

SYLLABUS

MANONMANIAM SUNDARANAR UNIVERSITY, TIRUNELVELI-12

PG - COURSES – AFFILIATED COLLEGES

Course Structure for

Master of Business Administration

(Choice Based Credit System)

(with effect from the academic year 2017- 2018 onwards)

Semester-IV				
Part	Subject Status	Subject Title	Subject Code	Credit
3	Core	Business policy and Strategic Management	PBAM41	4
3	Core	International Business Management	PBAM42	4
3	Elective	Project Finance	PBAE45	3
3	Elective	Strategic Financial Management	PBAE48	3
3	Elective	Training And Development	PBAE4A	3
3	Elective	Stress Management	PBAE4D	3
3	Elective	Supply Chain Management	PBAE4E	3
3	Elective	Procurement & Quality Management	PBAE4G	3
3	Core	Project / Dissertation	PBAP41	8



BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective :

To understand the analysis and implementation of Strategic management in business unit.

Unit I:

Environmental Analysis

Firm environment: Environmental analysis- macro, micro and relevant environment models for environmental analysis – SWOT analysis, BCG Matrix, GE's Stoplight Matrix.

Unit II:

Strategic planning

Strategy and resources: Strategy, tactics – Strategic Planning, review of concepts of vision, mission, goal, objectives, policy, procedure, standard operating plans, rules etc. Pyramid of business policies- master strategies and program strategies, strategic management process, feedback and review – Case Study

Unit III:

Strategies – general

Types of strategic growth strategies, dependency, reduction strategies horizontal and vertical integrations – backward integration. Forward integration – generic strategies – turnaround strategies- entrepreneurial turnaround strategies efficiency turnaround strategies. Generation of strategic alternative – brain storming, consultancy, Delphi technique. Strategic gap analysis, strategic information systems – Case Study

Unit IV:

Strategies – organization level

Organization level strategies: expansion, mergers, joint ventures, acquisitions, takeovers, consortia networking, franchising, licensing, sub controlling diversification, concentric diversification, conglomerate expansion – Case Study

Unit V:

Implementation of Strategies

Strategy implementation – evaluation and control

References:

1. Jauch Lawrence R. Et. Glueck William F., "Business Policy and Strategic Management", McGraw Hill Co. (5th Edition)
2. Johnson Gerry Et Schools Kevin, "Exploring Corporate Strategy", Prentice Hall of India (4th Edition)
3. Charles W.L.Hill Et Garrett Johns, "Strategic Management", Houghton Mifflin



- company, New York
4. Thomas L. Wheeter ET. J. David Hunger, “Strategic Management Et Business Policy”, Prentice Hall.
 5. Azhar Kazmi, “Business Policy and Strategic Management”, Tata Mc Grew Hill Publishing Company, New Delhi
 6. Francis Cherunilam, Strategic Management.



INTERNATIONAL BUSINESSS MANAGEMENT

Objective :

To familiarize students to the basic concepts of International Business

Unit I:

International Trade

Introduction – Definition –trade and investment flow- economic theories- forms of international business- Trade Policy- Export Promotion- Export procedures and documents – FOREX management – exchange rate determination – Exchange risk – Managing exchange rate – Case Study

Unit II:

International Business Environment

International Business environment – Globalization of business – economic, political and cultural environment of international business – WTO and trade liberalization – emerging issues-implications for India – regional trade blocks – inter-regional trade among regional groups – Case Study

Unit III:

Global Strategic Management

Global Strategic Management – Structural design of MNE s Strategic Planning – Strategic Considerations – national Vs Global competitiveness– Case Study

Unit IV:

Evaluation of International Business

Control and evaluation of international business- control of MNEs – approaches to control – the role of information systems – performance measurement – mechanics of measurement – Various performance measurements –mechanics of measurement – Various performance indicators – evaluation and evaluation systems– Case Study

Unit V:

Conflict in International Business

Conflict in international business & negotiations – Factors causing conflict – conflict resolution actions – the role of negotiations in international business- the role of international agencies in conflict resolution– Case Study

References

1. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi 2000.
2. Richard M. Hodgetts and Fred Luthans, International management, Tata McGraw Hill, New Delhi, 2003.
3. Charles W. L. Hills, International Business, Tata McGraw Hill, New Delhi 2005.



4. Francis Cerunilam International Business, Wheeler Publication.
5. Anand K. Sundaram and I. Stewart Black, The International Business Environment, Prentice Hall of India, New Delhi, 2001.
6. Michael R, Czinkota, Iikka A. Ronkainen and Michael M. Moffett, International Business, Thompson,. Asia, Bangalore, 2003.



PROJECT FINANCE

Objective :

To understand the principles of project finance and to structure the financing for a project deemed worthwhile.

Unit I

Project

Project – Concept – Classification – Projects and Developments – External and Internal Causes of Delay – Avoiding Overruns- Project Assets-Issues and Problems – Strategic Variables: Contractual/legal, Engineering /Technology, Financial and Economical, Post – Commissioning operations, social and human aspects, material problems – Project Formulation Checklist.

