



# UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A+' GRADE' UNIVERSITY)

Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

## NOTIFICATION

(19/June/Adp/19)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the Syllabi and Courses of Study in the subject for **MBA-International Business (MBA-IB) at ICCR & HRM** for III and IV Semester under the **Choice Based Credit System (through regular mode)** in the main Campus for the examinations to be held in the years indicated against each semester as under:-

Subject	Semester	for the examination to be held in the years
MBA-IB	Semester-III	December 2019, 2020 and 2021
	Semester-IV	May 2020, 2021 and 2022

The Syllabi of the courses is available on the University website: [www.jammuuniversity.in](http://www.jammuuniversity.in)

Sd/-  
DEAN ACADEMIC AFFAIRS

No. F. Acd/II/19/2599-2610

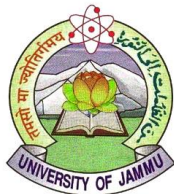
Dated: 26-6-2019

Copy to:-

- 1) Dean, Faculty of Business Studies
- 2) HOD/Convener, Board of Studies in ICcCR & HRM
- 3) All members of the Board of Studies
- 4) C.A. to the Controller of Examinations
- 5) Asst. Registrar (Conf. /Exams. PG)
- 6) Incharge University Website for necessary action please

Assistant Registrar (Academic)

26/6/19 M/26/6/19



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND  
HUMAN RESOURCE MANAGEMENT  
(ICccR & HRM)  
COURSE STRUCTURE OF MBA (INTERNATIONAL BUSINESS) PROGRAMME  
(CHOICE BASED CREDIT SYSTEM)**

**MBA (IB) SEMESTER - I**

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC111	Principles of Management : International Perspectives	4	3-1-0	<b>Core Courses</b>
PSIBTC112	Marketing Management	4	3-1-0	
PSIBTC113	Accounting for Decision Making	4	3-1-0	
PSIBTC114	Culture, Society and Organizational Behaviour	4	3-1-0	
PSIBTR115	Industrial Visit (Local/National)	2	0-0-2	
PSIBVC116	Viva Voce	2		
PSIBTC117	Business Economics	4	3-1-0	
PSIBTC118	Quantitative Techniques	4	3-0-1	
PSIBTC119	India's Foreign Trade and Trade Policy	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>32</b>		

**MBA (IB) SEMESTER - II**

Course Code	Course Title	Credits	L-T-P	Nature of Course	
PSIBTC211	International Business Environment	4	3-1-0	<b>Core Courses</b>	
PSIBTC212	International Marketing Management	4	3-1-0		
PSIBTC213	International Human Resource Management	4	3-1-0		
PSIBTC214	Financial Management	4	3-1-0		
PSIBTC215	International Trade Procedures and Documentation	4	3-1-0		
PSIBTR216	Industrial Visit (Local/National/ International)	2	0-0-2		
PSIBVC217	Viva Voce	2			
PSIBTC218	Seminar on Business Research Methods	2	1-0-1		
PSIBTC219	Foreign Language (French/Mandarin/German)	2	2-0-0		
PSIBTC220	Import and Export Management	4	3-1-0		
	<b>TOTAL CREDITS</b>	<b>32</b>			

**6-8 Week Summer Training at the end of Semester II**

**MBA (IB) SEMESTER - III**

<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>	<b>L-T-P</b>	<b>Nature of Course</b>
PSIBTC311	Competitive Strategy for Global Markets	4	3-1-0	<b>Core Courses</b>
PSIBTC312	International Economics	4	3-1-0	
PSIBTC313	International Trade Logistics and Supply Chain Management	4	3-1-0	
PSIBTC314	Consumer Behaviour: International Perspectives	4	3-1-0	
PSIBTC315	Cross Culture and Diversity Management	4	3-1-0	
PSIBDC316	Summer Training Report Evaluation (Internal Evaluation with Presentations)	4	0-0-4	
PSIBTR317	*Industrial Visit (Local/National/ International)/ Immersion Programme	2	0-0-2	
PSIBVC318	Viva Voce	2		
	Open Course in Other Department	4	4-0-0	
PSIBTE319	International Business Laws	4	3-1-0	
PSIBTE320	International Financial Management	4	3-1-0	
PSIBTE321	Business Innovations and Creativity Management	4	3-1-0	
PSIBTE322	International Services Marketing	4	3-1-0	
PSIBTE323	International Retail Management	4	3-1-0	
PSIBTE324	Comparative Management	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>40</b>		

\*Industrial Visits (Local/National/International)/Immersion Programme shall be conducted for the professional development of the students and the expenditure on these Programmes shall be met out of the Consolidated Local Fund of the Department.

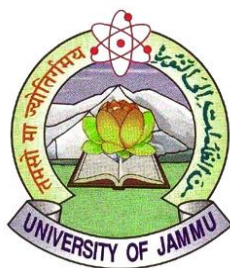
**MBA (IB) SEMESTER - IV**

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC411	International Project Management	4	3-1-0	<b>Core Courses</b>
PSIBTC412	Corporate Governance and Social Responsibility	4	3-1-0	
PSIBTC413	WTO- Implications on International Business	4	3-1-0	
PSIBTC414	International Financial Markets and Institutions	4	3-1-0	
PSIBTR415	*Seminar on Cross-Cultural Business Negotiations/ Leadership Development Programme (LDP)	2	0-0-2	
	Open Course in Other Department	4	4-0-0	
PSIBVC416	Comprehensive Viva Voce	2		
PSIBTE417	Management of Multinational Corporations	4	3-1-0	<b>Electives (Any two)</b>
PSIBTE418	Entrepreneurship Development	4	3-1-0	
PSIBTE419	International Banking	4	3-1-0	
PSIBTE420	Global Sourcing and Business Development	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>32</b>		

\*Leadership Development Programme shall be conducted for the professional development of the students and the expenditure on this Programme shall be met out of the Consolidated Local Fund of the Department.

**NOTE:**

- THE MBA(IB) COURSE SHALL CONSTITUTE TOTAL OF 136 CREDITS, OUT OF WHICH 8 CREDITS SHALL BE EARNED BY THE STUDENT BY EXERCISING HIS/HER OPTION IN FAVOUR OF ANY COURSE OFFERED BY OTHER DEPARTMENTS, OTHER THAN ICcCR & HRM, IN SEMESTER III AND SEMESTER IV
- TWO COURSES SHALL BE OFFERED TO STUDENTS IN OTHER DEPARTMENTS AS PER BELOW:
  1. CULTURE, SOCIETY AND ORGANISATIONAL BEHAVIOUR: SEMESTER I (4 CREDITS), COURSE CODE: PSIBTC114
  2. INTERNATIONAL HUMAN RESOURCE MANAGEMENT: SEMESTER II (4 CREDITS), COURSE CODE: PSIBTC213
- THE DURATION OF ONE TUTORIAL SHALL BE 2 HOURS.
- DISTRIBUTION OF INTERNAL ASSESSMENT (40 MARKS), WHEREVER APPLICABLE SHALL BE AS UNDER:
  1. MID-SEMESTER TEST (MST): 15 MARKS
  2. ASSIGNMENT: 05 MARKS
  3. PRESENTATION BASED UPON ASSIGNMENT: 05 MARKS
  4. SNAP TEST: 05 MARKS
  5. CASE STUDY BASED TEST: 10 MARKS



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND HUMAN  
RESOURCE MANAGEMENT  
(ICccR & HRM)**

**CHOICE BASED CREDIT SYSTEM  
COURSE STRUCTURE OF MBA-IB (SEMESTER I)**

**MBA (IB) SEMESTER - I**

<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>	<b>L-T-P</b>	<b>Nature of Course</b>
PSIBTC111	Principles of Management: International Perspectives	4	3-1-0	<b>Core Courses</b>
PSIBTC112	Marketing Management	4	3-1-0	
PSIBTC113	Accounting for Decision Making	4	3-1-0	
PSIBTC114	Culture, Society and Organizational Behaviour	4	3-1-0	
PSIBTR115	Industrial Visit (Local/National)	2	0-0-2	
PSIBVC116	Viva Voce	2		
PSIBTC117	Business Economics	4	3-1-0	
PSIBTC118	Quantitative Techniques	4	3-0-1	
PSIBTC119	India's Foreign Trade and Trade Policy	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>32</b>		

## **MBA-IB (Semester – I)**

### **Course Title: Principles of Management: International Perspectives**

Course No. PSIBTC111  
Minimum Contact Hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

To familiarize the students with the basic concepts, processes and issues in management to enhance their understanding of how organizations function. It shall also build upon the critical areas of knowledge and practice about the organizational context in which the international business takes place.

#### **UNIT I**

The basis of Global Management-Theory and Practice: The traditional and contemporary management issues and challenges. The management process and the nature of managerial work; The evolution of management; Current and emerging management thought; Approaches to management; The environment and multicultural organisations.

International Management: Trends, goals, approaches, challenges and opportunities; Globalization and internationalization: Drivers of globalization, Global and regional integration, Trends in international investment and trade; Stages of internationalization; Pattern of growth, Country of origin- Different Management Styles; Comparative Management.

#### **UNIT II**

The nature and process of decision making; Decision making models; Groups and decision making; Analytical aids in decision making; Managing strategy and strategy planning, Managing new venture formation and entrepreneurship. Nature, purpose and framework of planning; Types of plans; Nature of objectives and Management by Objectives (MBO), Strategies, Policies and planning premises.

#### **UNIT III**

Nature and purpose of organizing; Determinants of organization structure; Basic departmentalization, Line and Staff Concept, Downsizing and its implications; Span of management; Authority relationships; Delegation and Decentralization; Organizational Climate; Organizational creativity and innovation; Managing organization change and innovation, Managing human resources in organizations; Emerging ethical issues in organizations.

#### **UNIT IV**

Direction as a management function: its significance and main elements; Coordination- its importance and techniques: Structural Coordination Techniques & Electronic Coordination; Nature, scope and concept of management control systems; Control techniques; Information resource management; Behavioural implications of management control. Managing employee motivation and performance, Managing leadership and influence processes.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Whelrich, Koontz and Cannes (2010): Management: A Global and Entrepreneurial Perspective (13<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Koontz & Whelrich (2005): Management: The Global Perspective, Tata Mc Graw Hill, New Delhi
- Hodgetts, R., Luthans, F. & Doh, J. (2005): International Management (6<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Saxena, P.K. (2009): Principles of Management: A Modern Approach, Global India Publications Pvt. Ltd., New Delhi.
- Hill, W.L.Charles & McShane, S.L. (2007): Principles of Management, McGraw Hill, New Delhi.
- Robbins, Judge and Vohra (2011): Organizational Behaviour, Pearson Education, New Delhi.
- Rohmetra, N., Singh, B.P. and Sharma, V. (2014): Sustainable Business Practices, Excel Books, New Delhi.
- Luthans Fred (2008) : Organization Behaviour (11<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Rohmetra, N. and Sharma, D. (2011): Management Perspectives in the New Age: Strategy, Markets and People, Excel Books, New Delhi.
- Hodgetts, R. & Luthans, F. (2003): International Management: Culture, Strategy and Behavior with World Map, Tata Mc Graw Hill, New Delhi
- Rohmetra, N. Singh, B.P. and Sharma, V. (2014): Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.
- Ricky, W. Griffin (2012), Management, Cengage Learning , Boston USA.

## **MBA-IB (Semester- I)**

### **Course Title: Marketing Management**

Course No. PSIBTC112  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

#### **UNIT I**

Introduction to Marketing Management - Core Concepts of Marketing; Marketing Management Tasks; Marketing Environment, Marketing Insight: Understanding the four 'A's' of Marketing, Marketing mix; Market Segmentation & Targeting; Analyzing Marketing Environment. The New Marketing Realities: Technology, Globalisation and Social Responsibility.

