

# I Year

## **MSP 10**

## **MANAGEMENT FUNCTIONS & BEHAVIOUR**

### **BLOCK I**

Evolution of Management Theory – Scientific, classical theory – Behavioural school – Hawthorne experiments – Systems Approach – Management roles – Management skills – Management functions.

Planning – Process – Organisation structure and design – Departmentation Delegation and Decentralisation – Decision making – Importance, process and techniques.

### **BLOCK II**

Staffing – Recruitment, Selection and training – Communication – Process – Barriers and breakdown in communication – Electronic media in communication – Coordination – Control process – Control techniques and Information technology.

### **BLOCK III**

Individual behaviour – Implications – Perception and learning – Motivation – theories and applications – Monetary and non-monetary rewards – Attitudes – Theories of attitudes – Job satisfaction and its effect on employee performance – Personality – Determinants – Theories.

### **BLOCK IV**

Group behaviour – Group dynamics – Leadership – Theories and styles – Conflict and negotiation – Organisation culture – Organisation effectiveness.

### **BLOCK V**

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisation Behaviour in global scenario – Future trends in Organisation Behaviour

### **BOOKS RECOMMENDED**

Principles of Management	-	Koontz O Donnell
Essentials of Management	-	Koontz O Donnell & Wehrich
Management	-	Stoner, Freeman & Gilbert
Management	-	Robins, Coulter
Organisational Behaviour	-	Stefen. P. Robbins
Organisational Behaviour	-	Fred Luthans

Organisational Behaviour

- Newstrong & Keith Davis

Organisational Behaviour

- K. Aswathappa

**BLOCK I**

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role of Managerial Economist – Demand Analysis – Fundamental Concepts of Managerial Economics – Meaning, Determinants and Types of Demand – Elasticity of demand - Demand forecasting and forecasting methods.

**BLOCK II**

Supply: Meaning and determinants – production function- Isoquants – Expansion path Cobb Douglas function – Cost concepts – Cost output relationship – Economies and diseconomies of scale – Cost functions.

**BLOCK III**

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

**BLOCK IV**

The concept of profit: Profit planning, control and measurement of profits. Profit maximisation – Cost volume profit analysis – Investment Analysis.

**BLOCK V**

National Income – Accounting – Consumption and investment – Business Cycle and unemployment – Inflation and deflation, Balance of Payments – Monetary and Fiscal policies.

**BOOKS RECOMMENDED**

Managerial Economics, Text, Problems

- |                               |   |                      |
|-------------------------------|---|----------------------|
| and short cases               | - | M.H. Spenser         |
| Managerial Economics          | - | Mote & Paul          |
| Managerial Economics          | - | Maurice Thomas       |
| Managerial Economics          | - | Joel Dean            |
| Managerial Economics          | - | Varshney & Maheswari |
| Principles of Macro Economics | - | L. Rangarajan        |
| Managerial Economics          | - | M.S. Subramaniam     |

## **MSP 12**

## **FINANCIAL & MANAGEMENT ACCOUNTING**

### **BLOCK I**

Accounting - Definition and Scope of Accounting – Concepts - Accounting Standards – Double entry system of Accounting – Preparation of Journal , Ledger – Errors and rectification – Preparation of Trial Balance, Profit and Loss Account - and Balance Sheet Financial Accounting and Cost Accounting – Managerial Uses – Differences.

### **BLOCK II**

Financial Statement Analysis – Nature of Financial Statements – Limitations of Financial Statements – Analysis of Interpretation – Types of Analysis – Tools of Analysis – Trend Analysis – Common size statements – Comparative statements. Ratio Analysis – Liquidity – Profitability – Turnover – Proprietary Ratios – Interpretation of Ratios – Application to Decision Making – Uses and Limitation – Inter-firm, Intra firm comparisons

### **BLOCK III**

Fund flow statements – Meaning and importance –Statement of Changes in Working Capital – Calculation of funds from Operation – Preparation of fund Flow statement – Uses and Limitation of Fund flow statement.

