SEMESTER – IV

Core Subjects:

- International Business Management
- Management Control System
Subject: International Business Management

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Course Objectives:

- Apply theories, tools, and insights found in the field of international management to common real world scenarios.
- Demonstrate or understanding of the similarities (without which no international business could take place) and differences among the peoples of the world and how they affect business management.
- Discuss how various legal, political, economic, and cultural systems affect business attitudes and behavior.
- Discuss the managerial issues related to strategic planning, human resource management, financial management, motivation, and leadership which arise in an international context.

Course Content:

UNIT-I

Introduction:
Globalization; National Difference in Political Economy; Difference in Culture; Ethics in International Business

UNIT-II

The Global trade and Investment Environment:
International Trade Theory; Political Economy of International Trade; FDI; Political Economy of FDI; Regional Economic Integration

UNIT-III

The Global Monetary System:
Foreign Exchange Market: Introduction, Nature and Function; International Monetary System; Crisis Management by IMF

UNIT-IV
Proposed Syllabus for MBA – II, Sem: III & IV (Year 20-21)

Strategy and Structure of International Business:
Strategy of International Business; Organization Of International Business; Entry Strategy and Strategic Alliances

UNIT-V

Business Operations:
Exporting; Importing and Countertrade; Global Production, Outsourcing and Logistics; Global Marketing and R&D; Global HRM; Accounting in International Business

Course Outcome:
- To make the students understand the different dimension of International Business and inculcate the spirit of cross border business in the era of globalization.

Text Books:
2. Francis Cherulinam, International Business

Reference Books:

Web resources:

MOOCs:
Subject: Management Control System

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Course Objectives:
To inculcate the awareness about control systems in the business management environment

Course Content:

UNIT-I
Boundaries of management control, formal and informal, control system, functions of the controller, responsibility centre, revenue centre expense centre administration and R & D centres and marketing centres

UNIT-II
- Business unit as profit centre, other profit centre and measuring profitability
- Transfer pricing methods and their objectives, Pricing Corporate services administration of transfer prices

UNIT-III
- EVA v/s ROI
- Budget preparation nature and budget preparation process
- Variance analysis and limitation of variance analysis

UNIT-IV
- Performance measurement and interactive control
- Organizational incentives, incentive compensation plans. Incentives for corporate Officers and Business units managers
- Professional, Financial Services organization, Health care Organization Non-profit organizations

UNIT-V
- Multinational Organizations, Transfer Pricing Exchange rates
Course Outcome:
Upon successful completion of this course the students should be able to:

- demonstrate a thorough knowledge of what kind of management control systems that management may use running the business, including operational and risk management and internal control.
- demonstrate a understanding of the role of the board, the audit committee, the internal and external auditors play in the business community.
- discuss how management control systems can function differently in different organizations and how management control systems can have unintended implications.
- critically evaluate various financial management systems and their use in organisations, including a critical assessment of the cost / benefit of management control systems
- identify and evaluate organisational challenges associated with implementing the new control systems and /or major changes to existing systems.
- identify and reflect on ethical issues related to different management control systems and implementation strategies.

Text Books:
1. Robert N. Anthony, Vijay Govindrajan, Management Control Systems, Tata M/c graw Hill , Special Indian 12 edition

Reference Books:
3. Subhash Sharma, Management Control systems- text and cases, Tata McgrawHill, 1988

Web resources:

MOOCs:
SEMESTER – IV

Specialization Subjects:

Functional Specialization 1 to 5:

Finance

- Financial Derivatives
- Financial Markets and Services
- International Financial Management
- Mergers, Acquisitions and Corporate Restructuring
- Contemporary issues in Finance
- Functional Specialization Project – II

(Separate Guidelines)
Subject: Financial Derivatives

Program: MBA

Subject Code: Seme

Semester: IV

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Course Objectives:
To equip students with principles and techniques of Complex Derivatives Options.