#### **UNIT II**

Developing Marketing Strategies and Plans, Product and Product Lines ó Product Personality; Product Decisions - Product Mix; Product Differentiation & Positioning; Product Life Cycle and Strategies; Managing Marketing Crisis, Packaging and Labeling Decisions, Branding & Brand Equity; New Product Development; Pricing Decisions - Cost Plus Pricing, Multiple Product Pricing, Peak Load Pricing, Pricing in Life ó Cycle of a Product, Product Bundling, Two ó Part Pricing/Disney Land Pricing.

#### **UNIT III**

Promoting and Delivering Product -Promotion Mix, Advertising, Sales Promotion, Public Relations; Distribution and Channel Decision - Channel Design and Channel Management Decisions; Wholesaling - Classification; Retailing óTypes of Retailing, Strategic issues in retailing; Customer relationship management: Customer perceived value, Total customer satisfaction and monitoring satisfaction.

#### **UNIT IV**

Emerging trends in marketing: Green Marketing; Event Marketing; Direct Marketing, Social Marketing; Buzz Marketing/ Viral Marketing; Consumerism; Conducting marketing research, Analysing consumer markets, Analysing business markets, Tapping into global markets, Addressing competition and driving growth.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.



**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Marketing Management: Analysis, Planning, implementation and control by Philip Kotler, 11<sup>th</sup> Edition (millennium edition), Prentice ó Hall.
- Marketing Management Planning, Implementation and Control by Ramaswamy & Namakumari, 11<sup>th</sup> Edition (millennium edition), Mac Milan India Limited.
- Marketing Management by Kotler & Koshy, 13<sup>th</sup> Edition, Pearsons Education, 2009.
- Foundations of Marketing by David Jobber & John Fahy, TMH, 2009
- Marketing Management by Joel R. Evans & Barry Berman, Cengage, 2008.
- Basic Marketing by William D Perreault Jr, E Jerome Mc Carthy, 15<sup>th</sup> Edition , Tata McGraw Hill, 2007.
- Marketing Management by Kevin Lane Keller and Philip Kotler, 15<sup>th</sup> Edition, Pearson India Education Services Pvt. Ltd, 2016.

## MBA –IB (Semester-I)

### Course Title: Accounting for Decision Making

Course No. PSIBTC113  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

The basic objective of this course is to develop an insight of the principles and techniques of accounting and also the utilization of financial and accounting information for planning, decision-making and control.

#### **UNIT I**

Basics of Accounting - Conceptual framework, nature and purpose of accounting; Accounting concepts and conventions with special reference to GAAP; Scope of Accounting and Emerging Role of Accounting and Preparation of Journal.

#### **UNIT II**

Preparation of Financial Statements ó Trading, Profit and Loss Account and Balance Sheet including adjustments.

#### **UNIT III**

Management Accounting ó Concept, Importance and Scope; Analysis of Financial Statements: Ratio Analysis including DU Pont Analysis

#### **UNIT IV**

Introduction to Cost Accounting and its relationship with Financial and Management Accounting; Cost Classification; Preparation of Cost Sheet; Costing for decision-making: Marginal Costing and Variance Analysis- Material and Labour.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

#### **BOOKS RECOMMENDED**

- Anthony, R.N. and Reese J.S Accounting Principles, 7<sup>th</sup> ed., Homewood, Illinois, Richard D. Lewis, 1995.
- Bhattacharya S.K. and Dearden J. Accounting for Management:Text and Cases, New Delhi, Vikas, 1996.
- Jain, S.P. & Narang, K.L. Cost Accounting- Principles & Positive, 16<sup>th</sup> ed., Kalyani Publisher, 2005.

Course No. PSIBTC113

(For the Examinations to be held in December 2019, 2020 and 2021)

- Gupta, S.K & Sharma R.K., Management Accounting, 10<sup>th</sup> ed., Kalyani Publishers, 2005.
- Juneja M.C., Chawla R.C. & Saxena K.K., Elements of Book ó Keeping, 11<sup>th</sup> ed., Kalyani Publishers, 2005.
- Wason V., S,Chands Rapid Revision in Accountancy, 12<sup>th</sup> ed; S Chand & Company, New Delhi.
- Fischer, Taylor and Cheng, Advanced Accounting, 6<sup>th</sup> ed; South óWestern College.
- Atkinson, Kaplan R. and Young M.S., Management Accounting, 3<sup>rd</sup> ed; Prentice Hall.

## **MBA-IB (Semester – I)**

### **Course Title: Culture, Society and Organizational Behaviour**

Course No. PSIBTC114  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

To enable the students to comprehend the relationship between culture and organizations as well as sensitizing them to the need for managing differently in diverse cultural environments with a view to develop skills for diagnosing and understanding the basic concepts and theories relating to organizational functioning in the international context and the behavioral perspective.

#### **UNIT I**

Culture: Meaning and Concept, Foundations of Culture, Cultural Orientations, Elements of Culture and the Cultural Phenomenon; Debates surrounding the concept of Culture; Culture and Society; Negotiating across Cultures; Cross-Cultural Differences and Managerial Implications; Cultural Intelligence and Cross Cultural Interaction Model.

#### **UNIT II**

Human Resource Management: Human Resource Planning, Recruitment, Placement and Talent Management, Training and Development, Performance Management and Appraisal, Employee Retention, Engagement and Careers, Compensation and Employee Relations.

#### **UNIT III**

International Dimensions of Organizational Behaviour: Managing Across Cultures, Contemporary Challenges and Opportunities in Organizational Behaviour, Understanding and Managing Individual Behaviour: Individual Differences and Work Behaviour, Attitudes, Emotions, Personality, Perception, Learning, Motivation and Leadership across cultures.

#### **UNIT IV**

Self Growth and Interpersonal Effectiveness: Transactional Analysis; Group Processes and Behaviour, Cohesiveness and Diversity, Group Decision Making; Understanding Work Teams, Difference between groups and teams, Building Effective Teams; Conflict Management: Process and Resolution; Organization Culture; Organization Design and Organization Structure.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

### **NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

### **BOOKS RECOMMENDED**

- Thomas, D.C. (2008): Cross-Cultural Management: Essential Concepts, Sage, New Delhi.
- Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.
- Robbins, Judge and Vohra (2011): Organizational Behaviour, Pearson Education, New Delhi.
- Rohmetra, N. and Gupta, A. (2014): Cross-Cultural Management: Practice and Research, Primus Books, New Delhi
- Rohmetra, N., Gupta, V. and Sharma, D. (2004): Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.
- Luthans Fred (2008) : Organization Behaviour (11<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Rohmetra,N. (2005): Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi.
- Hodgetts, R., Luthans, F. & Doh, J. (2005): International Management (6<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Hofstede, G. (2001): Culture & Consequences (2nd Ed.), Sage, New Delhi.
- Hofstede, G., Hofstede,G.J. & Minkov, M. (2010), Cultures and Organizations: Software of the Mind (3rd Ed.) , McGraw-Hill, USA.
- Valsinger, J. (2007): Culture in Minds and Societies: Foundations of Cross Cultural Psychology, Sage, New Delhi.
- Rohmetra, N. (2005): Human Resource Development in the Changing Context ó Challenges and Opportunities, Anmol Publications Pvt. Ltd., New Delhi.
- Minkov, M. (2013): Cross Cultural Analysis: The Science and Art of Comparing the World & Modern Societies and their Cultures, Sage, New Delhi.
- Rohmetra, N. and Sharma, A. (2012): Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect, Lambert Academic Publishing.
- Rohmetra, N. (1998): Human Resource Development In Commercial Banks In Indiaö Ashgate Publishing Limited, International Publishing In Social Sciences And Humanities, Aldershot Hampshire (U.K)
- Dessler, G. (2015); Human Resource Management (13<sup>th</sup> Ed.), Pearson Education, NJ.

## **MBA-IB (Semester-I)**

### **Course Title: Industrial Visit (Local/National)**

Course No- PSIBTR115

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in December 2019, 2020 & 2021)

**Objective:** The objective of the industrial visit (local/national) is to facilitate interaction and establish a connect between industry and academia. The industrial visits shall familiarize the students with the real work corporate and industry culture while providing an insight into the internal working of the companies. Essentially, to step ahead beyond academics and provide a practical learning experience and perspective to the students, it provides an opportunity to the students to learn through interaction, understand working methods and techniques etc.

Upon completion, students are required to submit a report on the same that shall form the basis for evaluation.

## **MBA-IB (Semester-I)**

### **Course Title: Viva Voce**

Course No- PSIBVC116

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in December 2019, 2020 & 2021)

**Objective:** To enable the students to express their knowledge and communication ability with logic and confidence. The viva voce shall be conducted by an external examiner. The viva voce will be comprehensive in nature and broadly cover the syllabi of the respective semester. Students will also be expected to have a broad knowledge of the current business issues and concerns. Students will be evaluated on the basis of the theoretical concepts as well as their practical implications. Invariably, the performance will be seen in terms of the contents presented by the candidate, his/her confidence, communication skills as well as arguments posed to determine his/her logical reasoning capabilities.

## MBA-IB (Semester- I)

### Course Title: Business Economics

Course No. PSIBTE117  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

The objective of the Course is to impart basic knowledge of the concepts and tools of Economic Analysis and their application to key Business Decisions within the organizations and to acquaint participants with the main features of Aggregate Economic System.

#### **UNIT I**

Introduction to Managerial Economics; Demand Theory ó Meaning of Demand, Types of Demand ó Individual demand , Market Demand; Determinants of Market Demand; Law of Demand; Business and Economic Forecasting ó Survey Methods, Statistical Methods; Elasticity of Demand ó price elasticity, income elasticity, cross elasticity, advertising elasticity. Concept of Utility ó Cardinal and Ordinal Utility

#### **UNIT II**

Production Theory and Analysis - The production function ó Production with one variable input, Production with two variable inputs; Economies of Scale and Scope ó Internal economies, External economies, Laws of returns to scale; Analysis of Costs - Cost concepts, the link between production and costs, short run and Long run cost curves; Break even analysis and plant sizing.

#### **UNIT III**

Market Structure and Pricing Decisions: Perfect Competition ó Characteristics of Perfect competition, Price determination under perfect competition - short run and long run equilibrium; Monopoly: Causes and kind of Monopolies, Pricing and output decisions in short run and long run, Price Discrimination under Monopoly; Monopolist Competition ó Price under Monopolist Competition in short run and long run; Oligopoly ó Pricing under Oligopoly, kinked demand curve analysis. Game Theory ó Types of Game Theory, Concept of Nash Equilibrium ó Uses in Economics

#### **UNIT IV**

Overview of Macroeconomics; Concept of National Income: Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product (NNP); Methods of measuring National Income; Business Cycles ó Phases of Business Cycles, Theories of Business Cycles; Monetary and Fiscal Policies, Counter ó Cyclic Monetary and Fiscal Policies; The role of automatic Stabilizers; Input- Output Analysis; Concept of Inflation and Deflation.



**Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons, 19<sup>th</sup> Edition, 2005.
- Managerial Economics by William F. Samuelson, Stephen G. Mark, 5<sup>th</sup> Edition, John Wiley & Sons, 2005.
- Managerial Economics: Economic Tools for Today's Decision Makers, by Keat, 5<sup>th</sup> Edition, Pearson Education India, 2009
- Managerial Economics by W. Cris Lewis, Sudhir K. Jain, H. Craig Petersen, Pearson Education, 4<sup>th</sup> Edition, 2006.
- Managerial Economics by Luke Froeb, Brian McCann, Michael Ward, Mikhael Shor, Cengage Learning, 2013
- Managerial Economics by Dwivedi, D.N, 7<sup>th</sup> Edition Vikas Publishing House, 2009.
- Macroeconomics by N. Gregory Mankiw, Mark P. Taylor, South-Western, Cengage Learning, 2011

## MBA-IB (Semester- I)

### Course Title: Quantitative Techniques

Course No. PSIBTC118  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

### **Objective**

The objective of this course is to acquaint the students with various statistical tools and techniques used to business decision making. The course aims at providing fundamental knowledge and exposure to the students about the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

### **UNIT I**

Measures of Central Tendencies - Arithmetic Mean (for Individual observations, Discrete Series and Continuous Series); Weighted Arithmetic Mean; Positional Measures ó Median, Quartiles and Mode; Measure of Dispersion ó Range, Quartile Deviation, Standard Deviation; Coefficient of Variation and Skewness.

### **UNIT II**

Correlation ó Meaning, Significance and Types; Karl Pearson coefficient of correlation; Spearman's rank correlation method; Regression Analysis ó Introduction, Uses and Types; Simple Linear Regression; Regression Coefficients; Regression Equations; Standard Error of Estimate and Coefficient of Determination.

### **UNIT III**

Introduction to Operations Research; Linear Programming - Graphical Method, Simplex Method for Maximization and Minimization; Duality Principle and Sensitivity Analysis. Transportation Models ó Statement of Problem, Minimization Algorithm and Methods for finding Initial Solution ó N-W Method.

### **UNIT IV**

Decision Analysis - Introduction to Decision Theory; Criteria for Decision Making under Risk and Uncertainty; Decision Trees; Queuing Theory - Basic Elements of the Queuing Model, Performance measures of a Queuing System and Single Server Queuing Model.

### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Statistical Method, Gupta S P, Sultan Chand Publication , Edition 2011
- Business Statistics, Sharma J K, Pearson Education, 2<sup>nd</sup> Edition, 2007
- Quantitative Techniques in Management by N.D Vohra, Tata McGraw Hill, 2010.
- Operations Research by V. K. Kapoor, Sultan Chand & Sons, New Delhi, 2006
- Operations Research: Theory and Applications by J. K. Sharma, Macmillan, 2008

## **MBA- IB (Semester- I)**

### **Course Title: India's Foreign Trade and Trade Policy**

Course No. PSIBTC119  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 and 2021)

#### **Objective**

The objective of this course is to acquaint MBA students to the basics of corporate finance. This course will help them in developing an understanding about the various aspects of Foreign Trade and Policy and their impact on the business.

#### **UNIT I**

World trade- Direction of World trade, Composition and direction of World Merchandise trade & World commercial services trade. India's foreign trade, its direction and composition, Terms of trade and Constraints in India's export growth. Balance of Trade and corrective measures. Balance of Payments and corrective measures.

#### **UNIT-II**

Preferential Trading Arrangement (PTA): Forms of International Economic Integration, Growth of Regional Trading Agreements (RTA) in different parts of world, Limitations of Regional economic integration, RTA vis-à-vis multilateral trading system. India's participation in PTAs.

#### **UNIT-III**

Organizations for International Trade Promotion: International Trade Centre, Import Promotion Organizations. Institutional Framework for Trade Promotion in India: Department of Commerce, Advisory Bodies, Commodity Organizations, Autonomous Bodies, Service Institutions, Government Participation in Foreign Trade, State's Involvement in Promoting Exports.

#### **UNIT-IV**

Trade Policy Options for developing countries, Strategic Options for Trade Policy, Instruments of Trade Policy. The Foreign Trade (Development and Regulation) Act, 1992. India's Foreign Trade policy ó Prohibitions and Restrictions on Import and Export, Policy Measures for Trade Promotion, Scheme to Augment Export Production, and other export promotion measures. Policy initiatives and incentives by the State Governments.

#### **Note**

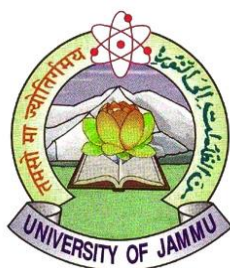
A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Francis Cherunilam (2010): International Business, Text and Cases (5<sup>th</sup> ed.), Prentice Hall of India Private Limited, New Delhi.
- Rakesh Mohan Joshi (2009): International Business (1<sup>st</sup> ed.), Oxford University Press.
- Justin Paul (2008): International Business (4<sup>th</sup> ed.), Prentice Hall of India Learning Pvt. Ltd.
- O.P. Agarwal and B. K. Chaudhary (2009): Foreign Trade and Foreign Exchange (6<sup>th</sup> ed.), Himalaya Publishing House.
- VyuptakeshSharan(2011): International Business- Concept, Environment and Strategy, (3<sup>rd</sup> ed.) Pearson Education.
- P.SubhaRao(2013): International Business, Text and Cases(3<sup>rd</sup> ed.), Himalaya Publishing House.
- V.K. Pamecha (2011-12): A Guide to Export-Import Consultancy & Registration services (5<sup>th</sup> ed.), Jain Book Agency.
- G.Hinkelman (2009): A Short Course in International Trade Documentation (3<sup>rd</sup> ed.) - The Documents of Exporting, Importing, Shipping and Banking Edward, Indian print.



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND HUMAN  
RESOURCE MANAGEMENT  
(ICccR & HRM)**

**CHOICE BASED CREDIT SYSTEM  
COURSE STRUCTURE OF MBA-IB (SEMESTER II)**

**MBA (IB) SEMESTER - II**

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC211	International Business Environment	4	3-1-0	<b>Core Courses</b>
PSIBTC212	International Marketing Management	4	3-1-0	
PSIBTC213	International Human Resource Management	4	3-1-0	
PSIBTC214	Financial Management	4	3-1-0	
PSIBTC215	International Trade Procedures and Documentation	4	3-1-0	
PSIBTR216	Industrial Visit (Local/National/International)	2	0-0-2	
PSIBVC217	Viva Voce	2		
PSIBTC218	Seminar on Business Research Methods	2	1-0-1	
PSIBTC219	Foreign Language (French/Mandarin/German)	2	2-0-0	
PSIBTC220	Import and Export Management	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>32</b>		

**6-8 Week Summer Training at the end of Semester II**

## **MBA- IB (Semester- II)**

### **Course Title: International Business Environment**

Course No. PSIBTC211	Course Credit: 04
Minimum contact hours: 45	Max. Marks: 100 Marks
Duration of Examination: 3 hours	Internal assessment: 40 Marks
	Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

To enlighten the students on various aspects of International Business Environment and develop an understanding of the basic concepts related to global Environment issues and to analyze the impact of globalization on the Indian industry.

#### **UNIT I**

An overview of International Business Environment, Analysis of Global Environment- Political, Social and Cultural, Legal, Technological Environment. Globalization forces- Meaning, Dimensions and Stages in Globalizations- Globalization Boon or Bane.

#### **UNIT II**

Managing the multinational Enterprises-Problems and Potential- Multinational Service Organizations. Indian Companies becoming multinationals- Potential, Need and Problems. Rise of new Economies like Brazil, Russia, India and China (BRIC) and Association of Southeast Asian Nations (ASEAN) Countries.

#### **UNIT III**

Country Risk Analysis- Political, Social, and Economic, Cultural and Ethical Practices- Responsibilities of International Business, Opportunities and threats for International Business. Trade Blocks, Types of Integration- Theory of custom Union, European Union, Regional Groupings, Integration of Developing Countries- SAARC, and SAPTA.

#### **UNIT IV**

Managing International Technology Transfers- Nature of Technology Transfer, Stages in the Transfer Process and International Technology Issues. Foreign Direct Investment (FDI): Introduction, Types of FDI, Policy Framed Work to Promote Foreign Direct Investment, FDI Trends in India.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- O.P. Agarwal and B. K. Chaudhary (2009): Foreign Trade and Foreign Exchange (6<sup>th</sup> ed.), Himalaya Publishing House.
- VyuptakeshSharan (2011): International Business- Concept, Environment and Strategy, (3<sup>rd</sup> ed.), Pearson Education.
- Francis Cherunilam (2010): International Business, Text and Cases (5<sup>th</sup> ed.), Prentice Hall of India Private Limited, New Delhi.
- Rakesh Mohan Joshi (2009): International Business (1<sup>st</sup> ed.), Oxford University Press.
- Justin Paul (2008): International Business (4<sup>th</sup> ed.), Prentice Hall of India Learning Pvt. Ltd.
- P.SubhaRao(2013):International Business, Text and Cases (3<sup>rd</sup> ed.),Himalaya Publishing House.
- J.D.Daniels, L.H. Radebaugh, D.P.sullivan&P.Salwan (2009): International Business- Environment and Operations, (12<sup>th</sup> ed.), Pearson Publication.



## **MBA-IB (Semester- II)**

### **Course Title: International Marketing Management**

Course No. PSIBTC212  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The aim is to understand the interdependence among various nations and its impact on the International Marketing opportunities and challenges.

#### **UNIT I**

Concept of International Marketing; Differences between International and Domestic Marketing; Local Responsiveness Vs Global Integration Grid; Targeting International Market opportunities -Regional Market Characteristics; Marketing in Transitional Economies and Third World Countries; Inter - market Segmentation Process; International Market Entry Strategies.

#### **UNIT II**

International Product Management - International Product Positioning, Product Saturation Levels in Global Market; International Product Life Cycle; New products in International Marketing; Brands in International Market.

#### **UNIT III**

Pricing and Promotion for International Markets: Environmental influences on Pricing Decisions; Grey Market goods; Transfer pricing; Global Pricing Policy; Global Advertising and Branding, Personal Selling; Sales Promotion and Public Relations.

#### **UNIT IV**

International Marketing Channels - Channels Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels; International Distribution Strategy - Selecting Foreign Country Market intermediaries; International Logistic Decisions.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- International Marketing by Philip R. Cateora, John L. Graham, Tata McGraw-Hill Co.Ltd., 2009.
- International Marketing by Rakesh Mohan Joshi, 1<sup>st</sup> Edition, Oxford University Press, 2014
- International Marketing by Mathur, Sage, 2009
- International Marketing Strategy Planning Market Entry & Implementation by Roger Bennett & Jim Blythe, Kogan, 2009.
- International Marketing by Francis Cherunillum, Himalaya Publishing, 2009.
- International Marketing Analysis and Strategy by SakOnkvisit, John J. Shaw, 3<sup>rd</sup> Edition, Pearson, 2009.

## **MBA-IB (Semester-II)**

### **Course Title: International Human Resource Management**

Course No- PSIBTC213  
Minimum contact hours- 45  
Duration of Examination: 3Hours

Course credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

To introduce the concepts, theoretical frameworks and issues in IHRM. To make participants understand the role of HRM in international context. To appreciate IHRM practices across cultures and nations.

#### **UNIT I**

International HRM, Definition, Concepts and Approaches; Various Cultural, Legal and Labor Relations Contexts; Cultural, Comparative and Organisational Perspectives on IHRM; Differences Between Domestic and International Human Resource Management; Development of IHRM Function; IHRM as a Driver of Competitive Advantage; Theoretical Frameworks; Strategic Issues in IHRM; Managing People in International Context- India, China, Japan, EU, USA, UK. IHRM and Culture; IHRM & Fourth Industrial Revolution: Artificial Intelligence and Data Analytics.

