dexterously.

To apprise the student with the detailed conceptual and functional aspects of Sales management as also to augment and reinforce conceptual learning with application in real corporate framework.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Sales Management & personal selling

- Conceptual understanding, Sales objectives, Importance
- Personal selling: Buying decision process, Classification of buyer accounts, Personal selling process, Selling methods
- Sales forecasting, budgeting, Territories, Quotas

Unit II: Sales force management

- Need assessment, Recruitment, Selection
- Sales organization structures
- Sales force development: Training, Motivating, Compensating
- Sales force control mechanism

Unit III: Distribution management:

- Importance, Types of distribution channels, Channel decisions
- Selecting & motivating distribution channel partners
- Distribution channel cost control
- Retailing explored
- Wholesaling explored

Unit IV: Logistics & Supply Chain Management:

- Logistics: Conceptual understanding
- Functional areas of Logistics management
- Key decision areas of logistics management:
 - Inventory management
 - Warehousing
 - Transportation

- Merchandize shrinkage/theft

Unit V: Recent trends in Sales management:

- Sales Management Information system
- Relationship marketing
- E-selling/e-marketing/Selling with internet leverage
- Direct marketing
- International Sales Management

Recommended book:

- Still Richard R, Cundiff Edward W and Govoni Norman A P, *Sales Management Decisions, Strategies and Cases*, Prentice Hall of India Pvt. Ltd., New Delhi, 5th Ed., 2008.

Reference books:

- Havaladar Krishna K and Cavale, Vasant M, *Sales and Distribution Management Text and Cases*, Tata McGraw Hill Education Pvt. Ltd. , New Delhi, 2009.
- Gupta S L, *Sales and Distribution Management Text & Cases An Indian Perspective*, Excel Books, New Delhi, 2005.

**Alabbar School of Management
Raffles University
MBA Sem-IV
Brand Management (MGTM – 405M)**

Objectives:

- To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management.
- To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle.
- To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: Introduction to Brand Management – Basics of BM

Story of a Cobbler, Career Flow & job Profile of Brand manager: A Practical looks towards Brand

The Brand, History of Brand Management + “The Brand Me”: Activity

Product : Level, Classification, differentiation and Hierarchy, PLC Strategies, New Product Development, Brand and its types & Success and failure of Brands

Case Study: Dabur

Managing Tangibility & Intangibility, Brand Attributes & Identity, Business Game on SCM

Unit II: Brand Equity & CBBE

The concept of Brand Equity, Journey from Product to Brand: Building Brands & Brand Positioning, Brand name decisions. Customer Based brand equity, Brand Awareness, Brand Image, Brand personality, Case Study: P&G – The Brand Culture

Unit III- Brand Association

Choosing Brand Elements to build Brand Equity: Business game on choosing brand element.

Branding and Advertising.

Unit IV- Brand extension and Branding Strategies

Brand architecture, Brand Portfolio, Brand Hierarchy, Designing Branding Strategy

Case Study: Scorpio-Developing a world class product for Indian Market, Branding opportunities and challenges

Unit V- Growing and sustaining Brand Equity

Managing Brand overtime: Brand Value, Brand Loyalty, Brand Audit exercise, Why Brand Fails

22 Immutable laws of Branding

Text Book:

1. Kevin Keller (Latest addition); *“Strategic Brand Management”* Pearson education
2. Kirti Dutta (2012): *“Brand Management- Principles and Practices”*, Oxford Higher education, New Delhi, India.

Alabbar School of Management
Raffles University
MBA Sem-IV
E-Marketing (MGTM-406M)

Objective

The course describes the internet and the various business models employed in online marketing, and it explores methods for conducting online market research and developing competitive intelligence for an organization.

Its detail processes for planning and implementing comprehensive e-marketing strategies using alternative online pricing strategies, Web-based advertising and promotion, and internet distribution channels. E marketing also considers other critical issues such as customer acquisition and retention, customer relationship management (CRM), and the challenges faced by firms in the application of e-marketing strategies in global markets.

Course Credits: 4

Contact Hours: 48 Hrs

Unit I: E-Marketing in Context

Past, Present, and Future
Strategic E-Marketing and Performance Metrics
The E-Marketing Plan

Unit II: E-Marketing Environment

Building Inclusive E-Markets
Ethical and Legal Issues

Unit III: E-Marketing Strategy

E-Marketing Research
Consumer Behaviour Online
Segmentation, Targeting, Differentiation, and Positioning Strategies

Unit IV: E-Marketing Management

Product: The Online Offer
Price: The Online Value
The Internet for Distribution
E-Marketing Communication Tools

Unit V: Customer engagement strategies

Engaging Customers with Social Media
Buying Digital Media Space
Customer Relationship Management

Recommended book:

- Strauss, J., & Frost, R. (2012). *E-Marketing* (6th ed.). Upper Saddle River, NJ: Pearson Prentice Hall

Reference books:

- Creating a Winning **E-Business**, Second Edition, Thompson - Course Technology

**Alabbar School of Management
Raffles University
MBA Sem-IV
Total Quality Management and Six Sigma (MGTM-404P)**

Objective

The course is developed exclusively for the Management and Strategy Institute and is designed to give the student a strong understanding of TQM and how to apply it in a professional work environment. It also covers all basic TQM principles and gives the student a solid understanding of TQM and how it is implemented in a business environment.

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I: Introduction to Total Quality Management

Basics of Total Quality: Evolution of Quality, Definitions of Quality, Symptoms of a Non Quality Business, What is Total Quality, Total Quality Control (TQC), Dimensions of Quality (Kano's Model), Quality Challenge to Industry, Need for Quality Improvement: Impact of quality improvement, Differences between ISO 9000 and TQM.