Unit II

Managing Resources

Managing Resources – Phases from Project Planning to Project completion: Pre-investment, investment and operational phase- Capital Cost time- Value System – Project Feasibility Study: Stages- Opportunity Study: General and Specific- Prefeasibility Study: Functional or support Study – Feasibility Study – Components of Project Feasibility Study

Unit III

Financial evaluation

Financial Evaluation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method – Project Evaluation under Uncertainty and Risk.

Unit IV

Appraisal

Appraisal Process – Concept – the methodology for project evaluation – Commercial Vs National Profitability: Social Cost benefit Analysis, Commercial or financial Profitability, Social or national Profitability – International Project Appraisal.

Unit V

Implementation & Control

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM – Crashing of Project Network – Resource Leveling and Resource Allocation and Line Balance

References

1. Gopalakrishnan.P and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millian India Ltd., New Delhi.
2. Prasanna Chandra, PROJECTS; PLANNING, ANALYSIS, SELECTION,



IMPLEMENTATION AND REVIEW, Tata McGraw Hill.

3. Goel B.B, PROJECT MANAEMENT – PRINCIPLES & TE CHNIQUES, Deep andDeep Publications, New Delhi.
4. TriMTOO Series on Project Management
5. Stefano Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects.
6. Andrew Fight, Introduction to Project Finance



STRATEGIC FINANCIAL MANAGEMENT

Objective :

To understand how to manage an organizations financial resource to achieve business objectives and maximize its value.

Unit I

Financial Strategy

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic Planning Process.

Unit II

Investment decisions

Investments Decisions under Risk and Uncertainty: Techniques of investment decision – risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate Strategy and high technology investments.

Unit III

Financial Restructuring

Expansion and Financial Restructuring: Mergers and Amalgamations – Corporate restricting, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

Unit IV

Leasing

Leasing: Meaning, importance, types, tax considerations, and accounting considerations, Evaluation of lease from the point of view of lessor and lessee; Lease Versus buy decision; Venture Capital : Concept and developments in India; Process and methods of financing fiscal incentives.

Unit V

Financing Strategy

Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes convertible preference shares; Option financing, Warrants, convertibles and exchangeable.

References:

1. Allen D : An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna : Financial Management, Tata McGraw Hill Delhi
3. Copeland T. T.Koller and J. Murrin: Valuation: Measuring and Managing the value of companies, John Wiley, International Edition New York
4. Copeland T.E. and J.F. Weston : Financial Theory and Corporate policy



- Addison– Welsely New York
5. P.V.Kulkarni and B.G. Sathyaprasad, Financial Management- HimalayaPublishing House, Delhi
 6. Hampton, Jone: Financial Decision Making, PHI New Delhi.



TRAINING AND DEVELOPMENT

Objective :

To acquire knowledge, skills and abilities required for effective job performance.

Unit I

Training & Development

Training & Development: Meaning – Differences between Training and Development – Need for Training – Steps in Training Programme – Training for different Employees – Training Methods: Features, Merits and Demerits – Case Study

Unit II

Management Development

Executive Development: Knowledge and Skills of Manager – Objective of Management Development – Importance – Components of Management Development Programme – Factors Inhibiting Management Development – On-the-job Techniques – Off-the-job Techniques – Case Study

Unit III

Performance Appraisal

Performance Appraisal: Meaning – Purpose of Appraisal – Evaluation Process- Appraisal Methods: Traditional and Modern Methods – Management by Objectives – Problems of appraisal – Case Study

Unit IV

Employee Morale

Employee Morale: Meaning – Individual and Group Morale – Factors Affecting Morale – Measurement of Morale – Measures for improving Morale – Case Study

Unit V

Participative Management

Participative management: Meaning – Scope and Ways of Participation – Importance of Participation – Limitations of Participation. Job Design – Quality Circles – Work Re- Structuring – Quality of work life – Case Study

References:

1. Gary Dessler – Human Resource Management, Prentice Hall Of India, 1999
2. K. Aswathappa – Human Resource & Personnel Management, Himalaya Publishing House, 2001
3. David A. DeCenzo & Stephen P. Robbins - Personnel/ Human Resource Management, Prentice Hall of India 2000.,
4. C.B. Memoria – Personnel Management, Himalaya Publishing House, 1999
5. Rakesh. K. Chopra- Management of Human Resources- V.K. Publishing



- House. Bareilly.
6. Pylee,M.V. Workers' Participation in Management: Myth and Reality-N.V. Publications. New Delhi



STRESS MANAGEMENT

Objective :

To provide social and psychological understanding of human stress.

Unit I

Stress

Understanding Stress - Meaning – Symptoms – Work Related Stress – Individual Stress –Reducing Stress – Burnout – Case Study

Unit II

Time management

Time Management – Techniques – Importance of Planning the day – developing concentration – Prioritizing - Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’ – Case Study

Unit III

Career Plateau

Career Plateau: Career Plateauing – Identifying Career plateaus – Structural and content Plateauing -Making a fresh start – importance of sabbaticals – Counseling Out –Executive leaving – Sustaining a marketable career – Case Study

Unit IV

Crisis Management

Crisis Management: Implications – People Issues – Structure issues – Environmental issues – Learning to keep calm preventing interruptions- Controlling crisis – Pushing new ideas – Empowerment- Work Place Humour, - Developing a sense of Humour –Learning to laugh – role of group cohesion and team spirit – Case Study

Unit V

Self-Development

Self-Development, Improving personality – Leading with Integrity – Enhancing Creativity – Effective decision making – Sensible Communication – the Listening Game –Managing Self-Meditation for peace – Yoga for life – Case Study

References:

1. Bhatia R.L. The Executive Track: An Action Plan for Self Development Wheeler Publishing, New Delhi 1966
2. Charavathy, S.K. Human Values for Managers, McGraw Hill/Henely Management Series, 1996
3. Jeff Davison, Managing Stress, Prentice Hall of India, New Delhi, 1998
4. Swami Ranganathananda, External Values for a Changing Society, Bharatia Vidya Bhavan, 1995



5. L. Ron Hubbard. Self Analysis, Pustak Mahal, New Delhi,2000
6. Mahatma Devesh Bhikshu. Hints for Self Culture, Shri Sultan Chand Trust, New Delhi



SUPPLY CHAIN MANAGEMENT

Objective :

To help students understand major decisions and practices in supply chain management

UNIT I

Introduction

Supply Chain – Definition, Objectives, Decision phases, Process view, Types- Importance of supply chain – Scope – Supply chain drivers – Framework, Inventory, Transportation, Facilities, Information, Obstacles.

UNIT II

Managing Demand and Supply

Strategic Fit – Competitive and supply chain strategies, Achieving strategic fit, expanding strategic-Demand Forecasting in a supply chain – role of forecasting – components, methods, measures of forecasts error- managing supply- managing demand, implementations

UNIT III

Inventories and Transportation

Role of cycle inventory in a supply chain- Role of safety inventory – Fixing appropriate level safety inventory, impact of supply uncertainty. Transportation – role, factors affecting, modes, design options, trade-offs, Tailored, routing and scheduling.

UNIT IV

Information Technology

Information technology – Role, Need, Importance, Use, Application E-business – Role, Impact, value of E-business in different industries, Types, Technologies, Setting up E-business in practice – Case Study

UNIT V

Coordinating in a Supply Chain

Aligning the Supply Chain with Business Strategy - SCOR Model – Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies– Case Study.

References:

1. 'Supply Chain Management' – Sunil Chopra & Peter Meind; Pearson Education Asia (2001).
2. 'Logistics Engineering & Management' – Blanchard; Pearson Education Asia.
3. 'Supply Chain Management' – G. Raghuram, N. Rangaraj; Mc Millan (2001).
4. 'Supply Chain Management' – Sarika Kulkarni, Tata McGraw Hill Publishing Company, New Delhi.



PROCUREMENT & QUALITY MANAGEMENT

Objective

To understand principles of quality planning and control to achieve best results in procurement.

Unit I

Purchase Overview

Purchase- Overview, Objective, Importance -Purchasing Organizations- Ethical Concepts in Purchase- Make or Buy or Outsourcing - Price and Pricing Impact- Purchase Orders- Negotiations.

Unit II

Supplier Quality

General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality-Benefits and Risk of Outsourcing- Online-Procurement, Framework of Online-Procurement- Application of Computers in Purchasing- Quality Control of Purchased Materials in a Supply Chain

Unit III

Stores function

Stores function – location and layout – Standardization, Codification and Classification of materials – accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores – Case Study

Unit IV

Quality control

Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control,. Teboul model. Continuous process improvement – Deming Philosophy, Contribution of Crosby, Walker Shewhart, Ishikawa, Juran Trilogy, PDSA cycle, JAPAN 5S, 8D Methodology, KAIZEN, POKA YOKE,

Unit V

Bench marking

Benchmarking – definition, Reasons to benchmark, process. Quality function deployment (QFD) – Benefits of QFD, QFD process. Total productive maintenance (TPM) – concept, the plan, training, Improvement needs, Business Process Re-engineering (BPR) – Principles, application, process, benefit, limitation.

References:

1. Designing & Managing The Supply Chain – David Simchi -Levi, Philip Kamiusky, Edith Simchi Levi, Tata Mc Grew Hill
2. Essentials of Supply Chain Management – Dr. R.P. Mohanty & Dr. S.G.



Deshmukh, Jaico Publishing House

3. Production Management – L.C. Jhamb, EPH.
4. 'Total Quality Management' – Dale H. Bester field, Pearson Education.
5. 'Total Quality Management' – Shridhara Bhat, K., Himalaya Publishing House, Mumbai, 2004.
6. 'TQM in Action' – Pike, John and Barnes, Richard, London, Chapman & Hill, 1990.
7. Ansari, A. and Modaress, B., JIT Purchasing, New York, Free Press, 1990.