#### **UNIT II**

Globalisation and Human Resource Management: Managing International Mobility, HR Contribution towards Global Strategic Alliances; Global Staffing: International Recruitment and Selection, Developing International Staff and Multinational Teams; Managing Global Diverse Workforce, Expatriation and Repatriation-Issues and Concerns; International Training and Development: Developing Global Leaders and Expatriates; Global Leadership: Competencies, Development and Roles; National Human Resource Development: NSDC, Indian Skills and International Labour Markets.

#### **UNIT III**

International Performance Management, Concepts and Purposes, Cultural factors and issues in Performance Management, Performance Management in Multinational Corporations And International Assignees-Evaluation Issues and Guidelines; International Compensation: Managing Compensation on a Global Scale, Culture Impact and Compensation Policy; Tahvanainen Contextual Model of Expatriate Performance Management.

#### **UNIT IV**

Industrial Relations in Comparative Perspective, Global Unions, The Transfer of Employment Practices across Borders in Multinational Companies, Contemporary Themes in Global Industrial Relations: International Trends in Unionization, International Labour Standards, International and Collective Bargaining; Equal Opportunity and Diversity Management in the Global Context, Research in HRM.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

### **NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

### **BOOKS RECOMMENDED**

- Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999): International human resource management, Managing people in a multinational context by, South Western College Publishing.
- Neelu Rohmetra and Anil Gupta, "Cross-Cultural Management: Practice and Research", PRIMUS BOOKS, New Delhi, 2014.
- Neelu Rohmetra (2005): Cultural paradigm in managing people and organizations: Ethics, Change and development, Excel Books.
- Chris Brewster, Paul Sparrow and Guy Vernon (2008): International human resource management, Universities Press (India) Pvt. Ltd.
- P.L.Rao (2008): International human resource management-Text and cases, Excel Books.
- Neelu Rohmetra and Dinesh Sharma (2011): Managing perspectives in new age: strategy, markets and people, Excel books.
- Randall S. Schuler and Susan Jackson (2003): Managing human resources in cross-border alliance, Routledge Taylor and Francis Publications.
- Neelu Rohmetra (1998): Human Resource Development In Commercial Banks In India, Ashgate Publishing Limited, International Publishing In Social Sciences And Humanities, Aldershot Hampshire (U.K)
- Rohmetra, N. (2005): Human Resource Development in the Changing Context ó Challenges and Opportunities, Anmol Publications Pvt. Ltd., New Delhi.
- Rohmetra, N. and Sharma, A. (2012): Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect, Lambert Academic Publishing.
- Harzing, A & Pinnington, A (2014): International Human Resource Management, Sage Publishing.
- Mendenhall, M. E., Osland, J., Bird, A., Oddou, G. R., Stevens, M. J., Maznevski, M., & Stahl, G. K. (Eds.). (2017). Global leadership: Research, practice, and development. Routledge.
- Briscoe, D., Tarique, I., & Schuler, R. (2012). International human resource management: Policies and practices for multinational enterprises. Routledge.

## **MBA –IB (Semester-II)**

### **Course Title: Financial Management**

Course No. PSIBTC214  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

The objective of this course is to acquaint the students to the basis of corporate finance. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

#### **UNIT I**

Nature, Scope, Objectives of Financial Management, Risk-Return framework for Financial Decision-making, Role of a Finance Manager in a Firm and Agency problems; Capital Budgeting Decisions - Nature and kinds of Capital Budgeting Decisions, Evaluation Techniques, Time value of Money.

#### **UNIT II**

Cost of Capital: Valuation & Measurement of Specific Costs: Debt, Preference Shares, Equity Shares, Retained Earnings, Weighted Average Cost of Capital; Sources of Long-term Finance; Basics of Working Capital Planning and Management, Estimation of Working Capital Requirements, Factors Affecting Working Capital Requirements.

#### **UNIT III**

Capital Structure: Operating Leverage, Financial Leverage and its impact on the Valuation of Firm, Theories of Capital Structure, Optimal Capital Structure; Determinants of Capital Structure.

#### **UNIT IV**

Dividend Policy: Dividend and its form; Cash Dividend, Right and Bonus Shares, and Buy-Back of Shares; Theories of Dividend policy and their impact on the Value of a Firm; Types of Dividend Policy, Determinants of Dividend Policy.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Pandey I M, Financial Management 10<sup>th</sup> ed; Vikas Publishing House Pvt. Ltd., 2010.
- Khan M Y & Jain P K, Financial Management, Text, Problems & Cases, Tata McGraw Hill, 1999.
- Bhalla V.K., Financial Management & Policy 4<sup>th</sup> ed; Anmol Publications Pvt. Ltd. 2004.
- Horne Van, Financial Management & Policy 3<sup>rd</sup> ed; Prentice Hall India, 2005.
- Chandra P, Financial Management Theory & Practice 8<sup>th</sup> ed; Tata McGraw Hill , 2011.
- Brealey R and Myers S.C., Principles of Corporate Finance 6<sup>th</sup> ed; , McGraw-Hill College, 2000.
- Kapil .S., Financial Management, 1<sup>st</sup> d; Pearson education, 2010.
- Lasher W.R., Financial Management: Principles and Practice, 1<sup>st</sup> ed; South Western, 2011.

## MBA- IB (Semester- II)

### Course Title: International Trade Procedures and Documentation

Course No. PSIBTC215

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks: 100 Marks

Internal assessment: 40 Marks

Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

The objective is to acquaint the students with the development in the field of International trade and develop an understanding of various implications & applications.

#### **UNIT I**

Foreign Trade: Meaning, Types, balance of Trade: Meaning, Causes of Differences, Corrective Measures, Documents used in Foreign Trade, Marine Insurance Policy.

#### **UNIT II**

Export Procedures - General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

#### **UNIT III**

Import Procedures - Import licensing policy; Actual user licensing; Replenishment licensing; Import export pass book; Capital goods licensing; Export houses and trading houses. Export Incentives - Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation ó Duty entitlement Pass Book Scheme.

#### **UNIT IV**

Trading Houses - Export and trading houses schemes ó criteria, procedures and documentation; Policy and procedures for export oriented units (EOU)/Free Trade Zones (FTZ)/Export Processing Zones (EPZ)/ Special economic Zone (SEZ) units.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Cherian and Parab (2008):Export Marketing, Himalaya Publishing House, New Delhi.
- Government of India, Handbook of procedures, Import and Export Promotion, New Delhi.
- Rathod, Rathor and Jani (2008), International marketing, Himalaya Publishing House, New Delhi.
- Export ó Import manual (latest), Nabhi Publication, New Delhi
- Government of India, EXPORT-IMPORT POLICY, PROCEDURES, ETC. (Volumes I, II and II) New Delhi.
- Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
- V.K. Pamecha (2011-12):A Guide to Export-Import Consultancy & Registration services 5<sup>th</sup> ed., Jain Book Agency.
- G.Hinkelman (2009): A Short Course in International Trade Documentation (3<sup>rd</sup> ed.),- The Documents of Exporting, Importing, Shipping and Banking Edward, Indian print.



## MBA-IB (Semester-II)

### Course Title: \*Industrial Visit (Local/National/International)

Course No- PSIBTR216

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in May 2020, 2021 and 2022)

**Objective:** The objective of the industrial visit (local/national/international) is to facilitate interaction and establish a connect between industry and academia. The industrial visits shall familiarize the students with the real work corporate and industry culture while providing an insight into the internal working of the companies. Essentially, to step ahead beyond academics and provide a practical learning experience and perspective to the students, it provides an opportunity to the students to learn through interaction, understand working methods and techniques etc.

Upon completion, students are required to submit a report on the same that shall form the basis for evaluation.

\* Industrial Visits (Local/National/International) shall be conducted for the professional development of the students and the expenditure for the same shall be met out of the Consolidated Local Fund of the Department.

## **MBA-IB (Semester-II)**

### **Course Title: Viva Voce**

Course No- PSIBVC217

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in May 2020, 2021 and 2022)

**Objective:** To enable the students to express their knowledge and communication ability with logic and confidence. The viva voce shall be conducted by an external examiner. The viva voce will be comprehensive in nature and broadly cover the syllabi of the respective semester. Students will also be expected to have a broad knowledge of the current business issues and concerns. Students will be evaluated on the basis of the theoretical concepts as well as their practical implications. Invariably, the performance will be seen in terms of the contents presented by the candidate, his/her confidence, communication skills as well as arguments posed to determine his/her logical reasoning capabilities.

## **MBA-IB (Semester- II)**

### **Course Title: Seminar on Business Research Methods**

Course No. PSIBTC218  
Minimum contact hours: 25

Course Credit: 02  
Max. Marks: 50 Marks  
Duration of Examination: 2 hours

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

The objective of the course is to develop an understanding of Applied Business Research Methods and its usefulness in Managerial Decision Making. The aim of the course is to expose the students with the various qualitative and quantitative research techniques.

#### **UNIT I**

An overview of Research Methodology; Research Process; Research Methodology; Scales and Measurements - Rating Scales, Attitude Scales, Thurston Scale, Likert scales, Hypothesis - Basic concepts, Semantic Differential scale; Questionnaire Design and Survey Research - Methods of data collection- Interviews, observation, schedule, Questionnaire; Other Methods of Data Collection- Panel research, warranty cards, Pantry audit and consumer panel, Mechanical Devices, Projective Techniques.

#### **UNIT II**

Designing Qualitative Research ó Literature Review, Research Questions and Purpose, Qualitative Data Collection, Qualitative Analysis ó Thematic Coding and Content Analysis, Meta Synthesis of Qualitative Studies, Muddling Qualitative Methods; Quantitative Research - Research Hypotheses; Type I and Type II errors, One tailed and Two tailed tests, Tests of significance for Attributes; Tests of significance for Variables; Chi square test of independence and goodness of fit; F ó Tests.

#### **UNIT III**

Marketing Research ó Framework for International Marketing Research; Demand Forecasting - Consumer Survey Methods, Opinion Poll Methods, Trend Projection Methods, Barometric Methods, Econometric Methods; Perceptual Mapping; Human Resource Research Methods - Human Resource Accounting and Audit Research ó HR Valuation Methods; HR Scorecard and Metrics; HR Audit Research; Six Sigma and Total Quality Management

#### **BOOKS RECOMMENDED**

- Business Research Methods, Zikmund, William G., Thomson / South Western, 2007
- Business Research Methods, Donald R. Cooper and Ramela S. Schindler. Tata McGraw Hill Publishing Company, 7th Edition 2000.
- Human Resource Research Methods by Bhattacharya Deepak Kumar, Oxford University Press. 2010.

Course No. PSIBTC218  
(For the Examinations to be held in May 2020, 2021 and 2022)

- Marketing Research ó An Applied Orientation by Malhotra Naresh K., Dash Satyabhushan., Pearson, 6<sup>th</sup> Edition, 2010.
- Marketing Research by Parasuraman, Grewal, Krishnan R., Biztantra, 2004.
- Managerial Economics by Dwivedi, D.N, Vikas Publishing House, 7<sup>th</sup> Edition

## **MBA-IB (Semester-II)**

### **Course Title: Foreign Language**

Course No. PSIBTC219	Course Credit: 02
Minimum Contact Hours: 30	Max. Marks: 50 Marks
Duration of Examination: 1.5 hours	Internal assessment: 20 Marks
	Semester Examination: 30 Marks

(For the Examinations to be held in May 2019, 2020 and 2021)

#### **Objective**

To familiarize the students with basic French so that they can read and write short and simple texts. The course also enables in developing the ability to construct sentences and frame questions.

