

MBA-IB

ORDINANCES

(As approved by the Board of Studies 21stJune, 2007, Faculty Board on 09thJuly, 2007 and Academic Council on 20thJuly, 2007)

(Department of Business Management, H.N.B. Garhwal University)

1. **Two-year full time MBA-IB Degree Course:** There will be one full time Master's Degree Programme in International Business (MBA-IB). The duration of the course shall be two years (i.e. two academic sessions). Each year will be divided into two semesters (July-December and Jan-June). There will be about 90 teaching days in a semester. In each paper of the subject of study there must be at least 30 hours class room teaching in a Semester. The examinations will be held in around December and May for the first/third and second/fourth semesters respectively or as convenient to the University.
2. **Eligibility for admission:** The eligibility for admission to the course will be bachelor degree in any discipline from a recognized University with at least 50% marks in aggregate. Those appearing in their final examination of bachelor degree may also apply provided they are able to produce their final examination of bachelor degree result at the time of last date of admission to the course.
3. **Total Number of Seats:** There will be maximum of 60 (sixty) seats for each year of the programme in the Department. Foreign Nationals seeking admission to the course shall have to produce a no objection certificate from the Ministry of Human Resource Development, Department of Education (Government of India) and shall have to comply the rules and regulation in the matter.
4. Reservation of seats in the course shall be as per the policy of the state Government of Uttarakhand as also applicable to other professional courses like MBA.
5. **Selection Procedure for Admission:** The candidates seeking admission to the course shall have to appear in a written test, group discussion and personal interview or

through any other procedure as may be decided by the University with the approval of the Vice-chancellor from time to time. In case of written test, it comprehension (English language), abstract reasoning, general knowledge, business aptitude and logic. Maximum marks for the test shall be 150 (one hundred and fifty). Only those candidates qualifying in the written test in the order of merit shall be called for group discussion and personal interview which shall carry a maximum of 25 (twenty five) marks each. The number of candidates called for group discussion and personal interview shall be equal to three times the number of seats available or as decided by the University. The board for group discussion and personal interview shall comprise three and two experts respectively and shall be constituted by the University with the approval of the Vice-chancellor.

The relative merit for admission to the course shall be prepared on the basis of three tests, as follows:-

- (i) Written test
- (ii) Group Discussion
- (iii) Personal Interview

In case where there is tie in merit between the candidates, then the relative merit shall be decided on the basis of the academic record of the candidates, if necessary further on the basis of the seniority as per date of birth. Those candidates declared qualified and placed in merit list shall be eligible for admission on inter-se merit basis and they shall have to take admission after compliance of the admission formalities, like filling up of admission form, getting the documents and certificates verified and after depositing the requisite fees and other charges. Should some seats be vacant on failure of candidates to take admission to the course, those in the subsequent order of merit list shall be given the opportunity for taking the admission in the course.

6. **Course Structure:** The examination of the course shall consist of 7 (seven) papers in each of the semesters, inclusive of Seminar, Training Report, Project Report and Viva-Voice. All the papers shall be compulsory and shall be of 100 (one hundred) marks.

The Semester wise arrangement of the Examination papers are as under:-

First Semester

101	Management Concepts and Organizational Behavior	100 marks
102	Business Statistics	100 marks

103	Managerial Economics	100 marks
104	Accounting for Decision Making	100 marks
105	Computer Applications in Business	100 marks
106	International Business Environment	100 marks
107	International Trade and Policy Framework	100 marks

Second Semester

201	Operations Research for Business Decisions	100 marks
202	Managerial Finance	100 marks
203	International Marketing	100 marks
204	International Trade Procedures and Documentations	100 marks
205	International Marketing Research	100 marks
206	Marketing Management	100 marks
207	*foreign Language-I-(French)	100 marks

Third Semester

301	International Management	100 marks
302	Services Marketing and CRM	100 marks
303	E-Commerce	100 marks
304	Legal Dimensions of International Business	100 marks
305	International Finance	100 marks
306	*Foreign Language – II (French)	100 marks
307	Training Report and its presentation through seminar (50 marks for Training Report and 50 Marks for Seminar)	100 marks

Fourth Semester

401	Global Strategic Management	100 marks
402	Cross-cultural Consumer Buying Behavior	100 marks
403	Foreign Exchange Management	100 marks
404	International Advertising and Brand Management	100 marks
405	International Logistics and Supply Chain Management	100 marks
406	Project Report	100 marks
407	Viva Voice	100 marks

*Note:- In case of Papers No. and 306 i.e. Foreign Language-I and Foreign Language-II, any one of the Languages like- French, German, Spanish, and Arabic can be offered. However, for the time being French is prescribed for the present.

7. **Pattern of Examination:** The maximum marks for each paper shall be of 100 (one hundred) marks of which 70 (seventy) marks shall be awarded on the basis of the External Semester Examination and 30 (thirty marks) shall be awarded on the basis of Internal Training report and its presentation through Seminar, Project Report and Viva-voice shall be of 100 (one hundred) marks respectively. The Training report and Seminar based on Training Report and its presentation shall be of 50 (fifty) marks each

and shall be evaluated by the Internal Expert appointed by the Head of the Department/Director of the Affiliated Institutions for the students of the respective department/Institution. The Project Report shall be in the form of Dissertation and shall be evaluated by the External Expert appointed by the University on the basis of the panel of Experts submitted by the Head of the Department finally approved by the Vice-chancellor. Marks for Internal Examination shall be awarded on the basis of the Assignments, Internal Test and student's general performance –class participation in various curricular and extra curricular and attendance. The duration of the External Examination shall be three hours and for Internal Tests it shall be decided by the Teacher concerned with the approval of the Head of the Department/Director of the Affiliated Institution as the case may be.

8. Two Assignments of 5 (five) marks each for each paper, except in case of Training Report, Seminar, Project report and Viva-voice, shall be required to be completed by each student, out of which the best one shall be assessed for the Internal Examination. Similarly, 3 (Three) Internal Tests of 10 (ten) marks each in each paper, except in case of training Report, Seminar, Project Report and Viva-Voice, shall be conducted by the Department/Affiliated Institution, out of which the performance in best 2 (two) shall be counted for the purpose of the Internal Examination. Accordingly there shall be a maximum of 5 (five) marks for Assignment, 20 (twenty) marks for Internal Tests and 5 (give) marks for general performance in class participation and attendance of the student. These 5 (five) marks in each subject, except in case of training Report, Seminar, Project Report and Viva-Voice, shall be awarded by the teacher concerned on the basis of the class participation and attendance of the student. The pattern for External Examination question paper is mentioned in Annexure-I
9. **Summer Training and Project Report:** It is compulsory for all the students attend and complete 45-60 days training at the end of second Semester in any trading, commercial, Industrial, financial or similar organization to be approved by the Department/Affiliated Institution as the case may be for their respective students. On completion of the Training the student shall submit Training Report to the Department/Affiliated Institution within fifteen days of the completion of the Training and shall present the training Report in the form of class room Seminar, during the Third Semester. The

Training Report and the presentation of the Seminar shall be evaluated by the Internal Expert appointed by the Head of the Department/Director of the Affiliated Institution for their respective students and each carrying 50 (fifty) marks. The Seminar shall be evaluated in the pre-determined criteria as prescribed in Annexure-II. In the Fourth semester the students are required to undertake a Project under the supervision of a Teacher and for that purpose the topic of the Project work and time schedule shall be allotted by the designated teacher concerned to the students under their charge immediately at the beginning of the Third Semester so that the Project Report is ready by the end of the fourth Semester. The Project Report shall be in the form of Dissertation and two copies of the Report shall be submitted by the students in the Department/Affiliated Institution before conclusion of the Fourth Semester Examination. One copy of the said Project Report shall be forwarded to the Registrar by the Department/Affiliated Institution immediately after it has been submitted by the students, for getting it evaluated by the External Expert. The Project Report must be certified by the Teacher concerned under whose supervision and the guidance the project has been undertaken. The Seminar shall be evaluated in the pre-determined criteria as mentioned in Annexure-II. The Internal Semester marks shall be forwarded to the University before start of the External Semester Examination in respective Semester.

10. **Rules for Passing the Examination:** The minimum marks for passing the examination in each of the semester shall be 50% (fifty percent) in aggregate subject to a minimum of 45% (forty five percent) in each paper. Further a student who has secured minimum marks to pass in each paper as mentioned above but has not secured the minimum marks to pass in aggregate for the Semester concerned shall be eligible to reappear in two papers in which he/she secured minimum marks in that Semester so as to improve the aggregate marks in the concerned Semester.

11. **Rules for promotion to the next class:** No student shall be admitted to Second year of the course unless he/she has passed in at least 10 (ten) papers out of total 14 (fourteen) papers offered during the First year of the Course (First and Second Semester Examinations taken together). In that way, a student can be allowed to reappear in 4(Four) Examination Papers of External Semester Examination in which he/she failed

in respective Semester Examination during second year of the Course as back paper. Further a regular student will be allowed to re-appear in any paper in the respective External Semester Examination subject to the condition that the total number of papers shall be within the total limit of 4 (Four) back papers as mentioned in this Para and further that total number of attempts for a paper shall not exceed the total span period of programme of Four years. Further all students shall have to pass the MIB Degree programme within the span period of the programme of four year from the date of the admission in the programme. In case of those students whose back papers are more than 4(four) as mentioned above, they shall not be allowed to proceed to Second year (Third Semester) unless they pass the First year Course (First Semester and Second Semester). The students who have thus failed shall be Ex-students and shall repeat the respective Semester. The back paper examinations shall be held with the respective regular External Semester Examination. If a student fails to clear the Degree programme during the span period of four years from the date of admission then he or she shall not be eligible to be readmitted in the MIB degree programme. The Ex-students shall be exempted from paying the Fees and may be exempted from attending the classes. Back paper facilities shall not be available in Internal Examination.

It is hereby clarified that promotion from First Semester to the Second Semester shall be further subject to the condition that at the end of the First Semester, a Student would be promoted provisionally to the Second Semester provided he/she has appeared in the First Semester Examination and his/her continuation to the Second Semester shall be subject to the condition that on declaration of the result of the First Semester Examination he/she should not have failed in more than four Examination Papers. In case the Student fails in more than four Examination Papers, his/her admission to the Second Semester shall stand cancelled.

Similarly, promotion from Second Semester to the Third Semester shall be subject to the condition that at the end of the Second Semester, a Student would be promoted provisionally to the Third Semester provided he/she has appeared in the Second Semester Examination and his/her continuation to the Third Semester shall be subject to the condition that on declaration of the result of the Second Semester Examination Papers in first and Second Semester Examination taken together.. In case if the Student

fails in a total of more than four Examination Papers in the First and Second Semester taken together, his/her admission to the Third semester shall stand cancelled.

The promotion to the subsequent Semester shall also be subject to the condition that at the end of the previous Semester a Student would be promoted provisionally to the subsequent Semester provided that he/she has appeared in the previous Semester Examination and his/her continuation in the concerned subsequent Semester shall be subject to the condition that on declaration of the result of the previous Semester Examination and any Back Papers that the student may have appeared in, he/she should not have cumulative of more than four back papers.

12. **Provisions for Attendance:** To constitute a regular course of study a student must attend at least 75% (seventy five percent) of the lectures in each paper. If the attendance is short than 75% (seventy five percent) then he or she shall not be eligible to sit in the respective External Semester Examination.
13. **Award of Division:** A student who obtains 60% (sixty percent) or more marks in aggregate in all the Semester taken together shall be awarded First Division, those with 50% (fifty percent) or more marks but less than 60% (sixty percent) shall be awarded Second Division. In case of those students whose aggregate marks are 75% (seventy five percent) or more shall be declared passed with distinction and this fact shall be indicated in the mark sheet of Final Semester.
14. **Medium of Instruction:** The medium of instruction of study and the examinations shall be English.
15. **Admission Fees and other charges:** Admission fee and other charges to be levied from the students shall be as such decided by the University from time to time.
16. **Omnibus Clause:** This Ordinance and the syllabus shall come in to effect from the academic session 2007-2008 with effect form July, 2007. In case of any clarification on any points mentioned in the Ordinances and the syllabus or for any dispute on any points the decision of the University with the approval of the Vice-chancellor would be final and binding on all concerned.

MBA-IB First Semester

Paper 101 Management Concepts and Organizational Behaviour.

Objective: The objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behavior.

Contents:

1. Introduction to Management: Meaning, Nature and Importance of Management; Management functions; Managerial Skills; Principles of Management; Major Schools of Management Thought: An overview.
2. Planning: Importance of Planning; Types of Plans, Planning and Decision Making Process.
3. Organization and Control: Process of Organizing; Organizational Structure and Design-Vertical and Horizontal Dimensions.
4. Organizational Behavior; Introduction to Organizational Behavior in Management; Foundations of Individual Behavior – Personality, Values, Beliefs and attitudes, Ability and Motivation, Perception, Learning and Job Satisfaction.
5. Group: Foundations of Group Behavior, Communication and Group Decision Making; Leadership; Power and Politics, Conflict.
6. Organization- Foundations of Organization Structural Job Design; Work Settings and job stress. Organizational Culture: Meaning, Importance and Characteristics of organizational Culture.
7. Organization, change and Development: Significance of Change; Forces of Change; Resistance to organizational Change, Management of Change, Organization Development: Concept, Characteristics and Assumptions, Foals, Approaches and Techniques of Organizational Development.

Suggested Readings:

Cook, Curtis, Phillip Hunsaker and Robert Coffey, Management and Organization Behavior, McGraw Hill Co., New York, 2000.

Griffin, Ricky W., Organizational Behavior, Houghton Mifflin Co., Boston

Heresy and Blanchard, Management of Organizational Behavior: Utilizing Human Resources, Prentice Hall of India Ltd., New Delhi.

Luthans, Fred, Organizational Behavior, McGraw-Hill, New York, Newman and Warren, The Process of Management: Concepts, Behavior and Practice, PHI Newstrom, John W. and Keith Davis, Organizational Behavior Human Behavior and work, Tata McGraw-Hill.

Randolph, Bobbitt, H., Organizational Behavior, 7thed., Prentice Hall, New Jersey.

Robbins, Stephen P and Mary Coutler, management 5thed., PHI Ltd.

Sharma, R.A., Organizational Theory and Behavior, Tata McGraw-Hill.

Paper 102: Business Statistics

Objective: The objective of the paper is to acquaint the students with important statistic techniques for managerial decision-making. The emphasis will be on its application to business and economic situations.

Contents:

1. Probability and Expectation: Approaches to Probability; Addition, Multiplication and Bay's Theorem; Mathematical Expectation. Probability Distributions: Binomial, Poisson, Exponential, and Normal Distributions.
2. Statistical Decision Theory, Risk and Uncertainty Approach; Managerial Analysis, Decision Tree Analysis, Sampling and Sampling Distributions: Method of sampling distribution and its standard error; Point Estimation and Interval Estimation Properties of an Estimator. Expected Values.
3. Hypothesis Testing: Power of Test; Large Sample Tests. Mean and Standards Deviation; Small Sample Tests – t and F tests; Design of Experiments and Analysis of Variance. Non-parametric Test: Chi – square test.
4. Regression Analysis: Simple and Multiple Correlation and Linear Regression Analysis up to three Correlation Variables.
5. Statistical Quality Control: Control Charts for Variables and Attributes: Acceptance Sampling.
6. Empirical Statistics: Statistics relating to trade flows, financial flows, Investment flows and technology flows.

Suggested Readings:

Aczel, Amir D., Complete, Business Statistics, McGraw Hill, 1999.
Chou, Ya-Lun, Statistical Analysis, Hall Renhart and Winston,
Freud, J E And F J Williams, Elementary Business Statistics, Prentice hall of India Private Ltd., New Delhi.
Hooda, R.P., Statistics for Business and Economics, 2nded., McMillan India Ltd., 2001.
Jhonson, R.D. and D.S. Rubin, Statistics for Management, PHI
Levine, D.M., et. Al., Business Statistics, Addison Wesley, 2000.
Neter, J.W. Wassennan and G A Whitmore, Applied Statistics, Allyn and Bacon.
Spiegel, M.R., Theory and Problems or statistics, Schaum Series, McGraw Hill Publishing Company.

Objective: The objective of the paper is to acquaint the students with the economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in International economic environment.

Contents:

1. Nature and Scope of Managerial Economics: Objective of a Firm. Economic Theory and Managerial Theory, Fundamental Economic Concepts – Incremental principle, Discounting Principle, Equi-Marginal Principle
2. Demand and its Determination: Concept of demand; Demand function; Determinants of demand; Demand elasticity – Price, income and cross elasticity; Uses of elasticity for analyzing demand; Demand estimation; Demand forecasting; Demand forecasting of new product.
3. Production Theory: Production Function, Production with one and Two Variable Inputs, Stages of Production, Economics of Scale and Break even Analysis, Estimation of Production Function, Cost theory and Estimation, Economic Value Analysis. Short and Long Run Cost Function – Their nature, Shape and Interrelationship. Law of Variable Proportions, Law of Return to Scale.
4. Price Determination under Different Market Conditions – Pure and Perfect Competition, Monopolistic Competition, Oligopoly, Monopoly Competition; Discriminating Monopoly; Social Cost of Monopoly, Oligopoly and Barrier to Entry Pricing Practices: Types of Pricing Practices.
5. National Income and Accounting, Inflation, Business Cycles- Nature and Phases of Business Cycle Monetary and Fiscal Policies and their effect on Business and investment.

Suggested Readings:

Adhikari, M. Managerial Economics, Khosla Publishing House, New Delhi, 1999.
Artis, M., Macro-Economics, Oxford University Press, 1985.
Bayes Michael R, Managerial Economics and Business Strategy, Irwin, Chicago, 1997.
Craig P H and W. Cris Lewis, Managerial Economics, Prantice – Hall of India Ltd., New Delhi.
Dwivedi D.K. Managerial Economics, Tata McGraw Hill Inc., Princeton, 1995.
Maurice Charles S. and Christopher R. Thomas, Managerial Economics, McGraw Hill, 1998.
Shapiro, Edward, Macro-Economic Analysis Galgotia Publications, New Delhi.

Objective: The purpose of this paper is to acquaint the students with the basic accounting tools and techniques that could be helpful for business decision-making.

Contents:

1. Financial Accounting: Introduction- Nature, Scope, and importance of Financial Accounting. Basic Accounting Concepts and Conventions, recognition of Revenue and Expenses. Accounting Cycle and Accounting Equation, GGAP and Accounting Standards- India and International.
2. Accounting Books and Final Accounts: Journal, Cash Book, Sales Book, Purchase Book, Preparation of Trial Balance, Trading and Profit and Loss Accounts and Balance Sheet. Bank Reconciliation Account.
3. Final Accounts of Companies – and overview. Importance of Corporate Accounting. Financial Statement Analysis, Ratio Analysis.
4. Cost Accounting: Nature, Scope and Importance of Cost Accounting. Elements of Cost, Different Types and Methods of Costing. Cost Classification, Cost Sheet.
5. Cost Ascertainment: Unit Costing, Job Costing, Process Costing, Contract Costing. Reconciliation of Cost and Financial Accounts.
6. Standard Costing- Variance Analysis Method, Labor and Overhead Variances.

Suggested Readings:

Antoy Robert, and David Howkins, Accounting: Text and Cases, McGraw Hill. 1999.
Battacharya, S.K. and Jhon Dearden, Accounting for Management, Vikas Publishing House, New Delhi.
Charles T. Horngree, Cost Accounting: A Managerial Emphasis, Prentice Hall of India Ltd., New Delhi
Garrison, Ray H. and E.W. Noreem, Managerial Accounting, McGraw Hill, 2000.
Hilton, Ronald W., Mather, Michael W. and Selto, Frank, H., Cost Management Strategies for Business Decisions, McGraw Hill, Irwin, 2000.
Horngern, C.T., G.L. Sundem and J.A. Elliot, Introduction to Financial Accounting, prentice Hall, NJ.
Jawahar Lal, Financial Accounting; S. Chand U Co., New Delhi, 2003.
Jawahar Lal, Advanced Management Accounting, Tata McGraw Hill, New Delhi.
Decisions, Jhon Wiley & Sons, 2000.
Pandey, I.M., Management Accounting, Vikas Publishing flouse, New Delhi.

Objective: The purpose of this paper is to acquaint the students with the functioning of the computers and their applications in business.

Contents:

1. Introduction to Information Technology : Changing decision-making scenario and role of information technology. Information needs and information systems. Information generation process. Quality of Information – adding value to information. Role of IT in information generation and value addition. Computer hardware and personal computers – and Overview.
2. Computer System as information processing system: Types of computer system; hardware options – CPU, input devices, output devices, storage devices communication logistic, bar coding and management system.
3. Software Resource: Software needs: Operating Systems, Application software programming languages.
4. Internet and World Wide Web. Internet technologies and access devices. Concept of World Wide Web and Internet browsing.
5. Desktop Applications – I: Word processing – Meaning and role of word processing in creating of documents, editing, formatting and printing documents, using tools such as spell check, thesaurus etc. in word processors; Presentation and graphics on personal computers.
6. Desktop Applications – II: Electronic spread sheet – Structure of Spreadsheet and its applications to accounting, finance and marketing functions of business. Creating a dynamic/sensitive worksheet. Concept of absolute and relative cell reference. Using built-in functions; Goal seeking and solver tools; using graphics and formatting of worksheet, sorting data with other desktop application; strategies of creating error-free worksheet.
7. Data Base Management System: Concept of date base management system Data field, record and files; searching records.

Suggested Readings:

Burch J. and G. Gray, Information Systems: Theory and Practice: Jhon Wiley, New York.
Kumar Muneesh, Business Information System, Vikas Publishing 1999.
Norton Peter, Introduction to Computers, Tata McGraw Hill, New Delhi, 1999.
Sanders, D.H. Computers in Business: An Introduction, McGraw Hill, New Dlhi, 1999.
Donald, Computers Today, McGraw Hill, 1999.

Paper 106: International Business Environment

Objective: The purpose of this paper is to enable the students to learn nature, scope and structure of international business and understand the influence of various environmental factors on international business operations.

Contents:

1. Introduction to International Business: Importance, Nature and Scope of International Business; Modes of Entry into International Business; Internationalization Process and Managerial Implications.
2. Environmental Context of International Business: Framework for Analyzing International Business Environment, Domestic, Foreign and Global Environments and their Impact on International Business Decisions.
3. Global Trading Environment: World trade in Goods and Services. Major Trends and Developments; World Trade and Protectionism- Tariff and Non-tariff Barriers; Growing Concern for Ecology.
4. International Financial Environment: Foreign investments Pattern, Structure and Effects; Movements in Foreign Exchange and Interest Rates and their impact on Trade and Investment flow.
5. International Economics Institution and Agreements: WTO, IMF, World Bank, UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, IPR and other International agreements and Clothing (ATC), GSP, IPR and other International agreements, International commodity trading and agreements.
6. Regional Economic Groupings: Regionalism vs. multilateralism, Structure, and functioning of EU and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in International Business.
7. Issues in foreign investments, technology transfer, pricing ;and regulations, International collaborative arrangements and strategic alliances.

Suggested Readings:

Bennet, Roger, International Business, pitman Publishing, London, 1999.

Czinkota, Michael R., et. El. Imitational Business, The Dryden Press, Fortworth, 1999.

Dances, Jhon D. and Radebaugh, Lee H. International Business- Environment and Operations, 8th. Ed., Addison Wesley, Readings, 1998.

Friffin, Ricky W. and Pustay, Michael W, International Business. A Managerial perspective; Addison Wesley, Readings, 1999.

Hill, Charles W.L., International Business, McGraw Hill, New York, 2000.

Paper 107: International Trade & Policy Frame Work

Objective: The paper aims at acquainting the students with the theoretical foundations of International trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

Contents:

1. Theoretical Foundations of International Trade: Reasons for International Trade Mercantilist and neo-mercantilist views; Theories of International Trade Absolute and comparative advantage theories, Opportunity Cost theory, Heckscher – Ohlin theory; Gains from trade; Terms of trade
2. Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; Arguments for and against protection; Trade policy and developing countries, Counter trade.
3. Factor Movements and International Trade in Services: Capital flows – Types and theories of foreign Investments, Barriers to foreign investments; Labour migration Theory of International trade in services.
4. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment Deficits and correction policies. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects. GATT/WTO and Global Liberalization, IMF.
5. India's Foreign Trade and Investments; Pattern and structure of India's foreign trade; Foreign investment flows; Foreign debt situation Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and Infrastructure support-export and trading houses, export, Promotion schemes and incentives; Institutional arrangements for promotion; Export processing/special economic zones, 100% EOU's.

Suggested Readings:

Economic Survey, Govt. of India.

Export-Import Policy and Other Documents, Govt. of India.

Lothiche, Jho, Jhon M. International Economics: Policies and Theoretical Foundations.

Mannur, H.G. International Economics. Vikas Publishing. House, New Delhi-1999.

Salvatore, D. International Economics, McMillan, London.

MBA-IB Second Semester

Paper 201 Operations Research for Business Decisions

Objective: The objective of the paper is to acquaint the students with operations research techniques that play important role in managerial decision-making.

Contents:

1. Introduction: Quantitative approach to managerial decision-making.
2. Linear Programming: Simplex method-Mathematical formulation and solution of Minimization and Maximization Problems by graphical method and simplex method. Class for Infeasibility Unbounded ness Degeneracy and Multiple Optimum Solution. Duality, Sensitivity Analysis, Dual Simplex method.
3. Transportation: Finding initial feasible solution using Northwest corner rule. Vogel's approximation method and least cost method. Testing optimality using stepping stone method and MODI method. Special cases of unbalanced problem, degeneracy, maximization objective, multiple solutions and prohibited route.
4. Assignment: Hungarian assignment technique. Special cases of unbalanced problem, multiple optimum solutions, maximization objective and unacceptable assignment.
5. Inventory control: Techniques of selective control; Economic order quantity (EOQ) models- classical, gradual replenishment without shortages. Price breaks and planned stock outs. Deciding optimum safety stock and reorder level.
6. PERT/CPM: Networks with one estimate of time. Networks with probabilistic time estimates. Total Float, Free float and independent floats.
7. Game Theory: Games of pure strategy; Solution of game problem by Graphical method, Games of mixed strategy, Rule by dominance.
8. Queuing Theory: Elements of queuing system. Models with Poisson arrival and exponential service rates. Single server and infinite population.

Suggested Readings:

Anderson, David R. Dennis J. Sweeney and Thomas A Williams, and Introduction to Management Science, 6thed., West Publishing Company, St. Paul, MN, 1994.
Churchman, CW. R. Ackoff and E.C. Ansoff, Introduction to operations Research 6thed., McGraw Hill Book Company New York, 1995.
Swaropp Kanti, P.K. Gupta and Man Mohan, Introduction of Operations Research, Sultan Chand and sons, New Delhi 2000. Sharma J.K. Operations Research; theory and Application, McMillan India, 1997. Taha Hamdy a, Operations Research- An Introduction, 6thed. PHI 1997. Vohra N.D. Quantitative Techniques in Management, Tata McGraw Hill Publishing co 2001.

Paper 202: Managerial Finance

Objective: The purpose of this paper is to familiarize the students with various financial tools and techniques, which can enhance their analytical power to make rational decision in different areas of management.

Contents:

1. Introduction: Traditional and Modern concept of Finance, Objectives of financial management; Organization of finance, Business Ethics and financial management Functions of Financial management and Financial Decisions.
2. Capital Budgeting: Capital budgeting decision process: Estimation of cash flows; Techniques of risk analysis.
3. Capital Structure Decision: Operating, financial and total leverage: Factor affecting capital structure. EBIT- EPS Analysis. Cost of capital.
4. Dividend Decision: Types of dividend payments; Factor affecting dividend policy: Relevant and irrelevance theories of dividend.
5. Concept, needs and requirement of Working Capital, Working capital Decision: Types of work capital, Requirement, financial and control of Working Capital.
6. Mergers and acquisitions in terms of National and International Business Environment.
7. Capital Market: Recent trends and developments in Capital Market.
8. Contemporary Issues in Finance with special reference to Globalization of Economics.

Suggested Readings:

Brealey, Richard A. and Myres, Stewart C. and A.J. Marcus, Fundamentals of Corporate Finance McGraw Hill 2001.
Brigham, Eufene. F. and Joel F. Houston, Fundamental of Financial Management, 9th ed., Harcourt Asia PTE Ltd., Singapore 2001.
Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi 2001.
Khan M.Y. and P.K. Jain, Financial Management, Tata McGraw Hill, New Delhi 2001.
Pandey, I.M. Financial Management, New Delhi, Vikas 1999.
Van Horne, J.C., Financial Management Policy, Prentice hall of India Ltd., 1999.

Paper 203: International Marketing

Objective: The paper aims at making the students understand the concept and techniques of International marketing and train them to develop and implement plans and marketing strategies for managing overseas operations.

Contents:

1. Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management process an overview.
2. International Marketing Environment: Influence of physical, economic socio culture, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.
3. International Market Segmentation and Positioning; Screening and selection of markets, International market entry strategies- Exporting, Licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad.
4. International Product Planning: major product decisions – Product features and quality, production design, labeling, packing, branding and product support services. Product standardization vs. adoption; managing product line International trade product life cycle; new product development.
5. Pricing for international markets: Factor affecting international price determination. International pricing process and policies; Delivery terms and currency for export price quotations.
6. International Promotion Strategies : Communications across countries- complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions.
7. International Marketing Planning, Organizing and control; emerging trends in International marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.

Suggested Readings:

Bhattacharya, B. Export Marketing Strategies for Success, Global Business Press; Delhi
Daterora, Philip R. and John L. Graham, International Marketing, 10thed. Irwin McGraw
Jain. Subash C. International Marketing Management 6thed., International Thompson
Publishing Company. Cincinnati, 2001.
Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley 2001.
Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs 1995.

Paper 204- International Trade Procedure and Documentation

Objective: The objective of this paper is to acquaint the students with the trade practices, procedures and documentation required for international trade.

Contents:

1. EXIM Operations and Documentation: Trade operations and documentation: Documentation areas and dimensions; Nature and characteristic features of EXIM Documents, EDI and documentation EXIM Policy overview- Facilities and Restrictions: Getting Started in Export Business.
2. Foreign Exchange Facilities and Regulations: Legal framework in India – FEMA- Origin and objectives, Main provisions of FEMA; Other relevant acts. International Trade Terms: Trade contract and trade terms; INCO terms.
3. Export Payment terms: Credit risk management and payment terms; Main features of payment terms – Advance payment, open account, documentary collection. Documentary credit- documentary collection – DP and DA process and operation. Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC-Major clauses.
4. Trade Finance: Sources and schemes of trade finance I pre and post shipment export credit schemes and methods of financing; Packing credit advance details; Post shipment advance, import financing.
5. Transit Risk Management: Mature of transit risk. Contract of cargo Insurance, Parties involved-Insurer/assured, Indemnity and Insurable value, Perils and losses; Insurance policy and certificate; Cargo less claim – Procedure and documentation.
6. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC): Covers issued by ECGC: Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.
7. Central Excise Clearance - Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework- Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12,13 and 14; Procedures and documentary requirements.
8. Import Policy of India, Custom Clearance of Export and Import Cargo: Legal framework – Customs Act 1962; Customs Tariff Act 1975, Foreign Trade (Development and regulation) Act 1992, Documentation requirements and document processing, Physical examination of goods; EDI and customs operations.

Suggested Readings:

Customs and Excise Law, various issues, Excise law Times, various issues IIFT, various publications,
 Ram, Paras, Export: What, Where and How: Anupam Puublication, New Delhi-2001.

Paper – 205: International Marketing Research

Objective: The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of International trade.

Contents:

1. Introduction nature and scope of marketing research; marketing research in international context importance, complexities and issues. Organizational framework for international marketing research; International Marketing Information System(IMIS).
2. Marketing Research Process: An Overview, problem identification and definition, preparing research proposal; Exploratory, descriptive and experimental research designs; International secondary data sources; Primary data collection in international marketing research; Online data sources and research.
3. Questionnaire preparation – sample designing-sampling method and sample size determination, field work and data collection. Sampling and non-sampling errors.
4. Multi country Data Analysis and Interpretation: data editing and coding preliminary data analysis content analysis – Data comparability and validity problems; Report preparation and presentation.
5. Cross-cultural Consumer research-Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis, semantic analysis Ethical issues in international marketing research.

Suggested Reading

Boyd. Harper w. et al, Marketing Research: Text and cases: Irwin, Homewood Illinois

Dooglas, S.P. and C. Samuel, International Marketing Research.

Green P.E. et. Al, Research for Marketing Decisions, PHI, New Delhi 1998.

Kumar V. International Marketing Research, Prentice Hall of India, 2000.

Malhitra, Naresh K. International Marketing Research, an Applied Orientation, 3rded., Pearson Education Asia 199.

Tull, D.S. and D.I. Hawkins, Marketing Research, Measurement and Methods, Prentice Hall of India Ltd. New Delhi 1998.

Paper 206 : Marketing Management

Objective: The objective of this paper is to enable the students understand the basic concepts and tools of marketing and apply them in practice.

Contents:

1. Introduction to Marketing: Nature and functions of marketing: Evolution of marketing concept: Marketing management process; Marketing mix, selling versus Marketing, Marketing Environment: Micro and macro environments' of marketing and their impact on marketing decisions.
2. Market Segmentation, Targeting and Positioning, Segmenting market- basis and process; market segmentation and product differentiation; Target market selection. Positioning – nature and importance and process. Consumer and industrial buying behavior – an overview.
3. Product planning line Development: Concept of product; Classification of products; product line and mix decisions: packaging and labeling; Product support services; Branding decisions; Product life cycle and marketing implications; new product development; Innovation diffusion and consumer adoption process.
4. Pricing Decisions and Strategies: Factors affecting price determination; Procedure for setting pricing policies and strategies.
5. Distribution Decisions: Nature and importance of distribution channels; Types and functions of Distribution middlemen; Channel management decisions; retailing and wholesaling; Physical Distribution and logistic decisions.
6. Promotion Decision: Communication process; Promotion tools: Their characteristics and relative merits and limitations; Designing promotion campaign: Personal selling – Types of selling; Scientific selling process; Sales planning, organization and control.
7. Global Marketing, Rural Marketing and Marketing of services.

Suggested Readings:

Armstrong Gray and Philip Kotler, Marketing, Education Asia, 2000, Czinkota, Michael R. Massaki, Kotabe and David Mercer B., Marketing Management: Text and cases, Blackwell Publishers, Massachusetts, 1997.

Etzel, Michael J., Walker Bruce and William J. Stanton, Fundamentals of Marketing, Kotler, Philip, and G. Armstrong, Principles of Marketing 9thEd.

Pawar, J.S., Marketing in the New Era – Competing in a Globalised Economy, Sage Publications, New Delhi.

Saxena, R., Marketing Managerial Tata McGraw Hill Publishing Co., New Delhi,

Paper 207: Foreign Language-I

Objective: The purpose of this paper is to familiarize the students with French language skills at least to that extent that is required for conducting International Business.

Contents:

French Language Knowledge Relating to:

1. Indefinite and Definite Articles, Gender and Number, Numbers-Ordinal and Cardinal, Time and place, Time expression, Telling time, dates, Age, Months, days, reasons.
2. Present Tense of regular verbs ending in –er and –ir and –ve Negation and Interrogation, Adjective of Colour, Place, direction, Nationality, Describing people, Vocabulary related to day-to-day activities-like Home, College, Office, Restaurant, Library, Bank, Post Office and like.
3. Days and Months, Prepositions and Conjunctions, The Passe Compose and future tense.
4. Greeting and Welcoming, Reflexive Verbs, Adverbs of Times, Place and Quantity.
5. Demonstrative Adjective and Possessive Adjectives, Imperative Tense, Pronouns, Interrogative pronoun, Demonstrative pronoun – cace, cela, ca

Suggested books –

Series Rue Lecourbe – vol-I(Text Bool)

Le Nouveau Sans Frontieres – Vol-I

Fn echange & Workbookl

Soleil – vol-I

MBA-IB Third Semester

Paper 301: International Management

Objective: The objective of this paper is to familiarize students with the cross-cultural behavior and its management for successful operations of the international firms.

Contents:

1. International Management: Concept, Dimensions and Approaches, Business culture and corporate culture, Problems of Intercultural communication; Cross-cultural

- values and business management. Business values, ethics and social responsibilities.
2. Challenges of Global Planning: Economic, Political and strategic predisposition, imperatives, and resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decisions making; Headquarter subsidiary relationship in international business enterprises.
 3. Organization and control for International Competitiveness: Organization design and structure of International companies, Global product divisions; Matrix and network structures; Managing Communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in International operations.
 4. Management of personnel with Different Social and Cultural backgrounds; Selection, training and development of people for global assignments; Compensation and reward practices among international firms; Managing cultural and social diversities. Motivation and leadership in international Firms.
 5. Managing Political Risks: Host country home country and multinational relationship; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.
 6. International Business Negotiations: Importance of business negotiations; Business Negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.
 7. Managing International Collaborative Arrangements: Joint venture and other forms for strategic alliances; Traditional and emerging reasons for forming strategic alliances; Pitfalls in strategic alliances; making cross cultural alliances work.

Suggested readings:

Alder, Nancy J, International Dimensions of organizational Behaviour, 4thed,
Bartlett, C.A. and S. Ghoshal, Managing Across BordersS: The Transnational Solution
Helen D, management: Managing Across Borders and Cultures, PHI, 2000.
Hodgetts., R.M. and F. Luthans, International Management, McGraw Hill New York 1997.
J.A. Litterer, Negotiations: readings Exercises and case Irwin, Homewood, 1985.
Nagadhi, A.R. International Management, Prentice Hall of India Pvt. Ltd.
Proter J. Cross Cultural Management, Butterworth Heinemann, London, 1995.

Paper 302: Service Marketing and CRM

Objective: The objective of the paper is to enable the students evolve marketing strategies to meet the unique challenges and opportunities of the services sector. The course also aims at familiarizing the students with the concept and techniques of customer relationship management (CRM) in different market situations, including International Markets.

Contents:

Section A: Services Marketing:

1. Services Markets: Recent trends and developments: Meaning and nature of services; Classification of services and marketing implications: Services marketing management- a strategic perspective.
2. Analyzing Services marketing Environment : Understanding Service Customers – Buying influences and customer service Behaviour, Service Quality – Gap model and role of consumer expectations and perceptions.
3. Services Market Segmentation and Positioning; Developing Services Marketing Mix Strategies – Product, price, place promotion, people, process and physical evidence decision; International Marketing of services – Entry modes and other strategic decisions.

Section B: Customer Relationship Management:

1. Customer relationship Management – Growing Importance of relationship marketing: Relationship exchanges – Nature and scope; Firm and customer motivations for relationships, Relationships development process; Attributes and determinants of relational exchanges; Networking and its significance in marketing.
2. Developing and Managing Relationships Selecting, winning and retaining customers. Regaining dissatisfied customers; Information Management for building relationship – e- CRM.
3. Managing relationships in service and industrial markets, relationship marketing and distribution channels, Relational exchanges in international markets.

Suggested Reading:

Christopher H. Lovlock, Service marketing, PHI, 1996.

Payne Adrian, The Essence of Services Marketing, prentice Hall of India Ltd. 1996.

Shankar Ravi, Services, Marketing: The Indian Experience: South Asia Publications. New Delhi 1997.

Zethmal, V.A. and Bitner, M.J. Service Marketing McGraw Hill Co. Ltd. 1996.

Brnes James G. Secrets of Customer relationship Management, McGraw Hill 2001.

Seth. Jagdish N. Parvativar, Atul and Shainesh, G. Customer Relationship Management: Emerging Concepts, Tools and Applications Tata McGraw New Delhi 2001.

Stone Merlin and Woodrock, Neil, Relationship Marketing, Korgan Page. London 1996.

Paper 303: E-Commerce

Objective: The objective of the paper is to introduce students to the concept of e-commerce and equip them to assess e-commerce requirements of a business and develop e-business plans.

Contents:

1. Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; business applications of e-commerce; Global trading environment and adoption of e-commerce, SWOT Analysis, Role of e-commerce.

2. Architectural Framework of E-Commerce; World Wide Web as the architecture; Global publishing concept; Internet connection option & Client- Server concept Markup Language and web; Internet protocols, Intranet & Extranet.
3. Business Models of E-Commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; Product and service digitization. Remote servicing, procurement, and online marketing and advertising; E-Commerce resources and Infrastructure planning. Business to Consumer E-Commerce Application; Cataloging: order planning and order generation. Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization; Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.
4. Web-site Design: Web sites as market place; Role of Web site in B2C e-commerce; Web site strategies: Web site design principals; push and pull approaches; Alternative methods of customer communication such as e-mail, BBA; E-mail etiquette, Email Security.
5. Business-to-Business E-Commerce: Need and alternative models of B2B e-commerce. Using public and private computer networks for B2B trading; EDI and paperless trading. Characteristic features of EDI services arrangement. Internet based EDI; EDI architecture and standards. VANs; Cost of EDI Infrastructure, reasons for slow acceptability of EDI for trading E-Marketing – Traditional web promotion, Web counters, Web advertisements.
6. Electronic Payment System and Order Fulfillment: Online Payments basis, e-cash and currency servers, e-cheques, credit cards, smart Cards, Electronic purses and debit cards, Operational, credit and legal risks of e-commerce.
7. Security Issues in E-Commerce: Security risks of e-commerce.
8. Regulatory Environment of E-Commerce. Border and Jurisdiction contracting and contract enforcement. International cyber laws-aims and salient provisions, Cyber laws in India and their limitations; Ethical issues in e-commerce.

Suggested Readings:

Agarwala, Kamlesh N. Amit Lal and Deedsha Agarwal, Business on the Net Ltd..
 Bajaj Deobyani Nag. E-Commerce, Tata McGraw Hill Company, New Delhi.2000.
 Prag and Sunil Sharma. Electronic Commerce – A Manager's Guide E-Business
 Kalkota, Ravi and Andrew B. Whinson, Frontiers of Electronic Commerce, 1999.

Paper 304: Legal Dimensions to International Business

Objective: The objective of this paper is to acquaint students with the legal dimensions international business and enable them to formulate strategic as compatible with laws and treat governing international business operations.

Contents:

1. Legal framework of International Business: Nature and complexities, International conventions and trade law;; Code and common laws and their implications to

- business International Business contract – Legal provisions; Payment terms;; International sales agreements Rights and duties of agents and distributors.
2. Contract of Enforcement and Dispute Settlement, International Commercial Arbitration and Enforcement of Foreign Awards.
 3. Regulatory Framework of WTO. Basic principles and charter of GATT/WTO, provision relating to preferential treatment to developing countries, regional grouping, subs division technical standards, antidumping duties and other NTBs. Customs valuation; Dispute settlement; Implications of WTO to important sector- GATS, TRIP and TRIMs.
 4. Regulations and treaties Relating to Licensing; Franchising, Joint ventures, Restriction on trade in endangered species and other commodities as based on international conventions; Taxation Treaties.
 5. Regulatory Framework Relating to Electronic Commerce.
 6. Indian Laws and Regulations Governing International Business Transaction PERA/FEMA, Taxation of foreign income; Foreign investment; setting up offices a branches abroad.
 7. Competition Law; National and International Dimensions.
 8. Consumer Law: National and international Dimensions.

Suggested Readings:

Bansal A.K. Laws of commercial Arbitration, University law house, Delhi,
Chuah, J. International Trade Law, Questions and Answer Series, Cavendish. London.
Chush, J.C.T. Law of international Trade, Sweet and Maxwell, London.
Jain R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi 2002.
Pamborides, G.P. International Shipping Law; Legislation and Enforcement
Trabilcock M. and Robert Howse, Regulation of International trade, Routledge, London.
Wadhera, B.C. Law relating to Patents, Trade Marks, Copyright and Dewsigns.

Paper 305: International Finance

Objective: The Objective of this paper is to provide students knowledge of international financial system, markets and operations, and also to acquaint them macro-environment in which the international financial transactions are conducted.

Contents:

1. Introduction to International Financial System: International Monetary System:
Feature and requirements: System of exchanging currencies – From Bretton Woods system to from float and convertibility: Pegging of currencies- target zone arrangement: Europe monetary system: International liquidity.

2. Foreign Exchange Markets and its activities: Exchange rate quotations and practice Foreign exchange market activities; Arbitraging, hedging and speculation.
3. Exchange Rate Determination: Exchange rate determination in spot and forward markets- Interest rate parity (IRP), purchasing power parity, Fisher open supply theory BPO theory, and growth theory, forecasting exchange rate.
4. International financial Markets and Instruments; Changing scenario; International capital and money market instruments, Eurocurrency markets;; International securities marked and instruments- Bond and notes market; equity market, GDR, ADR, EDR and ID integration of financial markets.
5. Introduction: Complexities and issues in financial divisions of a multinational first Foreign Investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies; Green field investments vs. acquisitions and mergers.
6. International capital Budgeting: multinational considerations and calculation of cast flows; adjusted present value approach; Cost of capital; Assessment and management political risks.
7. International Portfolio Management: Decision to invest in portfolio International CAPM Identification of optimum portfolio.

Suggested Readings:

Apte, P.G. Multinational financial Management, Tata McGraw Hill, New Delhi 1988.
 Baker, J.C. International Finance, Management, Markets and Institutions.
 Eiteman David K. Arthur Stonehill and Micheall H. Moffett, Multinational Business Finance
 Levi Maurice, International financial McGraw Hill Inc. New York, 1996.
 Seth A.K. International Financial Management, Galgotia, New Dlehi 2000.
 Shapiro, Allen C, multinational Financial Management, PHI, 1995.
 Sharan V, International Financial Management, PHI, 2000.

Paper 306: Foreign Language-French

Objective: The purpose of this paper is to equip the students with French language skill at least that extent that is required for conducting International Business.

Contents:

1. Cause and effect, Cause and Result, Imperfect Tense-Future Proche and pass Recent.
2. Direct and Indirect objects, Comparative and Superlative, France's Cultural Artis Symbols, Brands, Relative Pronouns, Demonstrative Pronouns.
3. Passive and Active Voice, Direct and Indirect speech, Subjective Tense, "Y" and " pronouns.
4. Gerund and present participle, Expressions of Daily Use, Introduction to Busine Expressions, Formulating Business Letter.
5. Preparing Agenda for Business Meeting, Vacabulary of Import Export Transaction Customs, Banking, Vocabulary of Accounting and vocabulary of Promotional Activities for Marketing and sales, Day to day usages of Language in Business Activities.

Suggested Readings:

Series Rue Lecourbe-Vol-II (Taxt Book)
 Le Naurveau Sans Frontries – Vol-II
 French for Business
 Le Francis des' Affairs
 Le Francis des' homes d' Affairs.

Paper 307: Training Report and its presentation through seminar

Each Student of MIB Degree Programme Is required to undergo Summer Training Six to eight weeks in any commercial organization immediately after the examination Second Semester are over. After completion of the training the students shall submit training report and present the same in the form of class room seminar during the third semester. And evaluation of the report and its presentation shall be done by the inter expert Appointed by the head of the department /director of the affiliated institution their respective students. The maximum marks for training report and the seminar are (fifty) each.

The objectives of the training programmes are impart on the job knowledge and Experience to the students with a view to facilitating learning while performing assigned activity in the organization. To develop understanding of business function a the problems faced in the contact of business environment.

The contents of the training report shall include: organization profile shareholding pattern, pattern of management corporate vision and mission. Business product or service range, its financial status. The modalities of the training if any project was undertaken then the details about the project and the copy of the project submitted the organization. Benefits of the training, problems faced during the training and other relevant points which shall be finalized in consultation of the teacher incharge of the training.

MBA-IB Fourth Semester

Paper: 401Glober Strategic Management

Objective:- the objective of this paper is to help students understand strategy make process that is informed; integrative and responsive to rapid changes in an organization globally oriented environment.

Contents-

1. Introduction: environmental scanning and competitiveness analysis: appraisal Company's external strategic situation, competitive strate and competitive advantage in global market.
2. Poles of line managers: strategic planners and top management developing

Strategic vision and mission; setting objectives and forming a strategic

Globalization and strategic management strategy marking, strategy implement and strategic managing; strategic flexibility and learning organization.

3. Situation Specific strategies: strategies for situations like competing in emerging Industries, maturing or declining Industries, fragmented industries hyp.. competitive industries and turbulent industries; Strategies for industry leader runner up firms and weak business.

4. Strategic Issues and Alternatives in Globally Competitive Markets International entry options; Multi country and global strategies; Concepts of critical markets global market dominance and global competitiveness; corporate turnaround retrenchment and portfolio restructuring strategies Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.

5. Corporate diversification Strategies: Building shareholder value: Roles of cost sharing and skills transfer in creating competitive advantage via diversification Competitive to diversified multinational corporations in a globally competitive business world.

6. Strategy implementation and administration: Organizing building, Budgets and support system commitment culture and leadership; issues in global strategy implementation, strategy evaluation and control.

7. Strategic Issues in Managing Technology and Innovation; Social responsibility and ethics management.

Suggested Reading:

A.R. and M.Welge, Beyond Theory Z. Global Rationalization of American, German and Japanese Multinational Companies, Jai Press, Greenwich, Conn.

Porter, M.E., Competition in Global Industries. Harvard University press, New York. 1996.

Thompson, Arthur A. and A.J. Strickland. Strategic Management

Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy.

Emerging 21stCentury Global Society, 7th edition, Prentice Hall. New Jersey, 2000

Paper 402 : Cross- Cultural Consumer Buying Behavior

Objective: The main objective of this paper is to help student develop basic understanding of the concepts and theories of consumer and industrial buyer behavior and their applications in marketing decision making. Students will also be exposed to globalization of consumer markets and International dimensions of consumer and industrial buying behavior and their marketing implications.

Contents:

1. Consumer Behavior theory and its Application to Marketing Strategy: Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behavior.

2. Internal Determinants of Buying Behavior: Individual differences among customers and market segmentation: Needs, motivation and involvement; Information processing and consumer perception; Learning; Attitudes and attitude change Personality and psychographics (values and life style analysis).
3. External Determinants of Buying Behavior: Family and House hold influences Reference group and social class; Culture and subculture.
4. Models of consumer Behavior; Organizational Buying Behavior; process influence and the model.
5. Cross- cultural consumer and industrial Buying Behavior; Economic demographic and socio cultural trends and consumer behavior, Globalization of consumer market and international marketing implications.
6. Innovation Diffusion and Consumer Adoption Process; Diffusion of innovation Across Nations/cultures; Consumer Satisfaction and Other Feedbacks; cross-culture Consumer Research- Complexities and issues.

Suggested Readings:

Assael, H. Consumer Behavior and marketing Action, 6thed. South whstem Publishing Company, Ohlo, 1998.

Block and Roering, Essentials of Consumer Behaviours Dryden Press, Chicago Dryd Press Chicago, 1990.

Engel, James F. Roser D. Blockwell and paul W. Minard, Consumer Behavior Dryden press.

Hawking, Dal L. Roger J. Best and Kenneth A. Coney, Consumer Behavior: Implications for Marketing Sstrategy, Richard D. Irwin, Chicago 1995.

Schiffan, Leon G and Kanuk, Lealie lazer, Consumer Behavior, PHI, New Delhi 1997.

Wilkie, William L. Consumer Behaviour, John Wiley and Sons, New York 1990.

Paper 403: Foreign Exchange Management

Objective: To impart Knowledge to the student about Foreign Exchange procurement, Foreign Exchange Markets and it use in Business.

Contents:

1. Type of Foreign Exchange Markets, Foreign exchange action:- Foreign Exchange Transactions, Quoting Foreign Exchange rates, Spread, Official and free market rates, Cross rates. Forward Rates, Quoting Forward Rates.
2. Organization of the Foreign Exchange Markets, Currency- Options, and Currency swaps.

3. Corporate Exposure management, Alternative Definitions of foreign Risk, Exposure in Information System, Alternative Strategies for Exposure management Techniques Organization of the Exposure Management Function Parameters and Constraints or management.
4. Theory and practice of Forecasting Exchange Rates, Economic Fundamentals of Forecasting.
5. Financial and Socio-Political Factors affecting Foreign Exchange Markets Technical Analysis of Foreign Exchange markets, Tax Treatment of Foreign Exchange Gains and Losses, over view of FEMA.

Suggested Readings:

1. Aliber R. - Exchange Risk and Corporate International Financial
2. Bhalla VK - International Financial Management
3. Shapiro - International Financial Management
4. Sulaton WH - Trading in Currency Options

Paper 404: International Advertising brand Management

Objective: The objective of the paper is to expose students to the rigors advertising and brand management and equip them to be able to manage the advertising and branding activities in the International markets.

Section A: Advertising:

1. Advertising: Its importance and nature: Adaptive Advertising, Communication model; Persuasion Process – perception, learning and attitude change. Major advertising decision and influencing factors; Determining advertising Objectives and budget.
2. Developing Advertising Campaign: Determining advertising message and copy Headline, body copy, logo, illustration and layout; Creative styles and advertising

- appeals; Media planning – Media selection and scheduling; advertising through Internet.
3. Organization and Evaluation of Advertising Efforts: In-house arrangements, using advertising agencies – selection, compensation and appraisal of advertising agency Evaluating Advertising Effectiveness.
 4. International Advertising: Complexities and issues: Developing International advertising campaign: Advertising of India products abroad and advertising ethics.

Section B: Brand Management

1. Basics of Branding: Importance of Branding: Basic branding concepts – Brand personality, brand image, brand identity, brand equity and brand loyalty, Product vs. corporate branding: Major branding decisions.
2. Brand Creation & Development: Identifying and selecting brand name, Building brand personality, image and identify; Brand positions and re-launch: Brand extensions; Brand portfolio; Communication for branding, enhancing brand image through sponsorship and even management.
3. Managing Brand Equity and Loyalty: Brand Building in different Sectors Customers, industrial, retail and service brands. Building brands through Internet.
4. Developing International Brands: Pre-requisites and process – Country of origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

Aaker. David A., Batra, Rajeev, and Mayers, John G. Advertising Management. Donald, Advertising Campaign Strategy: A guide to marketing Communication Plan. Aaker David A., Managing Brand Equity, The Force Press, 1991. Arnod David, The Handbook of Brand Management, Free Press, New York 1997. Sengupta, Subroto, Brand Positioning: Strategies for Competitive Advantages.

Paper 405: International Logistics and Supply Chain Management

Objective: The objective of this paper is to acquaint the student with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Contents:

Section A: Supply Chain Management

1. Basic Frame work: Concept of supply chain management (SCM) and trade logistics: Value chain analysis and SCM, Internalization of SCM. Interacted SCM: Concepts, span and process of integrated SCM : Supply chain and continuous improvement, Supply chain performance measurement; Supply chain modeling; Supply chain and sales service; Creating life-cycle ownership value; Customer service management; Demand management, Product development process and SCM.

2. Purchasing Process: Strategic role of purchasing in the supply chain and total customer satisfaction. Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.
3. Supply chain and Information Management: Importance of information management: IT and business management systems - MR, DRP, ERP, PDM, EIP and CPFR.

Section B: Trade Logistics:

1. Logistic System: Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and utilization; Control and communication. Transport Fundamentals: Importance of effective transportation systems; Transport cost characteristics and rate fixation; In-company management vs. outsourcing.
2. General Structure of Shipping: International shipping – Characteristics and structure; Chartering; types; principles and practices; Developments in sea transportation – Unitization, containerization, inter and multimode transport, CFC and ICD, Indian shipping – growth, policy and problems; Ports and port trust.
3. International Air Transport: International set up for air transport; Freight rate; India's Export and imports by air – Problems and prospects. Carriage of Goods by sea, International conventions and Indian Law, Maritime frauds and Unethical practices – causes and protection; Role and types cargo intermediaries.
4. Warehousing and Inventory Management: Warehousing and marketing strategy Objectives and functions of warehousing; Warehousing evaluation and requirements; warehousing location strategies.

Suggested Readings:

RH Business Logistics Management, Prentice Hall, Englewood Cliffs 1992.
Dictionary of Shipping and Chartering Practices,
Christopher. M. Logistics and supply chain Management: Strategies for Reducing Costs and Improving Services Pitsman. London 1992.

Paper 406: Project Report

Objective:

Each student is required to undertake a Project for which the Topic shall be allotted to him/her at the beginning of the Third Semester and shall be carrying out the Project under the supervision of a Teacher designated as Project guide appointed by the Head of the Department/Director of the Affiliated Institution as the case may be. The objective of the Project work is to give a first hand exposure to the students on management related problems and to enable them to develop problem solving skills with help of problem solving techniques and by using primary and secondary information. The project work will broadly relate to areas concerning trade, commerce, industry, international business. The project work shall be in nature of applied research, using research methodology, primary

and secondary data validations of assumptions and beliefs. It should be exploratory and descriptive study.

On Completion of the study the student shall submit a project report in form of Dissertation to their designated supervisor who shall certify the Dissertation and one copy of the Dissertation in tern shall be forwarded to the university addressed to the Registrar for evaluation purpose. The project report-Dissertation shall be evaluated by the External Expert appointed by the University on the same lines as the Examiners and Paper Setters are appointed.

Paper 407: Viva-Voce

At the end of the Semester each Student will have to face an Interview where his/her knowledge and skill acquired during the course shall be examined. The Viva-Voce shall be conducted by the designated external expert appointed by the University in consultation with the Head of the Department as per established practice for Via-Voce.