



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

**OUTLINES OF TESTS SYLLABI AND COURSES OF READING
FOR**

**MASTER OF BUSINESS ADMINISTRATION- (INTERNATIONAL BUSINESS)
(MBA -IB)**

FOR THE BATCH 2019-21

UNDER

HONOURS SCHOOL SYSTEM

AT

UNIVERSITY BUSINESS SCHOOL ONLY

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS) (MBA-IB) UNDER HONOURS SCHOOL SYSTEM-BATCH OF 2019-2021 AT THE UNIVERSITY BUSINESS SCHOOL, PANJAB UNIVERSITY, CHANDIGARH.

Note:

1. Examination in each subject will be of 3 hours duration except for Global Strategic Management (MBAIB7101).
2. The duration of Global Strategic Management (MBAIB7101) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters: (except for MBAIB7101: Global Strategic Management)

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

SCHEME OF EXAMINATION FOR MBA (IB)

Subject Code	Paper Title	Marks
FIRST SEMESTER		
MBAIB6101	ORGANISATIONAL BEHAVIOR AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	100
MBAIB6102	MARKETING MANAGEMENT	100
MBAIB6103	BUSINESS STATISTICS	100
MBAIB6104	MANAGEMENT ACCOUNTING	100
MBAIB6105	SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT	50
MBAIB6106	SEMINAR ON MICRO ECONOMICS	50
MBAIB6107	WORKSHOP ON BUSINESS COMPUTING	50
MBAIB6109	WORKSHOP ON BUSINESS RESEARCH	50
	TOTAL	600
SECOND SEMESTER		
MBAIB6201	INTERNATIONAL BUSINESS ENVIRONMENT	100
MBAIB6202	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBAIB6203	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	100
MBAIB6204	OPERATIONS RESEARCH	100
MBAIB6205	GLOBAL MARKETING MANAGEMENT	100

MBAIB6207	SUMMER TRAINING AND VIVA-VOCE*	100
MBAIB6208	COMPREHENSIVE VIVA-VOCE**	100
MBAIB6209	WORKSHOP ON BUSINESS COMMUNICATION	50
MBAIB6210	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	50
	TOTAL	800
THIRD SEMESTER		
MBAIB7101	GLOBAL STRATEGIC MANAGEMENT	100
MBAIB7102	GLOBAL SUPPLY CHAIN MANAGEMENT	100
MBAIB7103	INTERNATIONAL BUSINESS LAW	100
MBAIB7104	WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS	100
MBAIB7105	SEMINAR ON INTERNATIONAL MARKETING RESEARCH	50
MBAIB7106	FOREIGN LANGUAGE- FRENCH	50
	ANY TWO OF FOLLOWING:	
MBAIB7111	SEMINAR ON PROJECT PLANNING AND ANALYSIS	50
MBAIB7112	SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING	50
MBAIB7113	SEMINAR ON ENTREPRENEURSHIP MANAGEMENT	50
MBAIB7114	SEMINAR ON REGIONAL ECONOMIC GROUPINGS	50
	TOTAL	600
FOURTH SEMESTER		
MBAIB7201	CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS	100
MBAIB7202	INTERNATIONAL BRAND MANAGEMENT	100
MBAIB7204	COMPREHENSIVE VIVA-VOCE****	100
MBAIB7205	FOREIGN LANGUAGE- FRENCH	50
MBAIB7206	SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES	50
MBAIB7207#	MAJOR PROJECT	100
	ANY TWO OF THE FOLLOWING:	
MBAIB7211	INTERNATIONAL BANKING	100
MBAIB7212	TECHNOLOGY AND STRATEGIC CONSULTING	100

* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

**** Comprehensive Viva-voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.

#Major Project would commence in Third Semester, but final marks would be awarded in Fourth Semester.

MBAIB7213	INTERNATIONAL ACCOUNTING	100
MBAIB7214	TOTAL QUALITY MANAGEMENT	100
MBAIB7215	DIGITAL MARKETING	100
	TOTAL	<u>700</u>

FIRST SEMESTER
MBAIB6101: ORGANISATIONAL BEHAVIOUR AND
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: This course emphasizes the importance of Human Capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization. It also provides a comprehensive overview of International Human Resource Management practices being used by IHRM practitioners in multinational enterprises.

UNIT I

Introduction to OB: concepts, role of OB in management practices; challenges and opportunities for OB, human behavior, personality, perception, attitudes and job satisfaction in the context of globalization;

UNIT II

Leadership, motivation and communication, power: concept, bases of power, work stress, organizational culture and organizational effectiveness.

UNIT III

Globalization: an HR perspective, International HR challenges and opportunities, International HRM, HR planning for global demand and diversity at workplace, International staffing approaches-polycentric, ethnocentric, geocentric and region centric, expatriate selection

UNIT IV

Cross cultural theories and their applications, Cross cultural trainings, Culture shock, Repatriation, performance and compensation management for Global workforce, global employee relations, Ethical and Diversity issues in international business

References

1. Aswathappa, K. and Sadhna, D., *International Human Resource Management*, Tata McGraw-Hill Publishing.
2. Briscoe, D. R., and Schuler, R. S., *International Human Resource Management: Policy and Practice for the Global Enterprise*, Routledge.
3. Luthans, F., *Organizational Behavior*, McGraw óHill Inc.
4. Newstrom, J.W. and Davis, K., *Organizational Behavior-Human Behavior at work*, McGraw Hill Companies, Inc.
5. Nilakant, V., Ramnarayan, C. S., *Change Management - Altering Mindsets in a Global Context*, Response Books.
6. Pareek, U., *Understanding Organizational Behaviour*, Oxford University Press, Delhi.
7. Robbins, S. P., Judge, T., and Sanghi, Seema, *Organizational Behavior*, Pearson Education
8. Weiss, P, *Organizational Behavior and Change*, St. Paul, MN: West.

MBAIB6102: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to marketing: meaning, nature and scope of marketing; marketing philosophies; marketing management process; concept of marketing mix; market analysis: understanding marketing environment; consumer and organization buyer behavior; market measurement and marketing research; market segmentation, targeting and positioning.

UNIT II

Product planning and pricing: product concept; types of products; major product decisions; brand management; product life cycle, new product development process; pricing decisions; determinants of price; pricing process, policies and strategies.

UNIT III

Promotion and distribution decisions: communication process; promotion tools-advertising, personal selling, publicity and sales promotion; distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

UNIT IV

Marketing organization and control: organizing for marketing, marketing implementation and control, ethics in marketing; emerging trends and issues in marketing ó consumerism, rural marketing, societal marketing; direct and online marketing; green marketing, retail marketing, and customer relationship management.