Cash flow statement – Uses – Preparation of cash flow statement – Difference between fund flow and Cash flow analysis

### **BLOCK IV**

Marginal costing and Break-Even analysis – Concept of Marginal Cost – Contribution – Applications of Marginal Costing – Cost – Volume – Profit relationship – Budget and Budgetary Preparation of Various – Cash Budget – Control – Types of Budgets – Master Budget – Zero Based Budgeting.

### **BLOCK V**

Standard Costing and Variance Analysis – Fixation of Standard costs for Materials, Labour and Overhead Variances – Comparison between Budgeting and Standard Costing – Responsibility Accounting – Meaning and Objectives - Types of Responsibility Centres.

### **BOOKS RECOMMENDED**

Principles of Management Accounting	-	Manmohan, S.N. & Goel
Advanced Accounting	-	R.L.Gupta & Radhaswamy
Cost Accounting	-	Jain & Narang
Advanced Accounting	-	Shukla & T.S.Grewal
Advanced Studies in Cost Accounting	-	Das Gupta
Management Accounting & Financial Accounting	-	S.N. Maheswari
Advanced Cost Accounting	-	Prasad

## **MSP 13**

## **Quantitative Techniques**

### **BLOCK I**

Set Theory – Set Operations (only through Venn Diagram) – Series – Arithmetic, Geometric Series – Concept of Interest – Annuity Formula – Matrix Theory – Matrix Operations.

### **BLOCK II**

Basic Concepts of differentiation and integration – Concepts of Marginal, average and total cost – Economic Order Quantity, Break Even Analysis.

Presentation of Statistical Data – Tables and Graphs – Frequency Distribution – Histogram – Cumulative Frequency Curves.

### **BLOCK III**

Data Analysis – UniVariant ungrouped and grouped Data – Measures of Central Tendencies – Measures of Dispersion – Bivariate Analysis – Correlation and regression.

### **BLOCK IV**

Probability – Definition – Addition and Multiplication rules (only) – Simple business application problems – Probability distribution – Binomial. Poission and normal distribution – Simple problem applied to Business.

### **BLOCK V**

Index numbers – Simple and weighted index numbers Concept of Weights – Business Index numbers – CPI, WPI

Time series, variation in time series, trend - Cyclical and random – Use of Time series for business forecasting.

### **BOOKS RECOMMENDED**

Statistics for Management	-	Richard. I. Levin & David. S. Rubin
Statistical Methods	-	S.P. Gupta
Business Mathematics	-	Sancheti & Kapoor
Calculus	-	Schamm Series
Basic Statistics	-	B.L. Agarwal
Practical Business Statistics	-	F.E. Coxtton & D.J. Cow

## **MSP 14      MANAGEMENT INFORMATION SYSTEMS**

### **BLOCK I**

Information system: Managers' view – Concepts of systems and Organisations – Strategic uses of Information Technology.

### **BLOCK II**

Computer System Resources: Computer Hardware and Computer software – File and DBMS – Distributed System – Internet and Office Communications.

### **BLOCK III**

Application of Information System to functional Business Areas: Operational Information System – Tactical and Strategic Information system – Decision support system and Expert system.

### **BLOCK IV**

Planning and development of Information system: Information system planning – System Analysis and Design – Alternative application development approaches.

### **BLOCK V**

Management of Information systems: Organisation of Information System's and End user computing – Security and ethical issues of Information System's.

### **BOOKS RECOMMEDED**

Principles of Management Information

System

- G.M. Scott

Management Information System

- David & Alsol

Information System for Modern

Management

- Mardick & Ross

Gordon.B. Davis &

Management Information System

- Margerethe H. Alsol

Management Information System

- James.O. Brien

Management Information System

- Lucas

**BLOCK I**

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

**BLOCK II**

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Consumer Behaviour - Meaning and Importance - Consumer Buying Process – Determinants of Consumer Behaviour – Psychological and sociological determinants -Theories and relevance to marketing - Marketing Research: Meaning - Objectives – Procedures.

