

Maulana Abul Kalam Azad University of Technology, West Bengal
(Formerly known as West Bengal University of Technology)
Syllabus of BBA (Global Business)
Effective from academic session 2023-2024

Semester 5

GLOBAL SUPPLY CHAIN MANAGEMENT

Paper Code: FYBBAGB 501

Credit – 5

Module 1 Introduction To Supply Chain [10L]

Supply Chain definition -Objectives – Types – Various definitions – Drivers – Need for SCM – SCM as a profession – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio

Electronically linking the supply chain – Supply chain performance measurement – Developing and implementing partnerships in the supply chain – Implementing supply chain management - Effect of Cost, Government, Competitors.

Module-2: Strategic Global Supply Chain Management: [10L]

Locating Global Activities - Important Definitions & Distinction- Integration of Global Supply Chain Functions, Strategic Benefits of Global Supply Chains - Example implementation of any of the eight key business processes - Supply chain /logistics distinctions - Integrating the supply chain - Outsourcing (3pls-client) relationships - The supply chain strategy and corporate strategy interface - Creating supply chain value - Supply Chain Agility - Supply Chain Information Systems - Supply chain metrics

Module-3: Logistics in Global Supply Chain [15L]

Transportation Selection – Trade off – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology Critical business processes and information systems – DBMS – benefits of ERP – information system and bull whip effect – SCM software packages – modelling concepts – Vendor analysis model – Coordinated SCM – Simulation modelling Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes

Module-4: Purchasing in Global Supply Chains:[20L]

1. Global Purchasing Strategy - From International to Global Purchasing - Types of Global Purchasing Strategy - Outsourcing & Off-shoring -Global Customers & Channels - Order Fulfilment & Delivery - Global Supplier Selection- Global Supplier Networks

2. The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization, Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing –Transport Administration – Documentation International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains, Global Supply Chain Integration – Supply Chain Security – International Sourcing –Role of Government in controlling international trade and its impact on Logistics and Supply Chain

Module-5: ERP and Supply Chain profitability[10L]

1. Supply chain automation and supply chain integration.

2. Quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM – Balanced Score Card –Benchmarking, Performance measurement

Module-6: International Insurance [10L]

Cargo movements – water damage – Theft – Privacy – pilferage – Other risk – perils with air shipments – Risk Retention – Risk Transfer –Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance – Size of Vessels, Tonnage, Types of vessels- Container, Combination ships – Non vessel operating carriers

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Suggested Readings:

1. Supply Chain Management by Sunil Chopra & Peter Meindl (PHI)
2. Logistical Management by Donald J. Bouersox David J. Closs (TATA MC GRAW HILL)
3. Essentials of Supply Chain Management by Dr. R.P.Mohanty & Dr. S.G.Deshmukh (Jaico Student Edition)
4. Designing & Managing –The Supply Chain by David Simchi Levi Philip Kaminsky Edit Simchi –Levi(TATA MCGRAW-HILL)
5. International Logistics: Global Supply Chain Management by Long Douglas, (2003). Springer ed.

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INTERNATIONAL FINANCIAL MANAGEMENT & ACCOUNTING

Paper Code: FYBBAGB 502

Credits- 5

Module I: Meaning and Scope of Financial Management and International Financial Management: [20L]

Profit vs wealth maximization; Financial functions –investment, financing, and dividend decisions; Overview of the Foreign Exchange Market, Foreign Exchange Rates – Direct & Cross rates (concept and simple numerical problems) Basic understanding of Spot Exchange rate, bid-ask spread, forward exchange rate, swap rate.