References

1. Czinkota, M.R., Kotabe, M., *Marketing Management*, Vikas Publishing, New Delhi.
2. Douglas, J., Darymple, J., and Parsons, L. J., *Marketing Management: Text and Cases*, John Wiley and Sons.
3. Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.
4. Michael, J. E., Bruce, J.W., and William, J.S., *Marketing Management*, Tata McGraw Hill, New Delhi.
5. Pride, W.M., and Ferrell, O.C., *Marketing: Concepts and Strategies*, Biztantra Press, Delhi.
6. Perreault, W. D. and McCarthy Jr, E. J., *Basic Marketing*, Tata McGraw Hill, New Delhi.
7. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, New Delhi, MacMillan Press, New Delhi.
8. Zikmund, A., *Marketing*, Thomson Learning; Mumbai.

MBAIB6103: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, Skewness-meaning and co-efficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III

Probability- basic concepts and approaches, addition, multiplication and Bayes's theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity. .

References

1. Anderson, *Statistics for Business & Economics*, Thomson Learning, Bombay.
2. Anderson, *Quantitative Methods in Business*, Thomson Learning, Bombay.
3. Bhardwaj, R.S, *Business Statistics*, Excel Books
4. Gupta S.P. & Gupta M.P., *Business Statistics*, Sultan Chand & Sons, Delhi.
5. Levin & Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.

MBAIB6104: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT – I

Conceptual basis of accounting ó nature and purpose of accounting, basic accounting concepts and conventions underlying preparation of financial statements, forms of business organization, accounting records; balance sheet equation, completing accounting cycle; preparation of profit and loss account and balance sheet as per schedule VI of companies act 1956.

UNIT – II

Revenue recognition and measurement (AS 9), inventory valuation (AS 2), fixed assets (AS 10), depreciation accounting (AS 6), intangible assets accounting (AS 26), financial statement analysis, ratio analysis, common size statement, comparative statement analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT – III

Cost accounting - objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet; introduction to methods of costing, techniques of costing, managerial costing and managerial implication, budgetary control, standard costing and variance analysis.

UNIT – IV

Contemporary issues in management accounting ó value chain analysis, activity based costing and activity based budgeting, target and life cycle costing, quality costing.

References

1. Horngren, C. T., Sundem, G. L., and Stratton, W. O., *Introduction to Management Accounting*, Prentice Hall of India.
2. Jan, R. W., Haka S. F., Bettner, M. S., and Meigs, F. R., *Financial and Managerial Accounting: The Basis for Business Decisions*, Tata McGraw Hill.
3. Khan, M.Y. and Jain, P.K., *Financial Management, Text and Problems*, Tata McGraw Hill.
4. Porwal, L.S., *Accounting Theory; An Introduction*, Tata McGraw Hill.
5. Ramachandran, N. and Kakani, R. K., *Financial Accounting for Management*, Tata McGraw Hill.
6. Swamy, R. N., *Financial Accounting : A managerial Perspective*, Prentice Hall of India

MBAIB6105: SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT

Objective: The objective of this course to make students understand set of guidelines and instructions established by the DGFT in matters related to the import and export of goods and services in India.

UNIT I

Global trade and its growth, India's position in world's trade, India's recent trade policy: objectives and features; balance of trade & balance of payments; exchange control, exchange rate and its fixation; current and capital account convertibility and its impact on foreign trade, deemed exports.

UNIT II

Manufacturer exporters, merchant exporters; EOU/SEZ/AEZ biotech parks/food parks; export houses, trading houses, super trading houses and super star trading houses; export incentives including fiscal incentives; export promotional institutional set up; foreign direct investment in India, foreign collaborations; Indian joint ventures abroad; counter trade arrangements; projects and consultancy exports.

References

1. Czinkota, M. R., *International Business*, Cengage Learning.
2. Current Foreign Trade Policy, Government of India.
3. Handbook of Procedures Volume I & II & III, SION & DEPT Schedule.
4. Joshi, R, M., *International Business*, Oxford University Press.
5. Nabhi's Board of Editors, *How to Export*, Nabhi Publications.
6. Nabhi's Board of Editors, *How to Import*, Nabhi Publications.
7. Paul, J., *International Business*, Prentice Hall of India, New Delhi.

MBAIB6106: SEMINAR ON MICRO ECONOMICS

Objective: The aim of the paper is to acquaint the management students to basic economic principles applied to study behavior of economic agents as consumers and as firms in different markets situations to maximize their objective functions.

UNIT I

Micro economics: meaning; importance and uses; interrelationship and difference between microeconomics and macroeconomics; basic economic problem; Demand analysis: law of demand and its exceptions; study of consumer behavior: utility, indifference curve and revealed preference approaches.

UNIT II

Theory of revenues: concept of average revenue (AR) and marginal revenue (MR); relationship between AR and MR curves; MR, AR and elasticity of demand; concept of costs; market models: price and output determination under perfect competition, monopoly and monopolistic competition with special reference to price discrimination, product differentiation and selling costs; theory of distribution: marginal productivity theory.

References

1. Lipsey, R., and Chrystol, K., *Economics*, Oxford University Press.
2. Maddolo, G.S., and Miller, E., *Microeconomics theory and applications*, Tata McGraw Hill.
3. Pindyck, R. S., Rubinfeld, D. L., and P.L., Mehta, *Microeconomics*, Pearson education.
4. Salvatore, D., *Principles of Microeconomics*, Oxford University Press.
5. Stonier, A. W., and Hague, D. C., *A Text Book of Economic Theory*, Pearson Education.

MBAIB6107: WORKSHOP ON BUSINESS COMPUTING

Objective: 1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.

UNIT-1

Introduction to Excel, Working with Excel Formula/Functions ó Lookup (VLOOKUP, HLOOKUP) and Reference Functions, Logical Functions, Database Functions, Date and Time Functions, Information Functions, Mathematical and Trigonometric Functions, Statistical Functions, Text Functions, Conditional Formatting, Data Sorting and Filtering, Pivot Tables, Pivot Charts, Introduction to VBA Macro, Using Goal Seek and Sensitivity Analysis/ What If Analysis, Excel Charting, Solving simple linear programming problems using Excel Solver.

Unit-II

The process of MIS development, Planning, Design and Implementation of MIS, Information Flow, Entity Relationship, Data Flow Diagrams, Decision Making with MIS, System Concepts for MIS.