Course Content:

UNIT-I
Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India

UNIT-II

UNIT-III
Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps

UNIT-IV
UNIT-V
Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities

Course Outcome:
Having successfully completed this module you will be able to:

- Have a good understanding of derivative securities
- Acquire knowledge of how forward contracts, futures contracts, swaps and options work, how they are used and how they are priced
- Be able to describe and explain the fundamental features of a range of key financial derivative instruments
- Be able to decide which securities to use for hedging and/or speculative purposes

Text Books:
- John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.

Reference Books:
- R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.)

Web resources:

MOOCs:
Subject: Financial Markets and Services

Program: MBA
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Course Objectives:
To enable the students to acquire basic understanding of the structure, organization and functioning of the Financial System in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework.

Course Content:

UNIT-I
Introduction:
(a) Financial system: Meaning, role and functions of a financial system, Organized and unorganized financial system.

UNIT-II
Financial Institutions: Achievements and Limitations.
(a) Money market institutions: Meaning, Role of the Central Bank(RBI) in money markets. Commercial banks: Meaning and Functions Indigenous Financial Agencies: Bankers, Money lenders, Discount houses, Accepting houses(only meaning and features)
(b) Capital Market institutions: (Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds.
(c) Special Financial Institutions: Factors for their growth (need)
Objectives and functions of:
(1) IDBI (2) IFCI (3) SFCs (4) ICICI (5) EXIM Bank of India
(d) Coperative Banking Institutions: Meaning, definition, principles, Features and Structure.
(e) Non-Banking Finance Companies: Meaning, Role, Types of NBFC services, Reclassification of NBFCs.
(f) SEBI: Introduction to SEBI ACT 1992, Main Functions of the Board.

UNIT-III
(a) Capital Markets: Meaning, Role and importance, Development initiatives and reforms (in brief). Composition: Primary-Secondary
II. Secondary Markets.: Meaning, Functions of the stock exchange, Benefits to the community-investors-companies, Listing of securities and its benefits, Stock market indices, Types of dealings, types of securities traded on the Indian stock exchanges, Comparison of the three exchanges (BSE, NSE, OTCEI)
(b) Money Markets: Meaning, features of organized and unorganized money markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call money Commercial bills, Inter-corporate deposits, Inter-bank participation certificates.

UNIT-IV


UNIT-V
(a) Factoring: Meaning, Types, costs and benefits of factoring, difference between factoring and Forfaiting.
(b) Leasing: Meaning, Definition, advantages to lessor and lessee, types of leases (operating, finance, leveraged, sales and lease-back, leveraged and cross-border.)
(c) Underwriting: Meaning and benefits
(d) Credit Rating Agencies: Meaning and role of such agencies. A brief idea about : CRISIL, CARE ICRA.
Course Outcome:

- Ability to analyse complicated scientific and professional problems and view a situation critically, address the current financial management issues of a company, take decisions, complete highly qualified professional functions.
- Demonstrate ability of financial management and forecast, ensuring competitiveness of a company and increasing its added value in the changing environment of global economy.
- Team-work skills, ability to understand the interests of different groups, to argue and conduct discussions, communication and conflict management skills.
- Demonstrate understanding and ethical responsibility about the impact of professional activities upon environment and society.
- Ability to access and analyze the financial environment in the local and international markets.

Text Books:

- The Indian financial system and Development- Vasant Desai, Himalaya Publishing House.
- Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.

Reference Books:

- The Indian Financial System-Dr. Bharti Pathak, Pearson.
- Financial Management-Prasanna Chandra,
- Financial Management-P.V.Kulkarni and Satyaprasad

Web resources:

MOOCs:
Subject: International Financial Management

Program: MBA  |  Subject Code:  |  Semester: IV

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**Course Objectives:**
To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems and to acquaint students with tools, techniques and strategies to make International finance related decisions. To provide the better understanding about export & import procedures and financing.