Unit-II: Problem Solving and QC Tools

Types of problems, QC Tools, Approaches to problem Identification, Quality improvement Methodologies, Problem solving process, Seven basic QC Tools, Applications of problem solving Tools, Seven Management Tools: Tree diagram, Matrix diagram, Matrix data analysis, Process decision program chart, Arrow diagram.

Unit-III: TQM Principles and Tools

Continuous process improvement, Juran trilogy, PDSA cycle, 5S, Supplier partnership, Partnering, Sourcing, Benchmarking, Quality Function Deployment (QFD), House of quality, Taguchi quality loss function, Total Productive Maintenance (TPM).

Unit-IV: Kaizen

Continuous Improvement: Kaizen Umbrella, Kaizen and Management, Kaizen and Innovation, Main Kaizen practice: Management, Kaizen and Labour-Management relations, Cultural change for Kaizen, 3-MUs checklist of Kaizen activities, 5-S Kaizen movement, 4 Ms checklist.

Unit-V: Six Sigma

Quality engineering and Six Sigma, DMAIC process for process and design improvement, Acceptance Sampling, SPC (Statistical Process Control), Taguchi methods for robust design, Six Sigma sustainability; Case studies.

Recommended Book

- Total Quality Management, Sharma D D, Sapna Book House
- Six Sigma Fundamentals: A Complete Guide to the System, Methods and Tools, D.H. Statmatis

Reference Books

- Six Sigma: The Breakthrough Management Strategy Revolutionizing The World's Top Corporations, Mikel J. Harry, Richard Schroeder, Don R. Linsenmann, Richard
- Total Quality Management, Poornima M Charantimath, Sapna Book House

**Alabbar School of Management
Raffles University
MBA Sem-IV
Process Management and Consultancy (MGTM-405P)**

Objective

The primary objective of this course is to learn to apply the concepts and techniques of business process analysis and improvements as building blocks for all operations improvement strategies. Students will learn how to analyze and improve business processes in different contexts, and using different process improvement tools

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I: Introduction to Business Process Management

Process Management Lifecycle, Process Architectures, Core versus Support Processes, Process Modeling, People-Centric and System Centric Processes, Preparing a Process for Automation, Workflow and Decisions, Task and Resource Allocation, Process Improvement.

Unit-II: Business Process Reengineering

Introduction to BPR, Need for reengineering, BPR and Performance improvement, Pitfalls and Myths of BPR.

Unit-III: BPR in Action

BPR and management concepts: TQM, Quality Function Deployment, ISO Standards, ERP.

BPR implementation methodology, success factors of BPR, BPR in manufacturing Industry, Change management in BPR.

Unit-IV: Consultancy

Consultants: Types, Skills and Values, Consulting as a Profession, Marketing and Selling of Consulting Services, The Changing Consulting Industry.

Unit-V: Trends in Consultancy

Strategic and Organization Information Technology Consulting, Strategic Marketing Consulting, Strategy and Operations Management Consulting, Consulting to CEOs and Boards, Consulting in the Public and Not-for-profit Sector, Consulting to Global Clients, Intervention and Change, Merger and Acquisition Integration, The Future of Consulting.

Recommended Book

- Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six
- Sigma Professionals. 2nd Edition.
- Barcus, Sam W., & Wilkinson, Joseph W. (Editors). Handbook of Management Consulting
- Services. New York: McGraw-Hill.
- B.R. Dey, Business Process Reengineering and Change management, Wiley.

Reference Books

- Bell, Chip R. and Leonard Nadler. Clients and Consultants: Meeting and Exceeding
- Expectations. 2nd Edition. Gulf Publishing Company, Book Division, Houston.
- Connor, Dick. Increasing Revenue From Your Clients, John Wiley & Sons. New York.
- Connor, Dick & Davidson, Jeffrey. Marketing Your Consulting and Professional Services. New York: John Wiley & Sons.
- Holtz, Herman. Choosing and Using a Consultant. New York: John Wiley & Sons.
- Sethi and King, Organizational transformation through BPR, Pearson.

**Alabbar School of Management
Raffles University
MBA Sem-IV
Enterprise Resource Planning (MGTM- 406P)**

Objective

- To know the basics of ERP
- To understand the key implementation issues of ERP
- To know the business modules of ERP
- To be aware of some popular products in the area of ERP
- To appreciate the current and future trends in ERP

Course Credits: 4

Contact Hours: 48 Hrs

Unit-I: Introduction to Enterprise Resource Planning

Basic Concept & Introduction to Enterprise Resource Planning; Related Technologies – Business Intelligence, E-Commerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining , OLAP, Product life Cycle management, SCM , CRM

Unit-II: ERP Implementation

Implementation Challenges, Strategies, Life Cycle, Pre-implementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

Unit-III: ERP in Action and Business Module

Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

Unit-IV: ERP Market

ERP Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, QAD Inc, SSA Global, Lawson Software, Epicor, Intuitive.

Unit-V: Recent trends in ERP

Enterprise Application Integration, ERP and E-Business, ERP II , Total quality management, Future Directions, Trends in ERP.

Recommended Book

- Alexis Leon, "ERP DEMYSTIFIED", Tata McGraw Hill, Second Edition, 2008.
- Mary Sumner, "Enterprise Resource Planning", Pearson Education, 2007.

Reference Books

- Jim Mazzullo, "SAP R/3 for Everyone", Pearson, 2007.
- Jose Antonio Fernandez, "The SAP R /3 Handbook", Tata McGraw Hill, 1998.
- Biao Fu, "SAP BW: A Step-by-Step Guide", First Edition, Pearson Education.