#### **UNIT I**

Les Articles, Prépositions, Les Adjectifs Qualificatifs, Phrases , Brief introduction of French and Francophonie countries, Presenting oneself, getting information about someone else, greeting and taking leave, asking/giving personal information

#### **UNIT II**

Verbes (Présent), les adjectifs, le corps, l'adjectif possessif, Introduction ,Pronouncing and writing numbers in French , Spell and count numbers, telling the time, fixing an hour, place for a meeting, French dialogues(at the bakery, arriving at a hotel)

#### **UNIT III**

Repas, fruits et légumes, describing a person, object and place, describing relation in a family, description of objects, people and places, nationalities, speaking about one's professions, expressing actions using éer, -ir, -re, -oir verbs

#### **BOOKS RECOMMENDED**

- G.Mauger, Cours de Langue et de Civilisation Françaises, Goyal Publishers
- Arun Sharma, French Conjugation, Highbrows publishers
- Sanjay Kumar, Grammaire Francaise, lancers
- Jacques pecheur, methode de francais,cle international
- Esprit 1,lancers

## MBA- IB (Semester- II)

### Course Title: Import and Export Management

Course No. PSIBTC220  
Minimum contact hours 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in May 2020, 2021 and 2022)

#### **Objective**

The aim of this course is to make the students understand various categories of exports, the import and export procedure and the documentation needed for import and export.

#### **UNIT I**

Preparation for exports: Registration of firms with authorities, PAN No., IE code, BIN No., EPC, Central Excise etc. Category of exports: Direct, indirect, third party exports. Category of exporters: Manufacturer exporter, merchant exporter, EOU/ SEZ/ Biotech Parks/ Export Houses 5 categories, Trading Houses, Super Trading, Star Trading Houses. Soft Ware Tech Parks India.

#### **UNIT II**

Export benefits: Duty drawback, advance authorization scheme, duty free import authorization, duty exemption entitlement scheme, export promotion capital goods (EPCG), duty entitlement pas book scheme, market development assistance, focus product, focus marketing, market access initiative, complete documentation and procedures for export clearance, conditions in a letter of credit, types of bill of ladings.

#### **UNIT III**

Import management, procurement planning, Identification, selection of suppliers. Purchase contract, terms of payments.

#### **UNIT IV**

Terms of Delivery, Incoterms. Import policy ITC HS. Role of a customs house agent and freight forward agents. Type of customs duties, valuation rules. Complete documentation and procedures for import clearance at sea port. Custom clearance of imports by sea and air documents, procedures. etc. Imports under various imports notification issued by customs.

#### **Note**

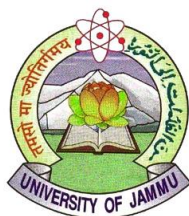
A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- V.K.Pamecha(2011-12): A Guide to Export-Import Consultancy & Registration Services (5<sup>th</sup> ed.), Indian print.
- Edward G.Hinkelman(2009): A Short Course in INTERNATIONAL PAYMENTS - Letters of Credit, Documentary Collections and Cyberpayments in International Transactions, (3<sup>rd</sup> ed.), Indian print
- Richard Newfarmer, William Shaw & Peter Walkenhorst (2009): Breaking into New Markets - Emerging Lessons for Export Diversification, Indian Print.
- Thomas E. Johnson(2002): Export/import Procedures and Documentation, (4<sup>th</sup> ed.), AMACON.
- Paras Ram & Nikhil K. Garg (2013): EXPORT - What, Where & How - Only A-Z Book on Export Marketing, Procedure & Documents, (46<sup>th</sup>ed.), Anupam Publishers.
- P.K.Khurana(2013):Export Management, (8<sup>th</sup> ed.), Jain Book Agency.
- Sandeep M. Bhatnagar (2013): Export Oriented Units - Law and Procedures (14<sup>th</sup>ed.),Jain Book Agency
- R.K.Jain (2014): Foreign Trade Policy & Handbook of Procedures with Forms, Circulars & Public Notices (Vol.1), (20<sup>th</sup> ed.), Centex.
- R.K.Jain (2013): Foreign Trade Policy Input-Output Norms - Duty Exemption Schemes (Handbook of Procedures Vol. 2), (19<sup>th</sup> ed.), Centex.
- Vibha Mathur (2012): Foreign Trade, Export-Import Policy and Regional Trade Agreements of India, Centex.



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND  
HUMAN RESOURCE MANAGEMENT  
(ICcR & HRM)**

**CHOICE BASED CREDIT SYSTEM  
COURSE STRUCTURE OF MBA-IB (SEMESTER III)**

**MBA (IB) SEMESTER - III**

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC311	Competitive Strategy for Global Markets	4	3-1-0	<b>Core Courses</b>
PSIBTC312	International Economics	4	3-1-0	
PSIBTC313	International Trade Logistics and Supply Chain Management	4	3-1-0	
PSIBTC314	Consumer Behaviour: International Perspectives	4	3-1-0	
PSIBTC315	Cross Culture and Diversity Management	4	3-1-0	
PSIBDC316	Summer Training Report Evaluation (Internal Evaluation with Presentations)	4	0-0-4	
PSIBTR317	*Industrial Visit (Local/National/ International)/ Immersion Programme	2	0-0-2	
PSIBVC318	Viva Voce	2		
	Open Course in Other Department	4	4-0-0	
PSIBTE319	International Business Laws	4	3-1-0	
PSIBTE320	International Financial Management	4	3-1-0	
PSIBTE321	Business Innovation and Creativity Management	4	3-1-0	
PSIBTE322	International Services Marketing	4	3-1-0	
PSIBTE323	International Retail Management	4	3-1-0	
PSIBTE324	Comparative Management	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>40</b>		

\*Industrial Visits (Local/National/International)/Immersion Programme shall be conducted for the professional development of the students and the expenditure on these Programmes shall be met out of the Consolidated Local Fund of the Department.

## **MBA-IB (Semester-III)**

### **Course Title: Competitive Strategy for Global Markets**

Course No- PSIBTC311  
Minimum contact hours- 45  
Duration of Examination: 3 Hours

Course credit: 04  
Maximum Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of this course is to present the students with the concept and framework of strategic management. The student shall learn how to analyze the company's business environment, select a strategy, and construct the organization necessary to put into action.

#### **UNIT I**

Overview of Strategic Management; Concept of Strategy; Process of Strategic Management; Strategic Decision Making; Roles of a Strategist; Globalization and its Impact; Corporate Strategy and Corporate Governance; Strategic Intent; Vision, Mission, Goals and Objectives; Competitive Advantage.

#### **UNIT II**

Environment appraisal ó Concept of Environment, Components of Environment; Environmental Scanning Techniques- ETOP and SWOT Analysis (TOWS); Organizational appraisal- Internal Environment; Strategic Advantage Profile and Methods for Organizational Appraisal; Industrial Analysis; Value Chain Analysis; Competition and Competitive dynamics; Concept, Importance and Use Of Core Competence.

#### **UNIT III**

Corporate level strategies- Stability, expansion, retrenchment and combination; business level strategies ó conditions, risk and benefits of cost leadership , differentiation and focus leadership, porters framework of competitive strategies.

Identification of Critical success factors, entering international market and competitive positioning.

#### **UNIT IV**

Strategic analysis and choice- Process of strategic choice, subjective factors in strategic choice, techniques of strategic analysis (BCG,GE Nine Cell, Product Market Evolution , Directional Policy Matrix); Aspects of strategic implementation; Resource Allocation; issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation; Strategic evolution, strategic control, contemporary issues in strategic management- Blue Ocean strategy, balance score card, judo strategy, organizational learning and change.



**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

**NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

**BOOKS RECOMMENDED**

- Azhar Kazmi (2008): Strategic Management and Business Policy, 3<sup>rd</sup> edition, Tata Mc Graw Hill.
- Vipin Gupta, Kamala Gollakot, R. Srinivasan (2007) : Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India.
- R. Srinivasan: Strategic Management, The Indian Context (2012), 4<sup>th</sup> edition, Prentice hall India.
- Charles Hill, Gareth Jones, : Strategic Management Theory: An Integrated Approach, 11<sup>th</sup> edition, Cengage Learning.
- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008): Strategic Management, competitiveness and globalization : concepts and cases ,10<sup>th</sup> edition, Cengage Learning
- Rohmetra, N. and Dhotra, J.R, (2006): Strategic Thought in the New Age Management, Excel Books, New Delhi.
- Johnson , Exploring Corporate Strategy: Text and Cases (2010) , Pearson Education India
- Rohmetra, N., Singh, B.P. and Sharma, V. (2014): Sustainable Business Practices, Excel Books, New Delhi.
- W. Chan Kim, Renee Mauborgne: Blue Ocean Strategy, How to create uncontested Market Space and Make Competition Irrelevant (2005) , Harvard Business School Press
- Robert S Kaplan, David P Norton: The Balanced Scorecard: Translating strategy into action (2000) , Harvard Business Press.
- Rohmetra, N. Singh, B.P. and Sharma, V. (2014): Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.

## **MBA-IB (Semester-III)**

### **Course Title: International Economics**

Course No- PSIBTC312

Minimum contact hours- 45

Duration of Examination: 3 Hours

Course credit: 04

Maximum Marks: 100 Marks

Internal assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective:**

The course is designed for the convenience of analytical study of the intricate subject like international economics which is multidimensional and dynamic in nature with its wider scope in theory, institutions and problems in practice. The course aims to make students enquire into ever changing facts, events of the world trade in modern era in both their positive and normative aspects.

#### **UNIT I**

International Economics: Theory, Practice and Significance; Internal and International Trade: A Distinction; Distinct Features of International Economics and Transactions; The International Economy and Globalization, Globalization of Economic Activity; Waves of Globalization: First Wave of Globalization: 1870-1914, Second Wave of Globalization: 1945-1980, Latest Wave of Globalization; The United States as an Open Economy; Detroit's Big Three Face Obstacles in Restructuring; Common Fallacies of International Trade, International Trade an Opportunity or a Threat, Backlash against Globalization.

#### **UNIT II**

International trade relations, Foundations of Modern Trade Theory: Comparative Advantage. Historical Development of Modern Trade Theory. The Mercantilists, Why Nations Trade: Absolute Advantage, Why Nations Trade: Comparative Advantage, David Ricardo, Production Possibilities Schedules, Trading under Constant-Cost Conditions, Basis for Trade and Direction of Trade, Production Gains from Specialization, Comparative Advantage Extended to Many Products and Countries, Economic Growth and International Trade, International Trade and Economic Development.

#### **UNIT III**

Tariffs: Welfare Impact of Tariffs, Gains from Eliminating Tariffs, Non Tariff Trade Barriers: Quotas vs. Tariffs, Non Tariff Barriers and Protectionism, Trade Policies for the Developing Nations, The OPEC Oil Cartel, Economic Growth Strategies: Import Substitution vs. Export Led Growth: Case of East Asian Economies, FDI and Economic Development, India: Breaking Out of Third World, International Factor Movements and MNEs, Direct Exporting Versus Foreign Direct Investment/Licensing: A Case of Japanese Transplants in the U.S. Automobile Industry, Country Risk Analysis, International Trade Theory and Multinational Enterprise.

#### **UNIT IV**

International Monetary Relations, Balance of Payments, Structure, International Payment Processes, Balance of Payment Adjustments, Paradox of Foreign Debt, Foreign Exchange Market, Exchange Rate Determination, Inflation Differentials and Foreign Exchange Rate, Indexes of the Foreign-Exchange, Nominal and Real Exchange Rates. Exchange Rate Risk, Exchange Rate System and Currency Crisis: A Case of China lets Yuan Rise vs. Dollar Macroeconomic Policy in an Open Economy: India.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

#### **NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

#### **BOOKS RECOMMENDED**

- Robert J. Carbaugh (2011): International economics, 13th edition, Cengage learning.
- Paul R. Krugman and Maurice Obstfeld (1994): International Economics, Theory and Policy, 9th edition, Pearson education India
- H.G. Mannur (1999): International Economics, 2nd edition, Vikas Publishing House.
- Philip King (2008): International Economics and International Economic Policy, 5th edition, Mc Graw-Hill International Editions
- D.M. Mithani (2011): International Economics, Himalaya Publishing House.
- Chacholiades Miltiades (1978): International Trade Theory and Policy, McGraw-Hill.
- Dominick Salvatore (2004): International economics, International Publishing New York.
- Steven Husted, Michael Melvin (2012), International economics, 9th edition, Pearson publication.
- Jos Daniels, David Van Hoose (2013), International monetary and financial economics, Pearson publication.
- Manfred Gartner (2013), Macro economy, 4th edition, Pearson publication.
- Judith Piggott & Mark Cook (2008): International business economics: A European perspective, Palgrave Macmillan.

## **MBA-IB (Semester-III)**

### **Course Title: International Trade Logistics and Supply Chain Management**

Course No.: PSIBTC313  
Minimum contact hours- 45  
Duration of Examination: 3 hours

Course credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The course is designed by a solid review of the theory base associated with international logistics, along with a discussion of advanced topics, trends and directions so that the participants can be well equipped with all the conceptual understanding.

#### **UNIT I**

Introduction to supply chain management, Development chain, Global optimization. Managing uncertainty and risk, Supply chain orientation, Value chain and supply chain, Logistics and supply chain, Lean and agile supply chain, Dispersed Manufacturing, Assortment Packaging. Transportation, Warehousing and Location decisions. Inventory management, Vendor management inventory, Supplier selection and management. Order processing, Supply chain coordination and integration, International issues in supply chain.

#### **UNIT II**

Supply chain management and strategic fit, Role of inter functional and inter-corporate coordination, Drivers of supply chain management competitive advantage. Customer relationship management and multi channel integration, Buyers focus and Supply chain integration. Overview of ERP, ERP implementation and national differences, DSS for supply chains EDI, RFID uses in supply chain and distribution networks in practice.

#### **UNIT III**

Logistic as a core strategic competency, Marketing and logistic interface, Service driven logistics organization, Developing logistics organizations. Logistical performance cycle. Integrated logistics, Logistics planning, Trends and challenges in the face of globalization, International logistic system, Global trade and containerization, Multi modal transportation, International maritime bureau: Operations, freight structure and practice. Shipping industry, Open registry system, Liners and tramp operation, Port operations, Types of ships and international trade, Coastal shipping and inland waterways.

#### **UNIT IV**

Legal aspects in logistics, Legal aspects of carriage of goods by air, Overview of CONCOR, Global positioning systems in supply chain, E-procurement technology model, B2B technologies, Information enrichment and bullwhip effect. Air transport: Documentation and

clearing procedures of air cargo, Air logistics and perishables. Supply chain strategy of Campbell Soup, Xerox, Seven Eleven Japan. Supply chain orientation in China, India, USA, and Japan.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

**NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

**BOOKS RECOMMENDED**

- Simchi-Levi, David, Kamisnsky, Philip, and Simchi-Levi, Edith (2008): Designing and Managing the Supply Chain, Concepts, Strategies and Case Studies, 3<sup>rd</sup> Edition, Irwin/McGraw Hill.
- Dr. R.P. Mohanty and Dr. S. G. Deshmukh: Essentials of supply chain management (2005), Jaico Publishing House
- Chopra, Sunil, P. Meindl, 4<sup>th</sup> edition: Supply Chain management (2008), Pearson Prentice Hall, ISBN: 978-0-13-608040-4.
- Harrison A and Van Hoek R (2011), 4<sup>th</sup> edition: Logistics management and strategy- Competing through the supply chain, Pearson Financial Time Press.
- Donald. J. Bowersox and Donald. J: Logistical Management-The integrated supply chain process (2005), TATA Mc-Graw Hill.
- Douglas Long: International Logistics: Global supply chain management (2003).
- Alan E. Branch, Global supply chain management and international logistics (2008), Taylor & Francis.
- Pierre A. David, International logistics: The management of international trade operations, (2013), 4<sup>th</sup> edition, Cicero Books, LLC.
- John Mangan, Chandra Lalwani & Tim Butcher, Global logistics and supply chain management (2008).

## **MBA-IB (Semester- III)**

### **Course Title: Consumer Behaviour: International Perspectives**

Course No. PSIBTC314

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of this course is to help the students to understand and apply the concepts of consumer behavior in international markets while performing diverse managerial roles. The course is structured in a logical manner that enables students to understand how distinct consumer behavior variables influence marketing decisions to help organizations improve their marketing strategies.

#### **UNIT I**

Overview of Consumer Behaviour; Relationship between CB and Marketing; Consumer Behaviour Models; EPRG Framework for understanding Global Consumer ; Culture as Key Determinant of Consumer Behaviour ó Wallace's Theory; Cultural Reinforcement.

#### **UNIT II**

Cross Cultural Consumer Behaviour ó The imperative to be Multi National; Country of Origin Effects; Cross Cultural Consumer Analysis; Alternative Multinational Strategies; Sub Cultures and Consumer Behaviour.

#### **UNIT III**

Consumer Decision Process, Brand evaluation, Pre ó purchase and Post ó purchase evaluation; International Consumer Involvement in Purchase Decision ó Cultural aspect of Involvement; Diffusion of innovations in different Global Markets; The Adoption Process.

#### **UNIT IV**

Consumer Motivation; Personality and Self Concept; Consumer Perception; Consumer Learning; Consumer Attitude Formation and change; Life Style Marketing; Consumer responses to marketing communications.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- International Consumer Behavior in the 21<sup>st</sup> Century by SamliCoskun, Springer 2013.
- Consumer Behaviour by Leon G Schiffman and Leslie Lazar Kanuk, 9<sup>th</sup> Edition, Prentice-Hall, 2006 .
- Consumer Behaviour by Blackwell, Miniard& Engel, Thomson, 10<sup>th</sup> Edition, Cengage Learning, 2009.
- Consumer Behavior Concepts & Applications by David Loudon, Albert Della Bitta, 4<sup>th</sup> Edition, Tata McGraw Hill, 1993.
- Consumer Behavior by Hawkins, Best & Coney, 10<sup>th</sup> Edition, McGraw Hill, 2006.
- Consumer Behaviour and Marketing Actions by Henry Assael, Thomson Learning, Asian Book Pvt Ltd, 2001.

## **MBA-IB (Semester – III)**

### **Course Title: Cross-Culture and Diversity Management**

Course No. PSIBTC315  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of the course is to enable the students to develop the concept of diversity, cross-cultural and diversity issues and challenges and the benefits of diversity in the workplace. It shall also capitalize on the creativity and richness that diversity offers.

#### **UNIT I**

Cross-Cultural Management: Meaning and Concepts; Cross-Cultural Puzzle of Global Human Resource Management; Global Strategy and Culture; Frameworks in Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaars' Dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and Cross-Cultural Research: Types and Critiques.

#### **UNIT II**

Multinational Decision Making; The Culture of Global Organizations: The Nature of Multinational Enterprises, Culture as a Multilevel Dynamic Construct, Global Values: Task-Related, Interpersonal and Individual Values; Cultural Dynamics & Impact of Cultural Distance within Mergers and Acquisitions.

#### **UNIT III**

Managing Cross Cultural Transitions: Selection of Managers for Overseas Assignments, The Expatriate's Global Career Cycle, Factors Affecting Expatriate Success, Women in International Management, Dual-Career Couples, The Implications of International Working on Work-Life Balance, Global Careers and The Challenge of Managing across Cultures in the Future.

#### **UNIT IV**

Cultural Diversity: Meaning and Nature; Diversity and exclusion: A critical workforce problem; The importance of valuing diversity; Cultural Synergy; Stereotypes and Prejudice, Dehumanization and oppression, Employment-related discrimination; Types of diversity in teams; Diversity Management: Performance Imperative and Equal Opportunities Perspective, Transcending False Dichotomies- Equal opportunities Vs Diversity Management; Managing work-force diversity as a competitive advantage; the impact of diversity on groups/teams; Towards a globally inclusive workforce: The inclusive workforce model.



**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED:**

- Thomas, D.C. (2008): Cross-Cultural Management: Essential Concepts, Sage, New Delhi.
- Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.
- Michalle E. & Barak, M. (2014): Managing Diversity: Towards a Globally Inclusive Workplace, Sage, New Delhi.
- Rohmetra, N. and Gupta, A. (2014): Cross-Cultural Management: Practice and Research, Primus Books, New Delhi.
- Valsinger, J. (2007): Culture in Minds and Societies: Foundations of Cross Cultural Psychology, Sage, New Delhi.
- Rohmetra, N. (2005): Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi.
- Luthans, F. (2008): Organization Behaviour (11<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Newstorm & Davis, K. (2002): Organization Behavior-Human Behavior at Work (10<sup>th</sup> Ed.), Tata Mc Graw Hill, New Delhi.
- Prasad, L.M. (2004): Organizational Behaviour (3<sup>rd</sup> Ed.), Sultan Chand, New Delhi.
- Smith, P.B., Peterson, M.F. & Thomas, D.C. (2008): The Handbook of Cross Cultural Management Research, Sage, New Delhi.
- Rohmetra, N., Gupta, V. and Sharma, D. (2004): Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.

## MBA-IB (Semester-III)

### Course Title: Summer Training Report Evaluation (Internal Evaluation with Presentations)

Course No- PSIBDC316

Course credit: 04  
Maximum Marks: 100 Marks  
Presentation : 50 Marks  
Report: 50 Marks

(For the examination to be held in December 2019, 2020 & 2021)

**Objective:** The objective of the Summer Training (Internship) report is to determine how well the students have been able to converge the theoretical learning of a classroom setup to real life business experiences. Through the reports, the students are expected to analyze the practices, system, processes, procedures and policies of the respective companies in which they undertake their internship and bring forward the deviations. The students develop their skills in report writing through data collection, data analysis, data extraction and presentation and draw lessons vis-à-vis firm or company.

## MBA-IB (Semester-III)

### **Course Title: \*Industrial Visit (Local/National/International)/Immersion Programme**

Course No- PSIBTR317

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in December 2019, 2020 & 2021)

**Objective:** The objective of the industrial visit (local/national/international) is to facilitate interaction and establish a connect between industry and academia. The industrial visits shall familiarize the students with the real work corporate and industry culture while providing an insight into the internal working of the companies. Essentially, to step ahead beyond academics and provide a practical learning experience and perspective to the students, it provides an opportunity to the students to learn through interaction, understand working methods and techniques etc.

The immersion programme (international) may also be organized with the objective of enabling the students to develop a global outlook of business practices and develop cross cultural understanding in students. An immersion programme (national) may be of residential type in nature and be theme based and may revolve around international and global business issues, social responsibility, corporate governance, sustainability etc.

Upon completion, students are required to submit a report on the same that shall form the basis for evaluation.

## **MBA-IB (Semester-III)**

### **Course Title: Viva Voce**

Course No- PSIBVC318

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in December 2019, 2020 & 2021)

**Objective:** To enable the students to express their knowledge and communication ability with logic and confidence. The viva voce shall be conducted by an external examiner. The viva voce will be comprehensive in nature and broadly cover the syllabi of the respective semester. Students will also be expected to have a broad knowledge of the current business issues and concerns. Students will be evaluated on the basis of the theoretical concepts as well as their practical implications. Invariably, the performance will be seen in terms of the contents presented by the candidate, his/her confidence, communication skills as well as arguments posed to determine his/her logical reasoning capabilities.