Using Data Base Functions in MS-Excel viz. DAVG(), DSUM(), DCOUNT(), DLOOKUP(), DMAX(), DMIN());

Introduction to HTML and webpage designing, Project Management ó PERT/CPM using MS-Project; Hands on word-processing software & presentation software; Plagiarism ó types of plagiarism, using plagiarism detection software.

References

1. Cornell Paul, *Beginning Excel What If Data Analysis tools: Getting started with Goal Seek, Data Tables, Scenarios, and Solver*; Apress.
2. O'Brien, James A., *Management Information Systems*, Tata McGraw Hill
3. Laudon, Ken & Laudon, Jane, *Management Information Systems*, Prentice-Hall.

4. Ram, B., *Computer Fundamentals*, New Age Publications
5. Sinha, P. K. and Sinha, P., *Foundation of computing*, BPB Publications.
6. Taxali, R., *PC Software Made Simple*, Tata McGraw Hill.

MBAIB6109: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I

Introduction to business research: definition, characteristics, types, research process ó an overview, review of literature ó its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types , research design - definition, types, secondary data ó definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II

Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis -basic data analysis, hypothesis testing ót test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References

1. Bryman, A. & Bell, E., *Business Research Methods*, Oxford University Press, New York
2. Carver, R .H. & Nash, J.G., *Data Analysis with SPSS*, Cengage Learning, New Delhi
3. Cooper, D.R. & Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi
Delhi
4. Gaur, A. S. & Gaur, S.S. *Statistical Methods for Practice and Research.-A Guide to Analysis Using SPSS*, Response Books, New Delhi

5. Kothari, C.R., *Research Methodology-Methods and Techniques*, Wiley Eastern.
6. Kumar, R., *Research Methodology- A Step by Step Guide for Beginners.* , Pearson Education.
7. Sekaran, U. *Research Methods for Business-A Skill Building Approach*, John Wiley, Singapore
8. Zikmund, W.G., *Business Research Methods*, Cengage Learning, Singapore

SECOND SEMESTER

MBAIB6201: INTERNATIONAL BUSINESS ENVIRONMENT

Objective: This course is intended to acquaint students with important facts of economics, to familiarize them with analytical tools that economists use to understand the role of International trade in the world economy. Also, to expose the future managers to various environmental factors like Economic, Socio- Cultural, Legal, etc.

UNIT I

Meaning and features of International Business Management, Globalization forces ó Meaning, dimensions and stages in Globalization ó Globalization Boon or bane ó Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler ó Trading Environment of International Trade- Tariff and Non-Tariff Barriers ó Trade blocks, NIEO (new international economic order), India & global economy, Analysis of Global Environment ó Political Economic, Social & Cultural Legal, Technological, Natural Environments country Risk Analysis. Opportunities and threats for International Business. Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries.

U N I T II

International Financial Management ó Balance of Trade and Balance of Payment ó International Monetary fund., Asian Development Bank, World Bank methods of Payment in International Trade, International Financial Instruments, Bilateral and Multilateral Trade Laws ó general Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), Different rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC.

UNIT III

Changing dimensions of economic environment in India, economic systems and business environment, techniques of environmental scanning, concept of state intervention in business,

Managing political environment and political risk, Monetary and Fiscal policy of India, world trade organization and India

UNIT IV

Changing dimensions of legal environment of India, FEMA, competition act 2002, consumer protection act, environment protection act, socio- cultural environment, corporate social responsibility of business, middle class in India and its implications on industrial growth in India.

References

1. Aswathappa, K, Legal Environment of Business, Himalaya Publication.
2. Cherunilam, F., International Economics, Tata McGraw Hill.
3. Dixit, M. R., Environmental Factors relevant for strategy formulation, Indian Management.
4. Glueck, T., Business Policy and Strategic Management, McGraw Hill.
5. Krugman, P. R., International Economics, Pearson Education.
6. Kindleberger, C. P., International Economics, R.D. Irwin.
7. Sodersten, R. G., International Economics, McMillan Press.

MBAIB6202: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.
2. Bekaert, G. and Hodrick, R.J., *International Financial Management*, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.
4. Eun, C. and Resnick, B., *International Financial Management*, McGraw-Hill/Irwin.
5. Madura, J., *International Corporate Finance*, Thomson South-Western.
6. Shapiro, A.C., *Multinational Financial Management*, John Wiley & Sons, Inc.

MBAIB6203: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export ó Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

UNIT I

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative; methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

UNIT II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC; theories and practice of foreign exchange

rate determination, floating and fixed exchange rates; exchange control regulations and procedures in India, FEMA.

UNIT III

Processing of an export order: stages in implementing export transaction; procedures and documents related to quality control ó ISO 9000, ISO 14000; marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

UNIT IV

Customs and port clearance, Import procedures and documents, Incoterms 2000.

References

1. Current Foreign Trade Policy
2. Handbook of procedures Volume I & II.
3. Jain, S.C., *Export Procedures and Documents*
4. Kumar, A., *Export and Import Management, Excel Books.*
5. Lall, G. S., *Finance of Foreign Trade and Foreign Exchange*, H. P. J. Kapoor.
6. *Manual on Export Documentation*, Nabhi publication.
7. Ram, P., *Export, What, Where and How*, Anupam Publishers.
8. Varshney, R.L. and Bhattacharya, B., *International Marketing Management*, S. Chand

MBAIB6204: OPERATIONS RESEARCH

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem

and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman's problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

References

1. Kalavathy, S., *Operations Research*, Vikas Publishing House, New Delhi.
2. Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi.
3. Panerselvam, R., *Operations Research*, Prentice Hall of India, New Delhi.
4. Sharma, J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd, New Delhi.
5. Taha, H.A., *Operations Research: An Introduction*, Prentice Hall of India, New Delhi.
6. Vohra, N.D., *Quantitative Techniques in Management*; Tata McGraw Hill Publishing Company Ltd.

MBAIB6205: GLOBAL MARKETING MANAGEMENT

Objective: The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

UNIT I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT II

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labeling.

UNIT III

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry; social and cultural environment and its influence on international marketing.

UNIT IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References

1. Cateora, P. R., Graham, J. L., *International Marketing*, McGraw Hill.
2. Douglas, S. P., and Craig, C.S., *Global Marketing Strategies*, McGraw-Hill
3. Onkysist, S., and Shaw, J., *International Marketing*, Routledge.
4. Subhash C. J., *International Marketing*, Cengage Learning India Pvt Ltd.

MBAIB6209: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students ó both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I

An introduction to business communication; elements of the communication models, types of communication, barriers to communication; an introduction to the case method ó steps in case analysis; principles of written communication; business letters ó their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters ó routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters; internal communication through memos, minutes and notices.

UNIT – II

Principles of oral communication; speeches: speech of introduction, of thanks, occasional speeches, theme speech; mastering the art of giving interviews in the following ó selection or placement interview, appraisal interview, exit interview; group communication ó meetings and group discussions; report writing; principles of effective presentations including use of audio-visual media; business and social etiquette.

References

1. Boreø Courtland, L. and Thill, J. V., *Business Communication Today*, Pearson Education.
2. Lesikar, R. V. and Flatley, M. E., *Basic Communication: Skills for Empowering the Internet Generation*, Tata McGraw Hill.
3. Locher, K. O., Maczmarch, S.K., *Business Communication: Building Critical Skills*, The McGraw Hill Companies.
4. Murphy, H. A., Hildebrandt, H. W., and Thomas, Jane P., *Effective Business Communication*, The McGraw Hill Companies.

5. O'Rourke IV, J. S., *Management Communication: A Case Analysis Approach*, Pearson Education.
6. Rao, S. S., *Handbook for Writers and Editors*, Ahmadabad Management Association.

MBAIB6210: WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES

Objective: To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

UNIT I

Introduction- Classification of statistical techniques, Classification of multivariate techniques, Application of multivariate techniques in research in different functional areas of business.

Specific Techniques of MVA ó Analysis of Variance, Discriminant Analysis

UNIT II

Specific Techniques of MVA contd. -Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis.

References

1. Carver Robert H. and Jane Gradwohl Nash, *Doing Data Analysis with SPSS 10.0*, Duxbury Thomson Scanning.
2. Cooper, D. R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill Publishing Co.
3. Hair, Joseph, F., Jr. M. Rolph E. Anderson, Ronald L. Tatham, William C. Black . *Multivariate Data Analysis*, Pearson Education.
4. Johnson, Richard A. and Dean W. Wichern (2003). *Applied Multivariate Statistical Analysis*. Prentice Hall of India Ltd., Eastern Economy Edition.
5. Malhotra, N. and Dash, S., *Marketing Research: An Applied Orientation*, Pearson Education.
6. Sharma, Subhas. *Applied Multivariate Techniques*, John Wiley and Sons Ltd.

THIRD SEMESTER

MBAIB7101: GLOBAL STRATEGIC MANAGEMENT

Objective: The course will deal with strategic management issues in the context of the firms that operate in more than one country. Extensive case studies of companies operating at the international level will provide the basis for comprehensive analysis of strategic management issues.

End semester paper: The paper will be of **four** hours and will carry 50 marks. **Section A** will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions selecting one from each unit. **Section B** will be of 30 marks consisting of a compulsory case.

UNIT I

Concept of strategy including global strategy, an overview of formulation and implementation of global strategy, analyzing the external environment especially the tools of analysis, culture and global strategy, analyzing company resources and capabilities, personal goals of top management, corporate level strategy including vertical integration, diversification, strategic alliance and acquisition

UNIT II

Entering foreign markets, business level strategies, functional level strategies, strategy and technology, evaluation of strategy, implementation of strategy, organization structure and strategy, management of political risk and negotiation, governing the corporation around the world.

References

1. Deresky, H., *International Management: Managing across borders and cultures*, Pearson Education.

2. Hill, C. W. L. and Jones, G. R., *Strategic Management, An Integrated Approach*, Biztantra.
3. Hill, C. W. L. and Jain, A. K. , *International Business Competing in the Global Market Place*, The McGraw Hill company.
4. Hitt, M. A., Duance, R. and Hoskisson, R. E., *Strategic Management: Competitiveness and Globalization*, Thomson, South Western.
5. Peng, M. W., *Global Strategy*, Thomson.
6. Rugman, A. M., Richard, M. H., *International Business: A strategic management approach*, Pearson Education
7. Taggar, J. H. and McDermot, M. C., *The Essence of International Business*, Prentice Hall.
8. Thakur, M., Burton, G. E. and Srivastava, B.N., *International Management: Concept and Cases*, Tata McGraw Hill Co.

MBAIB7102: GLOBAL SUPPLY CHAIN MANAGEMENT

Objective: The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.

UNIT I

Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PL ϕ , 4PL ϕ); reverse logistics; international logistics centers.

UNIT II

Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.

UNIT III

Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), its systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.

UNIT IV

International forwarding; material requirements planning; economic order quantity (EOQ), Wilson's formula, silver meal method, Wagner within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

References

1. Coyle, J. J., *A logistic Approach to Supply Chain Management*, Cengage Learning.
2. Coyle, J. J., Bardi, E. J., and Langley, C. J., *The Management of Business Logistics*, Thomson South-Western.
3. Lambert, D. M., Stock, J.R., Ellram, L.M., *Fundamental of Logistics Management*, McGraw-Hill.
4. Mangan, J., Lalwani, C., and Butcher, T, *Global Logistics and Supply Chain Management*, John Wiley & Sons, Ltd.
5. Mohanty, R. P., and Deshmukh, S. G., *Supply Chain Management: Theory and Practice*, Britzania.
6. Pierre, D., *International Logistics*, Bizantra.
7. Wisner, J. D., Leong, G.K., and Tan, K. C., *Principles of Supply Chain Management*, Cengage Learning.
8. Wood, D.F., Barone, A., Murphy, P., and Wardlow, D., *International Logistics*, NY: Amcon.

MBAIB7103: INTERNATIONAL BUSINESS LAW

Objective: The objective of this course is to expose the participants to the basic legal principles and issues involved in international business and also the laws affecting Indian foreign trade.

UNIT I

Legal dimensions of India's foreign trade; Foreign Trade (Development & Regulation) Act 1992 & its provisions; Indian law of contracts & types of contracts, essential elements of valid contract, performance of contract, discharge of contracts; international contracts: negotiation & its formation; major legal systems of the world.

UNIT II

Sale of goods & Indian sales of goods Act & 1930, uniform laws on international sale of goods; law of carriage of goods by land, sea and air; marine insurance

UNIT III

Trade related intellectual property rights (TRIPS); trade related investment measures (TRIMS); letter of credit; contracts between agents and principals.

UNIT IV

Issues related to international taxation; double taxation agreements. International arbitration; Indian Customs Act 1962; GST.

References

1. Ashwathappa, K., *Legal Environment of Business*, Himalaya Publications, Delhi
2. Bakshi, P.M., *Drafting of Commercial agreements*, Indian Law Institute

3. Carr, I. and Kidner, R., *Statutes & conventions in International Trade Law*, Cavendish publishing Limited.
4. Daniels, J., Radebaugh, L., and Sullivan, D., *International Business: Environment and operations*, Prentice Hall
5. Hotchkiss, C., *International Business Law*, McGraw Hill.
6. Kumar, R., *Legal Aspects of Business*, Cengage Learning.
7. Schmitthoff, C.R., *Export trade: The Law and practice of international trade*, Sweet and Maxwell.
8. Willes, J. H., and Willies, J.A., *International Business Law – Environments and Transaction*, Mc Graw Hill International Edition

MBAIB7104: WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS

Objective: The objective of this course is to develop an understanding of the performance of exports in various sectors at the national and international level. The special characteristics of different markets would be identified. The students would be expected to suggest remedies for these problems and evolve appropriate strategies for different products and markets.

UNIT I

Export marketing of thrust products of agricultural and agro based products: tea and value added tea, fresh and processed foods, cashew kernels, coffee, spices, tobacco & tobacco manufacturers, floriculture, jute and jute based manufactures, cotton textiles ó mill made and handloom: trends in exports ó India & world's trade, share of India in world exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to the exporters, problems & strategies to increase exports.

UNIT II

Meat & meat products, marine products, woolen fabrics and knitwear, handicrafts and jewellery, leather and leather manufactures including leather garments, minerals and ores, engineering products ó capital goods, consumer durables and electronics: trends in exports ó India & world, share of India in world's exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to exporters, problems, strategies to increase exports.

UNIT III

Basic chemicals, pharmaceuticals and cosmetics, services including tourism, shipping, software exports and insurance: trends in exports ó India & world, share of India in world exports, role of respective export promotion councils in promoting exports, exports incentives available to the exporters, problems and strategies to increase exports.

UNIT IV

Developing of marketing strategies for select markets - EU, NAFTA, SAFTA, APEC, CIS, select Latin American, West Asian and African countries.

References

1. Annual Reports of Export promotion councils.
2. Business and Economic: Facts for you.
3. Economic surveys.
4. Foreign Trade review ó IIFT Publication.
5. Focus WTO ó IIFT Publication.
6. I.I.F.T

- a. Selected surveys of products and markets.
 - b. Thrust Sectors in Indian Exports Survey and Study team report.
7. World Trade Reports.
 8. World Trade Research and Information Report ó Published by World Trade Centre, Mumbai.

MBAIB7105: SEMINAR ON INTERNATIONAL MARKETING RESEARCH

Objective: The course highlights the considerations and issues that are unique to international marketing research. It seeks to familiarize the students with the application of marketing research, especially multivariate analysis, to marketing mix elements.

UNIT – I

An overview of international marketing research ó scope, importance, process, issues, challenges facing international marketing research; secondary sources of data in international marketing research, uses of secondary data; issues in collecting primary data, non survey data collection; techniques, survey research including instrument design, sampling, data collection.

UNIT – II

Scale development and special issues in multi-country scale development; analysis of multi-country data; assessing differences in the structure of variables; application of marketing research and techniques of multivariate analysis to marketing mix elements; products research, test marketing, advertising research including media research and copy testing; distribution research, pricing research.

References

1. Kinnear, T.C., Taylor, J.R., *Marketing Research: An Applied Approach*, McGraw Hill Inc.
2. Kumar, V., *International Marketing Research*, Pearson Education
3. Malhotra, N. and Dash, S., *Marketing Research: An Applied Orientation*, Pearson
4. Craig, Samuel, C. and Douglas, Susan P, *International Marketing Research*, Wiley
5. Schmidt, M. J. and Hollensen, S., *Marketing Research : An International Approach*, Pearson Education

MBAIB7106: FOREIGN LANGUAGE FRENCH

Objective: The Course intends to enable the candidate to interact in a simple way and handle comfortably the situations related to everyday life. The candidate is able to use the acquired knowledge through simple phrases, questions and answers.

Internal assessment (including Viva-Voce) – 20 marks

External assessment – 30 marks

External assessment pattern:

Sr. no.	Contents	Marks
Unit ó 1	Reading comprehension questionnaires dealing with one or more easy unseen documents on everyday life.	10
Unit ó 2	A simple letter / mail / message of about 75 words based on a subject covered in the textbook.	10
Unit ó 3	Objective type questions on Civilization pertaining to the prescribed textbook.	10

NOTE: Choice to be given in Unit 2 and 3 above.

Internal assessment pattern:

Sr. no.	Contents	Marks
1	Attendance / MST	5
2	Viva-Voce	15
a)	Reading	5
b)	Conversation	10

References ó **Méthode de français - Latitudes 1 (Unité 1-5)**

Authors ó Régine Mérieux and Yves Loiseau

Publisher ó Didier

Edition ó Latest/Available

MBAIB7111: SEMINAR ON PROJECT PLANNING AND ANALYSIS

Objective: The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

UNIT I

Planning and analysis overview: generation and screening of project ideas: corporate appraisal; preliminary screening; project rating index; sources of positive NPV; market and demand analysis, technical analysis, financial analysis.

UNIT II

Types and measure of risk: simple estimation of risk; sensitivity analysis; scenario analysis; Monte Carlo simulation; decision tree analysis; selection of project; risk analysis in practice.; special decision situations: choice between mutually exclusive projects of unequal life; optimal timing decision; determination of economic life; inter-relationships between investment and financing aspects; project planning and project control; human aspects of project management; prerequisites for successful project implementation; network techniques for project management; development of project network; time estimation; determination of critical path; scheduling when resources are limit; PERT and CPM models; network cost system.

References

1. Chandra, P., *Project Planning: Analysis, Selection, Implementation and Review*, Tata McGraw Hill.
2. Esty, B. C., *Modern Project Finance: A Case Book*, John Wiley and Sons, Inc.
3. Gatti, S., *Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects*, Academic Press.
4. Little, I.M.D. and Mirrlees, J.A., *Project Appraisal and Planning for Developing Countries*, Oxford and IBH Publishing Co.

5. Nevitt, P.K. and F.J. Fabozzi, *Project Financing*, Euromoney Books.
6. Raghuram, G., Jain, R., Sinha, S., Pangotra, P., and Morris, S. *Infrastructure Development and Financing: Towards a Public-Private Partnership*, Macmillan.
7. UNIDO, *Guidelines for Project Evaluation*, Oxford and IBH Publications.

MBAIB7112: SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING

Objective: This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation's assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

UNIT I

Introduction: Forms of corporate restructuring: organic and non-organic, historic and recent trends, theoretical interpretation of restructuring and its analysis in the framework of corporate finance; The Framework and Process for Deal Structuring: Assessing legal, accounting and tax implications; applying valuation and pricing techniques; engaging in negotiation for restructuring, designing the payment methods, funding and assessing the implications on share prices and shareholders' wealth.

Unit II

Reorganization of Assets and Ownership: Concept, financial and legal effects as well as rationale of mergers, acquisitions, and divestitures, rationale and choice of restructuring ownership relationships through spin offs, split-ups, split offs, equity carve-outs, and tracking stock; Reorganization of Financial Claims: Unlocking the corporate value through exchange offers, dual-class recapitalizations, leveraged recapitalizations, financial reorganizations (bankruptcy), liquidation, and revival and restructuring of sick companies; Restructuring through Joint Ventures, ESOPs, LBOs and Share Repurchases: Rationale and the role of joint ventures and alliances, uses and evaluation of ESOPs in restructuring activities, characteristics, stages, and role of LBOs, uses and types of share repurchases.

References

1. Arzac, E., *Valuation for Mergers, Buyouts and Restructuring*, Wiley.
2. Gaughn, P.A. *Mergers, Acquisitions and Corporate Restructurings*, Wiley.
3. Ramanujam, S. *Mergers et al.: Issues, Implications, and Case Laws in Corporate Restructuring*, Tata McGraw-Hill.
4. Watkins, M., *Harvard Business Review on Mergers and Acquisitions*, Harvard Business Review Press.
5. Weston, F. and Mulherin, J.H., *Takeovers, Restructuring and Corporate Governance*, Prentice Hall.

MBAIB7113: SEMINAR ON ENTREPRENEURSHIP MANAGEMENT

Objective: The objective of the course is to provide an introduction to entrepreneurship and its development process. It also aims at motivating the participants for taking up entrepreneurship as a career.

UNIT I

Nature of entrepreneurship, entrepreneurial motivation; entrepreneurial organization: characteristics and cultures, nurturing / developing entrepreneur; theories of entrepreneurship; entrepreneur vs. professional manager, women entrepreneurs. Entrepreneurship Development - entrepreneurship and environment; policies governing entrepreneurs, entrepreneurial; development programs; institutions for entrepreneurship development; entrepreneurship development in other countries.

UNIT II

Role of consultancy organizations, role of financial institutions, bank finance to entrepreneurs; incentives and subsidies offered by the central and state government; concept of projects and their classification, project identification project formulation, project report, project design, project appraisal, profitability appraisal, project planning, social cost benefit analysis.

References

1. Bhanushali, S.G., *Entrepreneurship Development*, Himalaya Publishing House, Bombay.
2. Baumbach, M. and Manuso, J.R., *Entrepreneurship and Venture Management*, Taraporevala.
3. Cook, J.R., *The Start-up Entrepreneur*, Harper and Row, New York.
4. Drucker, Peter F., *Innovation and Entrepreneurship*, Affiliated East West Press.
5. Kanter, R. M., *The Change Masters – Corporate Entrepreneurs at Work*, Irwin
6. Pinchot III, G., *Intrapreneuring*, Harper & Row Publications.
7. Welsh, J. A., Jerry, H., and White, F., *The Entrepreneur's Master Planning Guide*, Prentice Hall.
8. Wicken, H.P., *Entrepreneurship – A Comparative and Historical Study*, Ablex Publishing Co., New Jersey.

MBAIB7114: SEMINAR ON REGIONAL ECONOMIC GROUPINGS

Objective: The recent proliferation of Free Trade Areas (FTAø) and Customs Union in the world trading system has led to revival of interest in the economic analysis of such Preferential Trading Agreements (PTAø). This paper attempts to make students aware of major regional economic groupings in the world and also their trade relations with India.

UNIT I

Regional economic groupings ó objectives & rationale; forms of regional economic groupings ó free trade area, customs union, common market, economic union; regional economic groupings & its impact on world trade; trade creation and trade diversion; regionalism vs. multilateralism; regional integration and foreign direct investment (FDI); concept of optimum currency areas; European Union (EU) ó its formation, performance , introduction of euro and trade relations with

India; EFTA (European free trade area); ECOWAS (economic community of west African states).

UNIT II

SAFTA (south Asian free trade area), ASEAN (association of south east Asian nations), APEC (Asia pacific economic council), gulf co-operation council (GCC), Arab common market ó their set up, performance and trade relations with India; NAFTA (north American free trade area), ANCOM (Andean common market), LAIA (Latin American integration association), CACN (central American common market), CARICOM (Caribbean community and common market), - their set up, performance and trade relations with India.

References

1. Bhagwati, J., Krishna, P., Panagariya, A., *Trading blocs – Alternative approaches to analyzing preferential trade agreements*, Massachusetts Institute of Technology.
2. Frankel, J. A., Stein, E., Wei, S. J., *Regional trading blocs in the world economic system*, Institute of International Economics.
3. Schiff, M. W., and Winters, L. A., *Regional Integration and development*, World Bank Publications.
4. UNCTAD, WTO, IMF publications.

FOURTH SEMESTER

MBAIB7201: CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS

Objective: The objective of the course is to acquaint students how cultural factors influence behavior in the workplace and to examine the skills needed to manage across national borders. Also, to address the ethical challenges of International Business for corporate decision making.

UNIT I

Introduction: international management culture, meaning and its dimensions; managing cultural diversity; organizational culture; inter cultural communication, various frameworks for examining cultural differences.

UNIT II

Strategy for managing across cultures, culture and structure, motivation across cultures, leadership across cultures, culture and dispute resolution, culture and ethics, international staffing policy.

UNIT III

International business negotiations: meaning, features, managing the negotiation process, negotiating within groups, negotiating between groups.

UNIT IV

Cross cultural dimensions in negotiations, ethics in negotiations, human right ó UN charter and corporate social responsibility.

References

1. Cohen, S., *Negotiating skills for Managers*, Tata McGraw-Hill
2. Hodgetts, R. M. and Luthans, F., *International Management- Culture, Strategy and Behavior*, Tata McGraw Hill.
3. Hiltrop, J. M., and Udall, S., *The Essence of Negotiation*, Prentice Hall of India Pvt. Ltd.
4. Mathur, U.C., *Corporate Governance and Business Ethics*, Macmillan India Limited.
5. Rao, S.L., *Negotiation Made Simple: Everyone Must Win*, Excel Books.
6. Raiffa, H., Richardson, J., Metcalfe, D., *Negotiating Analysis: The Science and Art of Collaborative Decision Making*, PHI Learning Pvt. Ltd.
7. Richard, A.M., *International Management- Cross-Cultural Dimensions*, Blackwell Business.
8. Rugman, A. M. and Hodgetts, R. M., *International Business- A Strategic Management Approach*, McGraw-Hill, International Edition.

MBAIB7202: INTERNATIONAL BRAND MANAGEMENT

Objective: To develop the ability to create brands, to measure and manage their brand equity particularly in the context of international markets and modern day challenges facing international brands.

UNIT I

Introduction to brands and brand management: Characteristics and importance of brands, introduction to strategic brand management process; brand equity components; brand elements; Brand positioning including strategies of positioning.

International brand management issues: Characteristics of and rationale for international brands; standardization versus adaptation; building global brands

UNIT II

Building Brands : Brands and the consumer's buying process particularly level of involvement; building brands through communication; brand architecture and portfolio; brand extension; managing brands over time through reinforcement, revitalization and adjustment to brand portfolio.

UNIT III

Brand measurement and valuation: brand value chain ; qualitative tools of research used for measuring brands; Quantitative tools of research used for measuring brands; Application of select MVA techniques to brand related decisions- Cluster analysis, conjoint analysis and perceptual mapping; brand valuation

UNIT IV

Brand Applications: Services branding, retail branding, e branding, corporate branding

Challenges in international branding: protecting brands through trademark registration; brand falsification and remedies; organization structure for international branding.

References

1. Aaker, D.A, *Brand Portfolio Strategy*. Free Press, New York.
2. Aaker, David A. *Brand Relevance: Making Competitors Irrelevant*, Jossey bass
3. Drawbaugh, K., *Brands in the balance: meeting the challenges in commercial identity*, Pearson Education New Delhi.,
4. Ellenwood I. *The Essential Brand Book*, Kogan Page Limited, London.
5. Hollis, N. *The Global Brand*. Palgrave, Macmillan
6. Keller, K.L., Parameswaran, M.G., Jacob, I. *Strategic Brand Management*. Pearson Education , New Delhi
7. Upshaw, L.B, *Building Brand Identity*, John Wiley New York. ****

MBAIB7205: FOREIGN LANGUAGE FRENCH

Objective

The Course intends to enable the candidate to interact in a simple way and handle comfortably the situations related to everyday life. The candidate is able to use the acquired knowledge through simple phrases, questions and answers.

Internal assessment (including Viva-Voce) – 20 marks

External assessment – 30 marks

External assessment pattern:

Sr. no.	Contents		Marks
Unit ó 1	Reading comprehension questionnaires dealing with one or more simple unseen documents on everyday life.		10
Unit ó 2	Questions on Applied Grammar pertaining to the prescribed textbook.		10
Unit ó 3	A simple letter / message / mail of about 75-100 words based on a subject covered in the textbook.		10

NOTE: 1. Choice to be given in Unit 2 and 3 above.

2. Unit - 2 will comprise of 3 questions of 5 marks each. The candidate is required to attempt any 2 questions.

Internal assessment pattern:

Sr. no.	Contents	Marks
1	Attendance / MST	5
2	Viva-Voce	15
a)	Conversation	5
b)	Simulated dialogue	10

References ó **Méthode de français - Latitudes 1 (Unité 6-10)**

Authors ó Régine Mérieux and Yves Loiseau

Publisher ó Didier

Edition ó Latest/Available

MBAIB7206: SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES

Objective: Participants are expected to comprehend economic effects of international trade policies under WTO laws, its various constituent agreements, and prospects or its further evolution. It seeks to provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices.

UNIT I

WTO agreements: WTO - its objectives and principles; ministerial conferences and declarations; Singapore, Geneva, Seattle, Doha agenda, Cancun round & Hong Kong, its implications on international trade; trade in goods, trade related investment measures, subsidies and anti dumping safeguards, quantitative restrictions, agreement on agriculture including sanitary and phytosanitary measures, trade in services including movement of natural persons & gats.

UNIT II

Trade related intellectual property rights: protection of copyrights, trademark, geographical indicators, industrial designs, patents, integrated circuits; labor and environmental issues; competition policy. investment and trade facilitation; WTO and India's trade policy regime; impact of WTO on key sectors of Indian economy: agriculture, pharmaceuticals, textiles, software, and engineering goods; dispute settlement mechanism.

References

1. Chadha, G. K., *WTO and Indian Economy*, Deep and Deep Publications, New Delhi.
2. Goyal, Arun and Mohammed, Noor, *WTO in the New Millennium*, MVIRDC World Trade Centre, Academy of Business Studies Publication, New Delhi.
3. Krueger, A. O., *WTO as an International Organization*, Oxford University Press, Mumbai.
4. Raja, M.G. Basava, *WTO, Regional Trading Agreements and India*, Serial Publications, New Delhi.
5. Rao, M. B. and Guru, M., *WTO and International Trade*, Vikas Publications, New Delhi.
6. Sekhar, Y. C., *WTO: The Emerging Agenda*, ICFAI University Press, Hyderabad.
7. Vasudeva, P. K., *WTO: Implications for Indian Economy*, Pearson Education, New Delhi.

MBAIB7211: INTERNATIONAL BANKING

Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.

UNIT-I

Introduction to international banking; organizational features of international banking; intermediation and resource allocation, policy implications of international banking, correspondent banking-bank accounts, NOSTRO and VOSTRO accounts, SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT-II

Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism; settlement system followed in US, UK, France, Germany, Switzerland and Japan; global trends and developments in international banking, international financial centers, offshore banking units, SEZs; financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT- III

The Eurocurrency market, international debt management, factors determining exchange rates, national / international, political and economic- direct and indirect quotations- spot rates, forward rates premium and discount and cross rates; basics of derivatives-forward exchange rates, contracts, currency options, swaps and interest rate swaps. major recommendations of the various expert group on forex markets; letter of credit mechanism and UCPDC/ URC/ buyer's /seller's credit, bilateral trade, counter trade, high seas sales.

UNIT-IV

Various facilities to exporters and importers including forfeiting and factoring; NRI accounts ó Indian rupee and foreign currency accounts; risk and credit analysis, management of foreign exchange risk, current banking practice in the analysis and control of foreign portfolio risk; a modern portfolio theory oriented approach to assessment of the riskiness of bank's foreign claims; loans to government and sovereign risk.

References

1. Baye, M.R., and Jansen, D.W., *Money banking and financial markets*, AITBS (Indian Edition)
2. Bose, R. N., *Fundamentals of International Banking*, Macmillan India Pvt Ltd.
3. Compendium on Policies, Incentives and Investment opportunities for Overseas Indians- Govt. of India.
4. Less, F. A., *International banking and finance*, Wiley.
5. Rajwade, A.V., *Foreign exchange, International Finance, Risk management*, Academy of Business Studies Edtn
6. Roussakls, E. N., *International banking principles and practice*, Praeger Publishers.

MBAIB7212: TECHNOLOGY AND STRATEGIC CONSULTING

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Strategies for Managing Technology in Business.

UNIT I

Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

UNIT II

Technology forecasting, technology development, technology acquisition and transfer; technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

UNIT III

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and WTO - its impact on Indian economy.

UNIT IV

Technological environment in India - technology policy, role of various government organizations such as DST, CSIR in development and dissemination of technology; technology development at organization level, role of information system, quality systems and market feedback.

References

1. Betz, F., *Managing Technology*, Prentice Hall.
2. Dugson, M., *Technology Strategy and the Firm*, Longman Publications.
3. Nawaz, S., *Management of Technology Transfer and Technology*, APCTT Bangalore.
4. UN-ESCAP, *Technology for Development*, ESCAP Secretariat.

MBAIB7213: INTERNATIONAL ACCOUNTING

Objective: This course aims at broadening students' knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.

UNIT I

Introduction to International Accounting: Worldwide accounting diversity, international convergence, international financial reporting standards (IFRS), international sources of authority and the standard setting process, progress towards international harmonization, national standard setting authority and timetable for convergence with IFRS, accounting standards, interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications.

Framework for the Preparation and Presentation of Financial Statements: Presentation of financial statements, accounting policies, changes in accounting estimates and errors.

UNIT II

Income: Revenue and construction contracts; Assets: Inventories, property, plant and equipment, accounting for government grants and disclosures of government assistance, borrowing costs, leases, intangible assets, investment properties, agriculture, impairment of assets, exploration for and evaluation of mineral resources; Liabilities: Provisions, contingent liabilities and contingent assets, employee benefits, share-based payments, income taxes, financial instruments.

UNIT III

Group Accounts: Regulatory framework, consolidated statement of financial position, consolidated statement of comprehensive income, investment in associates, interests in joint ventures, the effects of changes in foreign exchange rates.

UNIT IV

Disclosure and Analysis: Earnings per share, statement of cash flows, operating segments, non-current assets held for sale and discontinued operations, events after the reporting period, related party disclosures, interim financial reporting.

References

1. Doupnik, T. and Perera, H., *International Accounting*, McGraw-Hill.

2. *International Financial Reporting Standards, Vol. I & II*, Taxmann Publications.
3. Needles, B. E. and Powers, M., *International Financial Reporting Standards*, South-Western College Publishing.
4. Nobes, C. and Parker, R., *Comparative International Accounting*, Prentice Hall.
5. Rathore, S., *International Accounting*, Prentice Hall India.
6. Saudagaran, S. M., *International Accounting: A User Perspective*, CCH, Inc.

MBAIB7214: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams, total quality control, quality assurance: practices and techniques, TQM and management : new management challenges, trends and contribution of TQM.

UNIT II

Customer focus: defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process: what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM, control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional

requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III

TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.

UNIT IV

Total employee involvement: awareness of quality, recognition and rewards, empowerment and self-development, education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, ISO 9000 series of standards: concept, relevance, benefits, elements of ISO 9001: 2000, six sigma: history, structure, application, keys to success and failure.

References

1. Arora, K.C., *TQM and ISO 14000*, S.K. Kataria & Sons, New Delhi.
2. Hurbert K. R., *Managing Total Quality*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Huxtable, N., *Small Business Total Quality*, Chapman & Hall.
4. Juran, J.M. & Gryna, F. M., *Quality Planning and Analysis*, Tata McGraw Hill, New Delhi.

MBAIB7215: DIGITAL MARKETING

Objective: The course aims to build conceptual foundation of global digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns in a globalised environment.

UNIT I

Digital Marketing: Meaning, importance and challenges; Digital marketing in global environment, Global digital marketing process; traditional marketing vs. digital marketing, Digital Eco System, Digital marketing strategy in international business, Marketing Mix and digital marketing, Understanding consumer behavior in digital environment.

UNIT II

Website conceptualization and website planning, Developing website using CMS, keyword planning and analysis, Keyword search tools, Concept of localization and glocalisation in websites; Search engine optimization (SEO); Working of search engines, On-site SEO techniques, Offsite SEO techniques, Search Engine marketing, Search engine marketing tools, creating search campaigns, location targeting, bidding strategy, managing campaigns. Local SEO: concept and importance, Landing pages qualities of a good landing page.

UNIT III

Display marketing: nature and importance, creating display campaigns, targeting at local level and international level, tracking performance and conversion, Optimizing display campaigns, Pay per click campaigns (PPCs); Remarketing: concept and significance. Web Analytics: Importance, process, funnels and segments; Online Advertising: display and contextual advertising, tracking and measuring ROI of online advertising, online advertising tools.

UNIT IV

Social media marketing in global environment: need and importance, formulating social media marketing strategy for international business; forms of social media marketing; Facebook Marketing, LinkedIn Marketing, Twitter Marketing. Overview of video Marketing, Email

marketing, and Mobile web marketing, Regulatory environment of digital marketing, Emerging digital marketing trends in international environment.

References

1. Clay, B., 2015. Search Engine Optimization All-in-One For Dummies 3rd Edition, John Wiley & Sons.
2. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, K.J., 2006. Internet Marketing Strategy, Implementation and Practice 3rd Edition, England: Pearson Education Limited Edinburg.
3. Jan Zimmerman, 2016. Social Media Marketing All-in-One for Dummies 3rd Edition, Wiley.
4. Mercer, D., 2011, Internet Marketing with WordPress 1st Ed., Birmingham: Packt Publishing.
5. Ryan, D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation 3rd Ed., Kogan Page.
6. Zimmerman, J., 2015. Web Marketing for Dummies, Wiley.