International Parity Relationships: Concepts on:

- ☐ Interest rate parity
- ☐ Purchasing power parity
- ☐ International Fisher effect

Foreign Exchange Risk and Hedging: Concept of Transaction, Economic & Translation exposure. Concepts on Forward Contracts, Foreign Currency Option & Money Market Operation. Financing International Operation: Concepts on:

- ☐ Eurocurrency Loans
- ☐ LIBOR
- ☐ Eurobonds and Foreign Bonds
- ☐ Depository Receipts

Module II: Capital Budgeting :[15L]

Techniques used in Capital Budgeting - Payback period, net present value, Internal rate of return, Profitability Index.

Module III: Cost of Capital & Leverage [15L]

Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital. Operating and Financial Leverage, Effects on Profit, Indifference Point Analysis, EBIT-EPS Analysis

Module IV: Capital Structure Decision: [5L]

Designing optimum capital structure; Different theories. (NI, NOI &MM).

Module V: Concept of Dividend Factors [5L]

Determinants of dividend, Walter, Gordons, MM.

Module VI: Costing Concepts: [15L]

Basic Cost Accounting Concept- Cost Concept-Cost Unit- Technique of Costing- Method of Costing- Cost center- Cost Unit- Cost Sheet preparation.

Marginal Costing, Break-even and Cost Volume Profit Analysis. Concept of limiting factor.

Suggested Readings:

1. International Financial Management by Eun & Resnik: McGraw Hill
2. International Financial Management by Apte: McGraw Hill
3. Financial Management by I M Pandey: Vikas Publishing
4. Financial Management, Text Problems & Cases by Khan & Jain: Tata McGraw Hill
5. Financial Management by Prasanna Chandra: Tata McGraw Hill

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Semester 6

PROJECT MANAGEMENT

Paper Code: BBAGB601

Credits-5

Module 1: Project Selection [15 L]

Define Project, project lifecycle, project classification, define project management, benefits of project management, project management techniques, Projects Procurement Process, Project Management tools, functions, activities, Project Selection management - feasibility - types and checkpoints in the Project Management, Life Cycle; Financial Analysis, (NPV, ROI, IRR); Development Productivity Index (DPI); Screening Process

Module 2: Project Management Methodology. [15L]

Project appraisals, feasibility reporting, final project report including P&I appraisal as applicable. Technical and Financial Analysis.

Module 3: Project Planning and Scheduling, Network Analysis, CPM, PERT, Crashing and Resource Optimization; Project Work Breakdown and structure (functions, activities and tasks); Project cost estimation. [15L]

Module 4: Project Roles, Team Types and Team Building. Organization structure for effective project implementation [10 L]

Module 5: Project risk Management and Mitigation Strategies; Social cost-benefit analysis. Project Control. Project Management measuring, monitoring and tracking techniques; Resource allocation and scheduling and purchasing. [10L]

Module 6: Project (PMIS): Software applications and methods, project management system, PMIS principal features [10L]

Suggested Readings:

1. Sitangshu Khatua : Project Management and Appraisal : Oxford
2. Dr. Raj Kumar Yadvendra Gullybaba.com Panel: MS-52 Project Management, Gullybaba Publishing House Pvt. Ltd.
3. Harold Kerzner : Project Management : A System Approach to Planning, Scheduling and Controlling : Wiley.
4. Erik Larson and Clifford Gray : Project Management: The Managerial Process, McGraw Hill Education.
5. Project Management: Essential Managers, DK.
6. Kalpesh Ashar: Project Management Essentials You Always Wanted to Know, Vibrant Publishers.

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INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Paper Code: FYBBA GB 602

Credits: 5

Module 1: Introduction to International Human Resource Management [15 L]

Definition and Meaning of International Human Resource Management (IHRM), scope, objectives and principles of International Human Resource Management (IHRM), Difference between domestic and International Human Resource Management, Global Challenges in HRM in the 21st Century, International business approaches and IHRM

Module 2: Recruitment, Selection and Staffing in International Context [15 L]

International Managers – Parent Country Nationals, Third Country Nationals, Host Country Nationals, Head-hunters, Cross-national advertising, E-recruitment, advantages and disadvantages of different selection methods, selection criteria and techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, approaches to multinational staffing decisions, types of international assignments, successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Module 3: Training & Developing in International context [15 L]

Context of International training, Types of expatriate training, HCN training, Knowledge transfer in MNCs, cultural awareness training, impact of different learning styles on training, standardised vs tailor-made training, types of cross-cultural training, cultural assimilators.

Module 4: Performance Management and International Compensation [10 L]

Performance Management and MNE, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices Forms of compensation, Key components of international compensation, Approaches to international compensation, Compensation practices across the countries, Emerging issues in compensation management.

Module 5: Industrial Relations in International Context [10 L]

Impact of globalisation to industrial relations, key issues in International Industrial Relations, International Practices in Industrial Relations, Shifts in IHRM and IR, International Labour Organisation (ILO), International Labour Standards, Global Unions, HR/IR issues in MNCs

Module 6: HRM practices in different Countries [10 L]

HRM practices in Japan, USA, UK, India and China and their culture, HRM and other employee related values and best practices. A comparison of India with other listed Countries, Areas of improvement in Indian systems and culture.

Suggested Readings:

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 4th Edition IE.
2. Monir H. Tayeb: International Humana Resource Management, Oxford University Press, IE
3. P. Subba Rao: Essentials of IHRM & IR, Himalaya Publishers
4. Beardwell I. & Holden L: HRM A Contemporary Perspective, London: Pitman, 1997.
5. Rober L. Mathis & John H Jackson: Human Resource Management, Thomson – Western Publishers.
6. David A. Decenzo, Stephen P. Robbins: HRM, John Wiley & Sons, Canada Limited, 2010.

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RISK MANAGEMENT IN GLOBAL BUSINESS

Paper Code: FYBBAGB 603

Credits: 4

Unit I : Introduction to Risk [10L]

Risk, Uncertainty, Peril, Hazard, Subjective risk, Acceptable risk versus Unacceptable risk, Classification of risk, Classification of Pure risk, The cost of risk, Degree of risk.

components of Country-specific risks in international business ((economic, financial, currency, geo-political, social, environmental, and cross-cultural risk)

UNIT II: Meaning and scope [10L]

Meaning, Scope & Objective of Risk Management, Personal risk management, Corporate risk management, Risk Management Process, The Administration of Risk Management Process- influencing factors, constraints, monitoring & review.

UNIT III Risk Identification- [10L]

Perception of risk, Operative cause/perils, Safety Audit. Risk Evaluation - Presentation of Data, Probability Concepts, Risk and Law of large number

UNIT IV Risk Control- [10L]

Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures. Risk Financing- Retention—Determination of retention levels, Captive Insurer, Self-Insurance, Risk retention group. Transfer—Non-insurance transfer, Insurance.

UNIT V RISK MANAGEMENT [20L]

Enterprise Risk Management : Meaning of ERM , Source of risk to an Enterprise, Pure risk, Speculative risk , Strategic risk , Operational risk, Market risk, Credit risk.

Market Risk Management: Importance, Exposure in financial markets, Methods to handle & control Market risk.

Credit Risk Management: Need, Securitization for credit risk, Credit derivatives, Methods for credit risk management.

Project Risk Management: Meaning, Source & Classification of project risk, Phases of Project Risk Management, Cost & Effect of project risk operation, Reason , Scope, Objective of Project Risk Management.

Operational Risk Management: importance, Sources & Classification of Operational Risk, Measurement of Operational risk, Stages of Operational Risk Management. Strategic Risk Management, Strategic outlook to risk management, Strategic planning to manage risk , Managing risk in Merger & Acquisitions.

Suggested books

Principles of Risk Management & Insurance – George E. Rejda.

Risk Management & Insurance- Scott Harington . Risk Management & Insurance- C. Arthur Willams.

Enterprise Risk Management: ICFAI Publishers

Principles of Risk Management & Insurance – George E. Rejda.