## **MBA-IB (Semester – III)**

### **Course Title: International Business Laws**

Course No. PSIBTE319  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

To acquaint the students with the comprehensive understanding of the legal aspects associated with international business transactions and providing them with a comparative perspective to understand how business is conducted in other countries.

#### **UNIT I**

Legal Framework of International Business: Nature and Complexities; Code and Common Law and their implications to business; International Business Contracts- Legal Provisions; Payment terms; International Sales Agreement; Rights and Duties of Agents and Distributors; The Regulation of Imports and Exports; Comparative Law: Differences in National Laws and Legal Systems; International Sale of Goods CISG (1980): Formation and Performance of Contract, Acceptance and Rejection of Goods.

Company Law: Characteristics of Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.

#### **UNIT II**

International Commercial Terms (INCOTERMS); Carriage: Unimodal and Multimodal Transport; The Carriage of Goods and the Liability of International Air Carriers: The Warsaw Convention of 1929, The Montreal Convention of 1999, Applicability to International Carriage, Liability for Air Cargo Losses; Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Limitations of Liability under COGSA, Nautical Liability of the Carrier; Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages; The Per-Package Limitation; Liability for Material Deviation; Liability of Ocean Transportation Intermediaries.

#### **UNIT III**

Licensing Agreements and the Protection of Intellectual Property Rights: Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health; Non-Enforcement of IPR Laws; The Mechanics of IPR Transfer Regulations; The Gray Market; Franchising: Licensing outside the Technological Context.

#### **UNIT IV**

Host-Country Regulations: Corporate Law, Taxation and Currency Risk- Host Country Corporate Law affecting Foreign Investment; Minority Ownership Investments; Controlling Currency Risk: Currency Swaps, Arrangements with Soft Currency Country, Payment and Price Adjustment Approaches, Structuring of Hard-Currency Obligations and Revenues, Countertrade, Informal Consortia or Parallel Exchanges, Inconvertibility Insurance.

#### **Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

#### **BOOKS RECOMMENDED:**

- Schaffer, Agusti & Earle (2009): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.
- Lew, D.M., Julton, Clive (2009): International Trade Law and Practice, Euromoney Publications, London.
- Carr, I. (2005): International Trade Law (3<sup>rd</sup> Ed.), Routledge-Cavendish.
- August, R.A., Mayer, D. & Bixby, M. (2008): International Business Law (5<sup>th</sup> Ed.), Prentice Hall.
- Chow, D.C.K., & Schoenbaum, T.J. (2010): International Business Transactions (2<sup>nd</sup> Ed.), Aspen Publishers

## **MBA –IB (Semester-III)**

### **Course Title: International Financial Management**

Course No. PSIBTE320  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The basic objective of this course is to develop an understanding about the principles and practices of international financial management. The distinctive aspects of International Finance and their utilization have been deliberated upon in this course to help the students in planning, decision-making and control.

#### **UNIT I**

Concept of International Financial Management and the role of International Finance Manager in Multi-National Corporations; International Transactions and Financial Markets; Imperfections of International Financial Markets.

#### **UNIT II**

International Financial Environment; Balance of Payment Framework; Different types of Risks in International Transactions ó Economic and Political; Foreign Exchange Risk and Exposure, Managing Foreign Exchange Risks, Forward Contracts, Future Contracts, Options and Swaps; Parity Theories, Techniques of Foreign exchange Rate Projection, Foreign Exchange depreciation and its impact on Exports and Imports; Contemporary Foreign Exchange Arrangements.

#### **UNIT III**

Foreign Direct Investment; Introduction, Types, Patterns, Policy framework to improve FDI, FDI Trends in India; Portfolio Investment and Benefits of International Portfolio Investment; Multinational Capital Budgeting ó Applications and Interpretations, Acceptance Criteria in Foreign Investments.

#### **UNIT IV**

International Mergers and Acquisitions; International Working Capital Management; Sources of Financing of International Trade.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Apte, PG, International Financial Management, 5<sup>th</sup> ed; New Delhi, Tata MC GrawHill, 2010.
- Buckley, Adrain, Multinational Finance, New York, Prentice Hall Inc; 1996.
- Paul, Justin, International Business, 3<sup>rd</sup> ed; New Delhi, Prentice hall India, 2007.
- Seth, A.K., International Financial Management, Galgotia Publishing Company, New Delhi, 2002.
- Vyuptakesh S., International Financial Management, 6<sup>th</sup> ed; Prentice Hall India, 2012.
- Madura J., International Financial Management, 7<sup>th</sup> Revised edition; South-Western, 2002.
- Jain P.K., International Financial Management, Macmillan Publishers India, 2000.
- Bhalla V.K., International Financial Management. Anmol Publications Pvt Ltd, 2002.



## **MBA-IB (Semester – III)**

### **Course Title: Business Innovations and Creativity Management**

Course No. PSIBTE321  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the Examinations to be held in December 2019, 2020 & 2021)

#### **Objective**

This course is designed to introduce the students to the elements and attributes of the innovation and creativity process as well as the key factors that allow organizations and their workforce to harness this process. It will enable the students to realize how this process can turn ideas into successful products, processes or services and add economic value to the organizations and society.

#### **UNIT I**

The Innovative Organization: Three arenas of innovation competence, Categories/Types of innovation- Finance, Process, Offerings and Delivery; Innovation management models; Innovative problem solving: Process, Role of divergent and convergent thinking, Brainstorming, Pattern-breaking thinking; Skills needed by new product team leaders; Developing Challenge Statements; WIBNI- The self-seeking process to selecting right problems; TRIZ/ Theory of Inventive Problem Solving (TIPS), International innovative indices.

#### **UNIT II**

Innovation in Business Models: Traditional Vs. Emerging Business Models, Implementing business models; Product Innovation: Scale of product innovation, Disruptive innovations; Process Innovation: Drivers of process innovation, Business Process Management, Business Process Mapping, management of Change; Service Innovation; Innovation in Product Development.

#### **UNIT III**

Setting the Climate for Innovation: The essence of right climate, intrinsic and extrinsic motivation, hygiene and motivating factors, power of intrinsic motivation, dimensions of climate for innovation; Leading innovation in teams: Developing social contracts to set expectations, Organizational alignment, Maximizing value of a compelling mission/vision, Creating a self-sustaining culture of innovation.

#### **UNIT IV**

Getting the right people on the right job: Job demand for problem-solving style, Jobs on continuum, Calculating Coping Energy; Options for dealing with Coping Stress, Valuing differences in problem-solving style, making problem-solving style diversity work for teams;

Coaching for innovation: Four leadership styles for creativity and innovation, Team-member's perspective, Transforming to coach leader, Impact of Caring on Curiosity and Discovery.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED:**

- Prather, C. (2010): Manager's Guide to Fostering Innovation and Creativity in Teams, Mc Graw Hill.
- Harvard Business Essentials (2003): Managing Creativity and Innovation, Harvard Business Review Press.
- Townsend, C. (2008): The Three Archetypes of Innovation Management Tool, Forrester Research
- Johnson, M.W., Christensen, C. & Kagermann, H. (2008): Reinventing Your Business Model, Harvard Business Review.
- By Jeff DeGraff, Katherine A. Lawrence, (2002): Creativity at Work: Developing the Right Practices to Make Innovation Happen, Jossey Bass, San-Francisco.
- Bettina von Stamm(2008): Managing Innovation, Design & Creativity (2<sup>nd</sup> Ed.), John-Wiley and Sons
- Clegg, B. (1999): Creativity and Innovation for Managers, Butterworth-Hienmann, Oxford.

## **MBA-IB (Semester- III)**

### **Course Title: International Services Marketing**

Course No. PSIBTE322  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of the course is to develop an understanding of services and services marketing with emphasis on various aspects of service marketing and customer relationship in Global Context.

#### **UNIT I**

Introduction to Services Marketing, Understanding the 7 P's in Services Marketing; Understanding the Customer - Customer Expectations of Services; Customer Perceptions of Services; Service Encounters; Strategic Issues in Services Marketing ó Market Segmentation and Targeting, Positioning and Differentiation of Services; Managing demand and capacity.

#### **UNIT II**

Delivering Services - Role of Employees and Customers in service delivery, Role of Intermediaries; Service process ó Blue printing, Physical evidence; Evaluating Success of Service Offering - Service Quality and Measurement (SERVQUAL); Role of Customer Relationship Management; Building loyalty; Service Recovery

#### **UNIT III**

Current Trends in Service Industries and Understanding Specific Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITCS, Travel & Tourism, e-Services and Professional Services.

#### **UNIT IV**

Global Perspective of Services Marketing ó The role of Services in World Economy; Marketing Services Globally ó Culture and Service Experience; Branding Decisions ó Selecting Global Brand name, Global Brand Strategies, Pan regional Strategies; Trademark and Brand Protection.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Global Marketing by Gillespie, Jeannet, Hennessey, Dreamtech Press, 2009
- International Marketing by Michael Czinkota, Ilkka Ronkainen, Cengage Learning, 2012
- Serving Customers: Global Services Marketing Perspectives by Raymond P. Fisk, Rebekah Russell-Bennett, Lloyd C. Harris, Tilde University Press, 2013.
- Services Marketing: People. Technology, Strategy by Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, 7<sup>th</sup> Edition, Pearson, New Delhi, 2011.
- Services Marketing by Valerie Zeithaml & Mary Jo Bitner, 4<sup>th</sup> Edition, Tata McGraw Hill, 2008.
- Services Marketing: Concepts, Strategies, & Cases by K. Hoffman, Cengage Learning, 2010.
- Services Marketing by Zeithaml, Tata McGraw-Hill Education, 2011.

## MBA-IB (Semester- III)

### Course Title: International Retail Management

Course No. PSIBTE323

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of the course is to enable the students to understand the Retailing process, the environment within which it operates and the various Retail Institutions along with their functions. The course would provide knowledge and inculcate analytical skills required for Retail Management and build strong foundation for students who plan to make their career in field of retailing factoring in current Globalization/Internationalization trends.

#### **UNIT I**

Perspective of International Retailing–International Retail Structures; Operational Challenges for Retail Internationalization - Push and Pull of Retail Internationalization; Methods of Market Entry; Strategies for Managing Foreign Operations; Retail Internationalization Theories Dunning's Eclectic Theory, Treadgold's Conceptualization, Salmon and Tordjman's Classification, Alexander and Myers Market and Operational Matrix, Newmen and Cullen Classification of Retail International Behaviour.

#### **UNIT II**

Store Location and Site Evaluation -Defining the Trade Area-Reilly's Law of Huffs Model; Concentric Zones; Geo Demographics; Infrastructure Site Evaluation and Selection of Types of Locations. Store Layout of Design and Visual Merchandising; Types of Display Areas - Flexibility of Store Design; Stores Interior of Managing Space including planograms, Presentation Techniques of Idea oriented presentation, Style item presentation, Color presentation, Price lining, Vertical Merchandising, Tonnage merchandising, Frontal presentation, Fixtures.; Atmospherics -Visual Communications, Lighting, Color, Music of Scent of Store Security.

#### **UNIT III**

Retail Pricing Strategies -Types of Pricing strategies and Practices, Adjustments to the Initial Retail price of Markdowns, Markdown Cancellations, Horizontal Price Fixing, Predatory Pricing, Comparative Price Advertising, Bait Switch Tactics; Retail Selling -Effective Retail Selling approaches; Supply Chain Management in Retailing; Merchandise Logistics; The Distribution Center, Out Sourcing, Store Vs. Distribution, Pull Vs. Push Logistics Strategy.