**BLOCK III**

Product Management – New Product –Meaning –Product mix product planning and Development – Product policies – product line decisions – product positioning and targeting –managing product life cycle product failures –branding and packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

**BLOCK IV**

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

**BLOCK V**

Marketing in Indian context - Indian Marketing environment – The new economic policy and its Impact on marketing – Special areas in marketing – Rural Marketing – Societal Marketing – Relationship Marketing – Direct Marketing.

**BOOKS RECOMMENDED**

Principles of Marketing	-	Philip Kotler & Gany Armstrong
Fundamentals of Marketing	-	William J. Stanton
Marketing	-	V.S. Ramasamy & Namakumar
Marketing Management	-	Philip Kotler
Marketing Management	-	Marvin A. Jolson
Fundamentals of Marketing	-	Cundiff, Still & Govani

**BLOCK I**

Finance functions – Its Nature and Scope-Relationship with other functions- Role of Financial Management – Profit vs. Wealth- Time value of money concept- Indian financial system- Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions- short term financing through money market, Gilt edged securities- International sources of Financial Instruments.

**BLOCK II**

Capital budgeting- Concept- Significance- Methods of appraisal- Pay back method, Average return, Net present value, Internal rate of return, decision Tree, Stimulation, Sensitivity analysis and CAPM methods- Capital rationing- Simple Problems.

**BLOCK III**

Cost of Capital- Significance-Concept-Cost of debt, Equity, Preference share Capital, Retained earnings,Weighted average cost of Capital- EBIT- EPS analysis- Operating leverage- Financial leverage-Combined leverage.

**BLOCK IV**

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories-Net income approach- Net operating income approach - MM approach - Dividend policies- Types – Dividend theories - Valuation under Gordon and Walthers Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions.

**BLOCK V**

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash - optimum level of cash - stochastic models, Miller and Orr model- Management of receivables - Print policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

**BOOKS RECOMMENDED**

Financial Management	-	I.M. Pande
Financial Management	-	Khan & Jain
Financial Management & Policy	-	James Wanhorne
Financial Management	-	Prasanna Chandra
Financial Management & Policy	-	V.K. Bhalla
Financial Management	-	S.N. Maheswari
Financial Management	-	Kulkarni & Sathya Prasad



## **MSP 17**

## **HUMAN RESOURCE MANAGEMENT**

### **BLOCK I**

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions  
the Philosophy and Policy of the HRM - Department Structure and Functions –  
Managerial and Operating Functions – HRM as a Profession –Environmental  
Influence of HRM.

### **BLOCK II**

Human Resource Planning: Manpower Planning – Strategy consideration of Planning  
–Job Analysis – Job Specification – Job Description – Approaches to Job Design –  
Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment –  
Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment –  
Recruitment Practices in India – Selection – Placement and Induction –Promotions  
and Transfers – Demotions and Separations.

### **BLOCK III**

Training & Development: Training – Need and Importance – Steps in Training  
Programme – Evaluation of Training Programmes – Concept of Management  
Development Programme – Techniques of Training and Development – Group  
Discussion- Conferences and Seminar – Case Studies – Role Playing – Business  
Games – Sensitivity Training – Stages of Career Development.

### **BLOCK IV**

Wage & Salary Administration: Compensation Plan – Job Evaluation – Individual –  
Group – Incentives – Bonus – Fringe Benefits – Performance Appraisal – Meaning -  
Need and Importance – Objectives – Methods and Modern Techniques of  
Performance Appraisal – Requisite of Good Appraisal Plan – Problems in  
Performance Appraisal.

### **BLOCK V**

Quality of working life – Issues in Quality of Working life – Obstacles in QWL –  
Quality Circles –Management By Objectives.

Trade Union – Structure, Objectives, Policies, Growth of Trade Union in India –  
Joint Consultation and Employee Participation in Management – Collective  
Bargaining - Case Studies.

### **BOOKS RECOMMENDED**

Personnel Management	-	E.B. Flippo
Personnel Management	-	C.B. Memoria
Personnel Management & Industrial Management	-	Tripathi
Personnel Management	-	Strauss Sayles
Human Resource Management	-	Gary Dessler
Personnel Management & Human Resources	-	C.K. Srivatsava

**BLOCK I**

Introduction to Operations Research – Linear programming – Graphical solution – Simplex method — concept of duality –Special cases in linear programming – Shadow prices

**BLOCK II**

Transportation model – initial basic feasible solution – North West corner rule method – Vogel’s Approximation method – Least cost method - Optimum solution – MODI Method - Simple problems — Assignment problem – Hungarian model

**BLOCK III**

Queuing theory - Elements of Queuing system – Characteristics of Queuing System – Single channel Single server system – Single channel multi server system – Application.

**BLOCK IV**

Network Analysis – Rules for constructing a network – Different time calculations – Resource leveling – Resource smoothing – Merits and demerits of CPM & PERT – Decision Tree – Minimax and Maximax Criteria – Their Implications.

**BLOCK V**

Game theory – Saddle point - Algebraic method – Arithmetic method – Graphical method - L.P.P. Method – Applications of Game theory -Simulation – Monte Carlo Simulation – Application

**BOOKS RECOMMENDED**

Quantitative Techniques	-	ND Vohra
Operations Research	-	S.D. Sharma
Operations Research – An Introduction	-	Hamdy A. Taha
Quantitative Techniques in Management	-	N.D. Vohra
Problems in Operations Research, Methods and Solutions	-	Gupta & Manmohan
Operations Research	-	Gupta & Hira
Quantitative Techniques for Managerial Decision Making	-	V.K.Srivatsava, G.R. Shenoy, S.C.Sharma
Operations Research, Principles and Problems	-	Dharani Venkatakrishnan

## **MSP 19**

## **RESEARCH METHODS**

### **BLOCK I**

Research: Meaning – Scope and Significance – Types of Research – Research Process -Problems in Research – Significance of Research in Social Sciences – Identification –Selection and formulation of problem – Review of Literature - Research Hypothesis –Meaning – Sources – Types – Formulation of Research Design – Features of Good Design – Factors affecting Research Design – Evaluation of Research Design.

### **BLOCK II**

Sampling Design: Senses Method and Sampling Method – Principles of Sampling – Methods of Sampling –Probability and Non-Probability Sampling Methods – Selection of a sample – Size – Criteria of Good Sample Design.

Scaling Techniques: Meaning, Types of Scale - Scale Construction Techniques.

### **BLOCK III**

Data Collection: Types of Data – Sources of Data – Primary Data and Secondary Data -Data Collection Methods – Observation – Survey – Questionnaire – Interview Schedule - Effective in Interview Techniques and Limitations of Interview – Constructing Questionnaire – Format of Good Questionnaire – Advantages and Limitations of Schedules and Questionnaire – Pilot Study.

Analysis and Processing of Data: Meaning – Editing – Coding and Tabulation – Diagrams.

### **BLOCK IV**

Tests of Significance – Assumption about parametric and non-parametric tests – Parametric Tests –Chi Square, T-Test, F-Test and Z Test. Non-Parametric Tests U-Tests – Kruskal Wallis – Introduction to ANOVA – One Way –Two Way – Multivariate Analysis –Correlation and Regression only - No Problems.

### **BLOCK V**

Report Writing: Significance-Tests in Report Writing –Layout of report – Types of Reports – Oral Presentation –Mechanics of writing Research Report –Norms for using tables – Charts and Diagrams – Appendix – Index and Bibliography.

### **BOOKS RECOMMENDED**

Research methods for Management & Commerce	-	K.V. Rao
Business Research Methods	-	Emory & Cooper
Research Methodology	-	C.R. Kothari
Business Research Methods	-	Donald. R. Cooper & Pamila S. Schindier
Methodology & Techniques of Social Research	-	Wilkinson Bhaderkar
Research methods in Social Science	-	Good & Hatt

## II Year

**MSP 20**

### **OPERATIONS MANAGEMENT**

#### **BLOCK I**

Operations Management – Meaning, Importance and Objectives – Systems View of Operation Management – Functions of Operations Management – Types of Production Systems.

#### **BLOCK II**

Production Planning Controls – Aggregate Planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP-II – Capacity Requirements Planning – ERP Packages.

#### **BLOCK III**

Inventory Control – Functions and Types of Inventory – Safety Stock – Service level inventory control system – Economic Order Quantity Models – Batch Production, Quantity discounts - Just In Time- Bottlenecks in implementing just in time in Indian industries.

#### **BLOCK IV**

Inspection in Quality control – Purpose – Control charts for measuring variables - Control charts for measuring attributes – acceptance sampling Acceptance Quality Limit LTPD – Quality circle – Total Quality Management – Six Sigma concept – ISO 9000 concepts – ISO 14000 concepts.

#### **BLOCK V**

Ergonomics – meaning – importance – Work study – Time study – Motion study – standard time – Time study analysis – Job designs

#### **BOOKS RECOMMENDED**

Production Management	-	Elwood S. Puffa
Production & Operations Management	-	Adam & Ebert
Production & Operations Management	-	S.N. Chari
Production & Operations Management	-	Panneerselvam
Operations Management	-	Joseph G. Monks
Production Management	-	Raymond Mayer
Production & Operations Management	-	Chunavala & Patel

**BLOCK I**

Entrepreneur – meaning – Importance – Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development – its importance – Role of entrepreneurship – Entrepreneurial Environment.

**BLOCK II**

Evolution of entrepreneurs – entrepreneurial promotion Training and developing motivation: factors – Mobility of entrepreneurs – Entrepreneurial change – Occupational mobility – Factors in mobility – Role of consultancy organisations in promoting entrepreneurs – Forms of business for – entrepreneurs.

**BLOCK III**

Project Management: Sources of business idea – Project classifications – identifications – formulation and design – Feasibility analysis – Preparation of Project Report and presentation Financial analysis – Concept and Scope – Project cost estimate – Operating revenue estimate – Ratio analysis – Investment Process – B E analysis – Profit analysis – Social cost benefit analysis – Project Appraisal methods – Project Report presentation.

**BLOCK IV**

Project Finance: Sources of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial bank – Appraisal of bank for loans. Institutional aids for entrepreneurship development – Role of DICs, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

**BLOCK V**

Setting small scale industries – location of enterprise – Steps in setting SSI unit – Problems of entrepreneurs – Sickness in small industries – Reasons and remedies – Incentives and Subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

**BOOKS RECOMMENDED**

Environment & Entrepreneur	-	B.C. Tandon
Dynamics of Entrepreneurial Development & Management	-	Vasent Desai
Entrepreneurship Development in India	-	C.B.Gupta & N.P.Srinivasan
Entrepreneurial Development	-	P. Saravanavel
The Entrepreneur, technician and Manager in Small Scale Unit	-	H.N. Pathak
The Creative Edge	-	William C. Miller & ddison
		Wesley

**BLOCK I**

Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature of contract – Performance of contract – Discharge of contract – Remedies for breach of contract – Quasi contracts. Indemnity and guarantee – Bailment and Pledge.

**BLOCK II**

Law of Partnership: Introduction – Formation – Kinds of Partners – Authorities, Rights and Liability of Partners – Dissolution of Firm.

Companies Act 1956: Nature and kinds of companies – Formation of company – Management – Meetings.

**BLOCK III**

Sale of Goods Act: Sale and Agreement to sell. Condition and Warrantee, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract – Sale by Auction.

Negotiable Instruments Act: Kinds of Negotiable Instruments – Parties' to Negotiable Instrument – Negotiation, Presentment for Payment – Dishonour, discharge of Negotiable Instrument.

**BLOCK IV**

Law of Agency: Definition, Kinds of Agents – Agents' Authority – Rights of Agents, Rights and Duties of Principal, Liabilities of Principal – Termination of Agent.

Law of Insurance: Contract of Insurance – Fundamental principles – Life Insurance, Fire Insurance and Marine Insurance – IRDA Act, 1999 – Regulations – 2000, 2002.

**BLOCK V**

Laws regarding regulation of Industries – Industrial Licensing – Industries (Development & Regulations) Act 1951 – MRTP Act – Foreign Exchange Management Act, 1992 – Consumer Protection Act, 1986.

**BOOKS RECOMMENDED**

Company Law & Contract Law	-	Awatar Singh
Law of Contract	-	E.Venkatesan
Labour Law	-	N.D. Kapoor
Mercantile Law	-	N.D. Kapoor
Mercantile Law	-	M.C. Shukla
Industrial & Labour Law	-	Malhotra
Labour Law	-	Mishra

**BLOCK I**

Overview of Strategic Management: Strategic Planning and Strategic Management  
– Strategic Management process – Mission – Vision and Objectives.

**BLOCK II**

Environment and Resources Analysis: Environment Analysis – Industry Analysis –  
Competitive Analysis – Internal Analysis – SWOT Analysis.

**BLOCK III**

Strategy Formulation and Choice: Corporate level strategy – Global Strategy –  
Business level strategy – Strategic Analysis and choice.

**BLOCK IV**

Strategy Implementation: Activating strategies – Structural Implementation –  
Behavioural Implementation – Functional and Operational Implementation.

**BLOCK V**

Strategy Evaluation and Control: Overview – Strategic control process – Operational  
control – Techniques – Dupont control model – Quantitative and qualitative tools –  
Porters Approach for globalization – Future of Strategic Management.

**BOOKS RECOMMENDED**

- |   |   |                              |
|---|---|------------------------------|
| Strategic Management                                  | - | V.S.P. Rao & V. Hari Krishna |
| Business Policy & Strategic Management                | - | Miller & Dass                |
| Strategic Management                                  | - | Pearce & Robinson            |
| Business Policy & Strategic Management                | - | William Gleuck & Jaunch      |
| Ethical Choices in Business                           | - | Bhaskar Rao                  |
| Strategic Planning, Formulation of Strategic Planning | - | V.S. Ramasamy & Namakumari   |
| Business Policy & Strategic Management                | - | V. Subba Rao                 |

## **MSP 24            INTERNATIONAL BUSINESS MANAGEMENT**

### **BLOCK I**

International Business Environment : International business – An overview – Concept of international business – Classification of international business – factors influencing international business – Economic and policy environment – Regulation of international business.

### **BLOCK II**

Multinational Corporations (MNCs): Concept, strategy and organization – Marketing management – Technology and MNCs – UN Code of conduct of MNCs.

Economic Integration and Training Blocks: Structure of various regional economic agreements such as ASEAN, SAARC / SAPTA, NAFTA, EC - their procedure and impact on the trading activities of the member states.

### **BLOCK III**

Foreign Collaborations and Joint Ventures: Industrial policy and foreign direct investment – Kinds of collaboration and joint ventures – Negotiating foreign collaboration / joint venture – Drafting of agreement – Restrictive clauses in the foreign collaboration / joint venture – UN Code of conduct of transfer of technology – Indian joint ventures abroad.

### **BLOCK IV**

World Trade Organisation: Origin and development – UNCTAD World Trade Organisation (WTO) – Structure, functions and areas of operations – Dispute settlement under WTO – Anti-dumping duties – Countervailing duties – Environmental aspects in international trade – Trade Related Aspects of Intellectual Property Rights – Competition and trade in services.

### **BLOCK V**

Settlement of International Commercial Disputes: International commercial arbitration – International institutions – Drafting of arbitration agreements – Procedure for international commercial arbitration.

### **BOOKS RECOMMENDED**

Competitive Global Management	-	A.F.Alkhafaji
International Business for Third World Countries	-	D. Thakur
Globalisation and International Business	-	Devendra Thakur
Communication Management Theory and Practice	-	P. Rathnaswamy
The Global Business Game: A Strategic Perspective	-	Trilok. N. Sindhvani