**Course Content:**

**UNIT-I**
**International Finance – Overview**
Globalization and the Multinational Firm International Monetary System
Balance of Payments
The Market for Foreign Exchange
International Parity Relationship and Forecasting Foreign Exchange Rate

**UNIT-II**
**Forward Exchange Arithmetic**
Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates
Inter bank deals
Execution of forward contract Cancellation/Extension of forward contract

**UNIT-III**
**International Financial Markets**
International Banking and Money Market
International Bond Market
International Equity Markets
Cash Management
Futures and Options on Foreign Exchange
Currency and Interest Rate Swaps
UNIT-IV

International Portfolio Management with Exposure Management

- International Portfolio Investments
- Foreign Direct Investment and Cross-Border Acquisitions
- Management of Economic Exposure
- Management of Transaction Exposure
- Management of Translation Exposure

UNIT-V

Foreign Trade Contracts & Procedures

- Foreign Trade contracts and documents - Incoterm
- Letters of Credit - Meaning and Mechanism
- Types of Letters of Credit
- Operation of a Letter of Credit
- Finance of Foreign Trade - Financing Exports
- Post shipment Finance, Project Exports & Investments Abroad
- Export-Import Bank of India
- Export Credit Insurance, Financing Imports

Course Outcome:

- To learn to extract relevant data from corporate data bases for calculating various ratios.
- To learn to calculate and interpret various ratios from the data extracted.
- To learn to analyze various ratios for overall understanding of the financial performance of a company.

Text Books:


Reference Books:


Web resources:

MOOCs:
Subject: Mergers, Acquisitions and Corporate Restructuring

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**Course Objectives:**

Liberalized economy has generated many opportunities of combining businesses to create wealth.
- The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.

**Course Content:**

**UNIT-I**
- Corporate Restructuring: An Overview
- Merger and Acquisition: Basic
- Procedure, Aspects and Issue in Merger & Acquisition

**UNIT-II**
- The Legal and Regulatory Framework
- Accounting for Merger and Acquisition
- Due Diligence

**UNIT-III**
- Basics of Valuation
- Business Valuation Methods

**UNIT-IV**
- Other Forms:
  - Demerger
  - Takeover
  - Strategic Alliance
  - Joint Venture
Proposed Syllabus for MBA – II, Sem: III & IV (Year 20-21)

- Leverage Buy Out (LBO)

UNIT-V
- Employee Stock Ownership Plan (ESOP)
- Financial Restructuring: Shares Buyback
- Cross Border Merger and Acquisition
- Case Studies

Course Outcome:
- To expose the students to the criticality of emerging field of Mergers, Acquisitions and Corporate restructuring
- Master the language and processes of M&A
- Identify M&A issues worth attention.
- Analyze an M&A transaction rigorously.
- Develop a concept, design a deal, and present a proposal for an M&A transaction.
- Form an opinion about a proposed deal.

Text Books:
3. Aurora, Shetty, Kale; Mergers and Acquisitions, Oxford University Press, Latest Edition

Reference Books:
2. Sudi Sudarsanam Creating Value from Mergers and Acquisitions Pearson Education Latest edition
3. Machiraju H.R Mergers Acquisitions and Takeovers New Age International Publishers
5. Ravindhar Vadapalli Mergers, Acquisitions And Business Valuation Excel Books

Web resources:

MOOCs:
Proposed Syllabus for MBA – II, Sem: III & IV (Year 20-21)

Subject: Contemporary Issues in Finance

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Course Objectives:

The objective of this course is to enhance the student’s understanding on various contemporary issues related to financial area. The course will focus on generating awareness and understanding amongst the students related to market scenario and business challenges in various financial issues. It aims to keep the student well-informed regarding current issues and face the corporate world.

Course Content:

UNIT-I
1. Behavioral Finance
2. Venture Capital

UNIT-II
1. Indian Commodities Derivatives Market
2. Financial Technical Analysis

UNIT-III
1. Introduction to Global International Market Analysis
2. Microfinance

UNIT-IV
1. Direct Tax Code
2. Asset & Liability Management in Banks/Funds Management in Banks

UNIT-V
1. Voluntary Corporate Governance
2. New norms in Accounting System (IFRS)
Course Outcome:

Text Books:
Compiled Material will be provided to students

Reference Books:

Web resources:

MOOCs: