



MANONMANIAM SUNDARANAR UNIVERISTY,
TIRUNELVELI-12

SYLLABUS

PG - COURSES – AFFILIATED COLLEGES

Course Structure for M. B. A.

(Choice Based Credit System)

(with effect from the academic year 2024-2025 onwards)



Semester-II				
Part	Subject Status	Subject Title	Subject Code	Credit
3	Core	APPLIED OPERATIONS RESEARCH	VBAC21	4
3	Core	HUMAN RESOURCE MANAGEMENT	VBAC22	4
3	Core	MARKETING MANAGEMENT	VBAC23	4
3	Core	OPERATIONS MANAGEMENT	VBAC24	4
3	Core	FINANCIAL MANAGEMENT	VBAC25	4
3	Core	STRATEGIC MANAGEMENT	VBAC26	4
3	Extra Disciplinary	INTERNATIONAL BUSINESS	VBAED21	3
3	Soft Skill – II	BUSINESS ETIQUETTE	VBASL21	2
3	Soft Skill–III	COMPUTING SKILLS	VBASL22	2



Total Marks: 100 Internal Exam: 25 marks + External Exam: 75 marks

A. Scheme for internal Assessment:

Maximum marks for written test: **15 marks**

3 internal tests, each of **1 hour** duration shall be conducted every semester.

To the average of the **best two** written examinations must be added the marks scored in. The **assignment** for 5 marks and Seminar for 5 marks

The break up for internal assessment shall be:

Written test- 15 marks; Assignment -5 marks; Seminar-5 Marks Total - 25 marks

B. Scheme of External Examination

3 hrs. examination at the end of the semester

A – Part : 1 mark question two - from each unit

B – Part : 5 marks question one - from each unit

C – Part : 8 marks question one - from each unit

➤ **Conversion of Marks into Grade Points and Letter Grades**

S.No.	Percentage of Marks	Letter Grade	Grade Point	Performance
1	90 - 100	O+	10	Outstanding
2	80 - 89	O	9	Excellent
3	70 - 79	A+	8	Very Good
4	60 - 69	A	7	Good
5	55 - 59	B+	6	Above Average
6	50 - 54	B	5	Pass
7	0 - 49	RA	-	ReAppear
8	Absent	AA	-	Absent

➤ **Cumulative Grade Point Average (CGPA)**

$$\text{CGPA} = \frac{\Sigma (\text{GP} \times \text{C})}{\Sigma \text{C}}$$

- **GP** = Grade point, **C** = Credit
- CGPA is calculated only for Part-III courses
- CGPA for a semester is awarded on cumulative basis

➤ **Classification**

- First Class with Distinction : CGPA $\geq 7.5^*$
- First Class : CGPA ≥ 6.0
- Second Class : CGPA ≥ 5.0 and < 6.0
- Third Class : CGPA < 5.0



APPLIED OPERATIONS RESEARCH

Course Objectives

- To provide the students with introduction on OR and its models to aid in its applicability in the various functional areas of management.
- To understand the concept of linear programming models in determining profit maximization and cost minimization
- To learn about various methods adopted in transportation and Assignments models.
- To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
- To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.

UNIT I

Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management

UNIT II

Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.

UNIT III

Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.

UNIT IV

Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.

UNIT V

Game Theory and Strategies: Games theory – two player zero sum game theory –



Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions Goal Programming; Simulation; Integer programming and Dynamic programming.

Reading List

1. www.cbom.atozmath.com
2. <http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf>
3. http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf
4. <https://www.journals.elsevier.com/operations-research-perspectives>

References Books

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018
5. Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019
6. Vohra, N.D., Quantitative Techniques in Management, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.

HUMAN RESOURCE MANAGEMENT

Course Objectives

- To embark importance of HRM role, functions and need
- To assimilate theoretical and practical implications of HRP
- To critically use appropriate training tools
- To analyze and implement an effective performance management
- To extrapolate and design compensation management techniques

UNIT I

Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.



UNIT II

Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.

Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management

UNIT III

Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.

UNIT IV

Performance Management:

Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.

UNIT V

Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP- Financial and non financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.

Reading List

1. <https://businessjargons.com/performance-management.html>
2. <https://www.hr-guide.com/data/G400.htm>
3. <https://www.managementstudyguide.com/training-development-hr-function.htm>
4. <https://www.tandfonline.com/toc/rijh20/current>

References Books

1. Ashwathappa, K., Human Resource Management, 9th Edition, Tata



- McGraw Hill Education Pvt. Ltd., 2021.
2. Ivancevich, J.M., Human Resource Management, 12th Edition, Tata McGraw Hill Education Pvt. Ltd., 2020.
 3. Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020.
 4. DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition, Wiley India Pvt. Ltd., 2015.
 5. Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019.
 6. Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017.

MARKETING MANAGEMENT

Course Objectives

- To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
- To provide with opportunities to analyze marketing activities within the firm.
- To analyze and explore the buyer behavior pattern in marketing situations.
- To understand the branding, pricing and strategies in marketing a product.
- To upgrade the knowledge and awareness of Consumer Rights in the Market.

UNIT I

Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.

UNIT II

Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.

UNIT III

MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation Marketing Analytics

UNIT IV

Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation–



Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management. Consumer Behaviour Models.

UNIT V

Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

Reading List

1. https://ocw.mit.edu/courses/sloan-school-of-management/15810marketing_management-fall-2010/lecture-notes/
2. <https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html>
3. <https://www.ama.org/ama-academic-journals/>
4. <https://www.emerald.com/insight/publication/issn/0736-3761>

Reference Books

1. Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2. Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017
3. G.Shainesh Philip Kotler, et.al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022
4. Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017.
5. Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010.
6. Philip Kotler and Keven Lane Keller, Marketing Management, 15th Edition, Pearson, 2015



OPERATIONS MANAGEMENT

Course Objectives

- To understand the production function, production design & capacity planning,
- Exploring the Make or Buy decision, and thus understanding the role of inventory management
- To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
- To elucidate the importance and usefulness of work-study and quality control tools
- To provide insights on service operations management and waiting line analysis.

UNIT I

INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning-Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.

UNIT II

FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.

UNIT III

INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity Economic Batch Quantity Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification- Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution Maintenance of Cost Balance- Procedure for Maintenance.

UNIT IV

DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study-



Objectives- Procedure Method Study and Motion Study- Work Measurement Time Study-Performance Rating- Allowance Factors Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen

UNIT V

SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting- Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.

Reading List

1. www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2. zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3. <https://www.emerald.com/insight/publication/issn/0144-3577>
4. <https://www.inderscience.com/jhome.php?jcode=ijaom>

References Books

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2. Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3. Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4. William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5. Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022.
6. Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.



FINANCIAL MANAGEMENT

Course Objectives

- To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
- To create awareness on the various investment techniques on the investment decision making.
- To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
- To educate on the concept of capital structure and the create understanding on the concept of dividend.
- To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

UNIT I

Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity International Financial Management- Financial Planning- Behavioural Finance- Capital Market Money Market- Micro Finance- Financial Information System.

UNIT II

Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems – Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.

UNIT III

Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings – weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.

UNIT IV

Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification – sources available



for dividends -Dividend policy general, determinants of dividend policy. Financial Break-even Point and Indifference Curve.

UNIT V

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

Reading List

1. <https://accountingexplained.com/managerial/capital-budgeting/>
2. <http://www.studyfinance.com/lessons/workcap/>
3. Journal of International Financial Management & Accounting
4. The Management Accountant Journal - icmai-rnj.in

References Books

1. S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019
2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3. Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5. Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

STRATEGIC MANAGEMENT

Course Objectives

- To enable the students understand the importance of vision and mission in framing corporate strategy.
- To provide insights on how business is responsible socially and ethically.
- To highlight on the environmental analysis framework.
- To throw light on strategic formulation and strategic choice.
- To understand strategic implementation and strategic control.

