

UNIT – I INTRODUCTION**6**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT – II INTERNATIONAL TRADE AND INVESTMENT**11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT – III INTERNATIONAL STRATEGIC MANAGEMENT**11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT – IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**11**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT – V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**6**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

UNIT-I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT – II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT - III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT – IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT – V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL:45

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.

REFERENCES

1. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
2. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 2006.
3. Adria H Aberberg and Alison Rieple, Dstrategic Management Theory & Application, Oxford University Press, 2008.
4. Arnaldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
7. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

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CONSUMER BEHAVIOR

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UNIT – I	INTRODUCTION	9
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.		
UNIT – II	CONSUMER BEHAVIOR MODELS	9
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.		
UNIT – III	INTERNAL INFLUENCES	9
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.		
UNIT – IV	EXTERNAL INFLUENCES	9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior		
UNIT – V	PURCHASE DECISION PROCESS	9
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.		

TOTAL:45 PERIODS

TEXT BOOKS

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

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INDUSTRIAL RELATIONS AND LABOUR WELFARE

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UNIT – I	INDUSTRIAL RELATIONS	7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.		
UNIT – II	INDUSTRIAL CONFLICTS	12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT – III	LABOUR WELFARE	8
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.		
UNIT – IV	INDUSTRIAL SAFETY	9
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.		
UNIT – V	WELFARE OF SPECIAL CATEGORIES OF LABOUR	9
Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.		
TOTAL:45 PERIODS		

TEXT BOOKS

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.

REFERENCES

1. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

UNIT – I HUMAN RESOURCE DEVELOPMENT 10

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT – II E-HRM 6

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III CROSS CULTURAL HRM 7

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT – IV CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT – V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.

REFERENCES

1. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
4. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.
5. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1st Edition 2008.

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- UNIT I INTRODUCTION TO STATISTICS & PROBABILITY 12**
 Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.
- UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 12**
 Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.
- UNIT III TESTING OF HYPOTHESIS 12**
 Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.
- UNIT IV NON-PARAMETRIC METHODS 12**
 Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.
- UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS 12**
 Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

TOTAL: 60 PERIODS**TEXT BOOKS**

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.

REFERENCES

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.
3. Prem S. Mann, Introductory Statistics, Wiley Student Edition, Fifth Edition.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