UNIT I

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.



UNIT II

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

UNIT III

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.

UNIT IV

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS

UNIT V

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance Problems in Measurement of Performance Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

Reading List

1. Strategic Management Journal – Wiley online Library
2. Journal of strategy and Management – Emerald Insight
3. Mastering Strategic Management – WWW.opentextbooks.org.hk
4. Mastering Strategic Management – WWW.saylor.org.

References Books

1. V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2. Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.



INTERNATIONAL BUSINESS

Course Objectives

- To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
- To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
- To throw light on international trade theories and the management of business functional operations in an international context.
- To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
- To know about regional economic integration and contemporary issues in international business.

UNIT I

Introduction: Introduction to International Business: Importance, nature and scope of International business International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.

UNIT II

International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.

UNIT III

International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade



Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP GSP-SAPTA-Indian Ocean RIM Initiative BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA). India and World: India's Foreign Policy.

UNIT IV

Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards Role of State Trading Agencies in Foreign Trade STC, MMTC, etc. Foreign Exchange Market Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.

UNIT V

Contemporary Issues: Contemporary Issues in International Business- International Sales Contract Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.

Reading List

1. www.internationalbusinesscorporation.com
2. www.business-ethics.org
3. <https://www.jstor.org/journal/jintebusistud>
4. Journal of International Business and Management (JIBM)

References Books

1. International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2. International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author) Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
3. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
4. Deresky, H., International Management: Managing Across Borders and



Cultures, 6th Edition, Pearson, 2011.

5. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

Business Etiquette

Course Objectives

- To analyze the Business etiquette at workplace
- To determine the Principles of exceptional work behavior
- To explore Tech etiquette in using various telecommunication devices and channels
- To successfully handle Multi-cultural challenges
- To ascertain sensitivity to new and emerging issues in etiquette

UNIT I

Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios -Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business? -Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people - Greeting Components - The protocol of shaking hands - Introductions - Introductory scenarios - Addressing individuals.

UNIT II

Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson - For attendees - For Presenters – Planning a power point presentation - Dealing with customer complaints. Entertaining Etiquette: Planning a meal – Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils – Business dining etiquette – Multi -cultural Highlight: Japanese Dining - Specific food Etiquette guidelines.

UNIT III

Telephone Etiquette: Cell phone etiquette –Social Media Usage etiquette - Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail -Closing the call - When Making calls - Closing the call –Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email - Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines

UNIT IV



Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management - Gender Sensitivity – Social Media and Communication with colleagues - Preventing sexual harassment -Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually Impaired - Courtesies for the deaf- People with speech impairments.

UNIT V

Business Ethics: Ethics in the workplace – The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management - Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi -cultural challenges: Multi -cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects Cultural Highlight: China-Cultural Highlight: India.

Reading List

1. <https://accountingexplained.com/managerial/capital-budgeting/>
2. <http://www.studyfinance.com/lessons/workcap/>
3. Journal of International Financial Management & Accounting
4. The Management Accountant Journal - icmai-rnj.in

References Books

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5. Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

Computing Skills

Course Objectives

- To create awareness and understanding on the basic functions of MS Excel
- To elucidate the students on the various advanced functions of MS Excel
- To educate the students on MS Access and its application in database management
- To enable the students to understand the functions and usage of various cloud



based apps like Google Drive, Google Sheets and Google Docs5

- To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

UNIT I

MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.

UNIT II

MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical

UNIT III

MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.

UNIT IV

Cloud based apps – Google Drive, Google Sheets, Google Docs,

UNIT V

Cloud based apps - Google Forms, Google Slides – Google Cloud Print

Reading List

1. Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2. Richard Rost, Learning MS Access Kindle Edition, 2013
3. Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4. Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