#### **UNIT IV**

Impact of Information Technology in Retailing, Integrated Systems and Networking, Electronic Data Interchange (EDI), Bar Coding, Radio Frequency Identification (RFID), Customer Database Management; Electronic Retailing - Role of Web, Online Retailing,

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

#### **BOOKS RECOMMENDED**

- International Retail Marketing by Christopher Moore, Margaret Bruce, Birtwistle G., Routledge Publications, 2007.
- Retail Management ó A strategic Approach by Barry Berman and Joel R. Evans, 10<sup>th</sup> Edition, Pearson Prentice Hall, 2006.
- Retailing Management by Levy, Michael Barton A. Weitz, Irwin 7<sup>th</sup> Edition, McGraw Hill, 2008.
- Retail Marketing Management by David Gilbert, 2<sup>nd</sup> Edition, Pearson Education, 2003.
- Retail Management by Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, 2<sup>nd</sup> Edition, Oxford University Press, 2010.
- Retail Management by Gibson G. Vedamani, 4th Edition, Jaico Publishing House, 2003.

## **MBA-IB (Semester- III)**

### **Course Title: Comparative Management**

Course No. PSIBTE324

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in December 2019, 2020 & 2021)

#### **Objective**

The objective of this subject is to introduce students with the cross-cultural management orientations so that a comparative perspective can be conceptualized and applied in multinational and global settings.

#### **UNIT I**

Theoretical concept of comparative management: Definition, Necessity of comparative management development; Brief history, purposes; Content and dimensions of comparative management; Main approaches of comparative management; Models of comparative management; Main comparative management orientations and Role and functions of comparative management.

#### **UNIT II**

Methods and techniques of comparative management studies: General methods and techniques, Non-metric methods and techniques, typology of comparative management studies; Cultural economics and management; Relevance of cross cultural psychology: Applications in global corporate setups.

#### **UNIT III**

Main characteristics of German, French and British management in a comparative version; General organisation of enterprise management system; Participative management decision making process in international set ups; Personnel motivation, Control contents and types, Leadership and organisational approach; European culture-complex of nation- cultural similarities and differences.

#### **UNIT IV**

Management by democracy: The employee-controlled organisations, Concept, examples of employee member control, Performance and success factors; Asian countries management; General characteristics of Japanese enterprise management; Particularities of organisational structure; Wage system and job rotation; Continuous kaizen; Doing business with people republic of China, India, South Korea and Singapore; International tendencies in firm management; Flexibility in international organisations and management of internationalisation.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

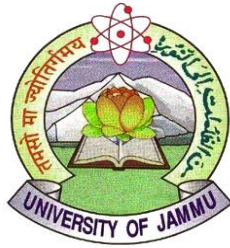
**NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

**BOOKS RECOMMENDED**

- Hofstede, Geert (2005): Culture and organisations, Software of the mind 2<sup>nd</sup> edition, McGraw-Hill.
- F. Trompenaars, Ch. Hampden-turner (1995): Riding the waves of culture, Prentice Hall, London Newyork.
- Ralph B. Edfelt (2009): Global comparative management, A functional approach, Sage Publications.
- Carla Koen (2005): Comparative international management, Mc Graw Hill Education UK.
- Richard B. Peterson & Joseph L. C. Cheng (2000): Advances in international comparative management, JAI Press.
- Malcolm Warner (1997): Comparative management, critical perspectives on business and management, Routledge, Taylor & Francis group.
- R. Nath, Comparative management (1988), A regional view, Ballinger, Cambridge.





**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND  
HUMAN RESOURCE MANAGEMENT  
(ICcR & HRM)  
CHOICE BASED CREDIT SYSTEM  
COURSE STRUCTURE OF MBA-IB (SEMESTER IV)**

**MBA (IB) SEMESTER - IV**

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC411	International Project Management	4	3-1-0	<b>Core Courses</b>
PSIBTC412	Corporate Governance and Social Responsibility	4	3-1-0	
PSIBTC413	WTO- Implications on International Business	4	3-1-0	
PSIBTC414	International Financial Markets and Institutions	4	3-1-0	
PSIBTR415	Seminar on Cross-Cultural Business Negotiations/ *Leadership Development Programme (LDP)	2	0-0-2	
	Open Course in Other Department	4	4-0-0	
PSIBVC416	Comprehensive Viva Voce	2		
PSIBTE417	Management of Multinational Corporations	4	3-1-0	<b>Electives (Any two)</b>
PSIBTE418	Entrepreneurship Development	4	3-1-0	
PSIBTE419	International Banking	4	3-1-0	
PSIBTE419	Global Sourcing and Business Development	4	3-1-0	
	<b>TOTAL CREDITS</b>	<b>32</b>		

\*Leadership Development Programme shall be conducted for the professional development of the students and the expenditure on this Programme shall be met out of the Consolidated Local Fund of the Department.

## MBA-IB (Semester-IV)

### Course Title: International Project Management

Course No- PSIBTC411  
Minimum contact hours- 45  
Duration of Examination: 3 Hours

Course credit: 04  
Maximum Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

This course aims at apprising the students with the concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control and thereby develop necessary skill for international project planning and management.

#### **UNIT I**

Need for project management, Project characteristics, Project constraints, Attributes of good project manager. International Project Environments- Project management in industrial settings, Project management in service sector. Different types of needs leading to different types of international projects under BOMRED (balancing, modernization, replacement, expansion, diversification), Considerations involved in decisions under each of these types.

#### **UNIT II**

International/ Global Project Identification: Generation of Ideas, Monitoring the environment, corporate appraisal, Scouting for Project Ideas, Preliminary screening, Project rating index, Sources of positive net present value, On being an entrepreneur.

International/Global Project Formulation: Market and Demand Analysis, Technical Analysis- PERT and CPM.

#### **UNIT III**

International/ Global Economic Analysis, International/ Global Financial Analysis, Cost of project, Means of financing, Estimates of sales and production, Cost of production, Working capital requirements and its financing, Estimates of working results, Break even point, Projected cash flow statement, Projected balance sheet. Caseø on Major International Project Collaborations.

#### **UNIT IV**

International / Global Project Control: Purpose of Project control, Approaches to project control, Project control process.

International / Global Project Organization Structure and Integration: Formal Organizational Structure, Requirements of project organizations, Pure project organizations, Matrix organization, Selecting a project form, project office, Informal organization, Integration in large scale projects, Rationale of SCBA with an International perspective, Human Aspects of International Project Management.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

**NOTE FOR PAPER SETTING**

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

**BOOKS RECOMMENDED**

- P. Chandra Projects, 7<sup>th</sup> edition, Tata Mc Graw Hill
- S. Chaudhary: Project Management, Tata Mc Graw Hill
- Dasgupta and Marglin: Guidelines for project Evaluation
- Chpton and Fyfee :Project Feasibility analysis
- Bhavesh M Patel (2000): Project Management, Vikas publishing house.
- Ramaraju Thirumalai (2002): Project Management, Himalaya publishing house.
- Gido, Jack and James P. Clements: Project management, 5<sup>th</sup> edition, International Thompson Publishing Management
- Gido, Clements: Project management (2012), Cengage Learning Management
- Jeffery K. Pinto (2012): Project Management, 2<sup>nd</sup> edition, Pearson Education

## MBA-IB (Semester- IV)

### Course Title: Corporate Governance and Social Responsibility

Course No.: PSIBTC412

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

This course will provide students with in-depth knowledge of Corporate Governance issues in the business world. The aim is to introduce the student to the tension and trade offs involved in the adoption of CSR by a firm in competitive economy. Students will also learn to understand the role of central, regional and local government in providing a facilitating framework for Corporate Governance and Corporate Social Responsibility.

#### **UNIT I**

Corporate Governance ó Evolution, Concept and Principles; Internal Structural Mechanism for Managing Corporate Governance ó Board of Directors, Governance Committees, Corporate Credos, Whistle Blowing; Legal Framework for dealing with Corporate Governance ó SEBI Guidelines. Companies Act.

#### **UNIT II**

Corporate Governance Structure in U.K and U.S.A; Global Corporate Governance Models; Reports and Recommendation on Corporate Governance ó Cadbury Report, Hampel Report, Greenbury Report, Turnbull, Higgs Report, Combined Governance Code 2008, OECD recommendations, SOX Act, Corporate Governance Structure in India ó CII Corporate Governance Code, Kumar Manglam Birla Committee Report Narayan Murthy Committee Report.

#### **UNIT III**

Corporate Social Responsibility ó Concept, Evolution, Factors influencing CSR, Difference between CSR and Charity/ Philanthropy, Difference between CSR and Corporate Governance, CSR under Companies Act 2013 ; The issues: resources, people, climate, and natural resources; The environmental impacts of global economic growth ó The Environment Protection Act 1986; Carbon Foot printing; Current Indian and International CSR Practices - The Consumer Moment ó Consumer Protection Act 1986; ETI Base Code; Challenges of designing and implementing CSR in India

#### **UNIT IV**

Corporate Sustainability ó Concept, Various Sustainability Reporting indexes, Comprehensive Sustainability Phase Model; Measurement of Business Social performance ó Measuring Social Benefits and Costs; Legal Framework ó UN on Human Environment, Bruntland Commission International Protocols - Equator Principles, Kyoto Protocol; UNFCCC; RIO Declaration; UN Environment Programme; Convention on Bio Diversity; Principle of Strict and Absolute Liability.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

#### **BOOKS RECOMMENDED**

- Corporate Governance by Machiraju H.R., Himalaya Publishing House, 2013.
- Corporate Governance by Sateesh Kumar, Oxford University Press, 2010 .
- Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation by Chandler and Werther, 3<sup>rd</sup> Edition, Sage Publications, 2014.
- Key Concepts in Corporate Social Responsibility by Benn and Bolton, Sage Publications, 2011.
- Sustainability Reporting: Managing for Wealth and Corporate Health by Gwendolen B. White, Business Expert Press, 2009
- Corporate Sustainability: Integrating Performance and Reporting by Ann Brockett, Zabihollah Rezaee, John Wiley & Sons, 2012.
- Sustainable Management: Coping with the Dilemmas of Resource-Oriented Management by Georg Müller-Christ Springer, 2011.
- Corporate Social Responsibility: An Ethical Approach by Mark S. Schwartz Broadview Press, 2011

## **MBA- IB (Semester- IV)**

### **Course Title: WTO - Implications on International Business**

Course No. PSIBTC413

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks: 100 Marks

Internal assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

The objective of this course is to acquaint MBA students to the basics of corporate finance. This course will help them in developing an understanding about the various aspects of WTO Policy and their impact on both in terms of domestic as well as international business.

#### **UNIT I**

GATT to WTO: Breton woods institutions - IMF, ITO, & IBR, GATT 1947, From Havana to Tokyo, Uruguay round negotiations, difference between GATT & WTO- Status of GATT in WTO.

#### **UNIT II**

Norms and benefits of Joining WTO. Important WTO Agreements: Marrakech Agreement establishing the WTO, Multilateral Agreements- Trade in Goods and Services and Intellectual Property Rights, Dispute Settlement Mechanism, Common misunderstandings about the WTO

#### **UNIT III**

Major Issues and Negotiations of the WTO Ministerial Conferences: Singapore Round 1996, Geneva Round 1998, Seattle Round 1999, Doha Round 2001, Cancun Round 2003, Geneva conference 2004 and afterwards.

#### **UNIT IV**

Agreement on trade related investment measures (TRIMs) and its business implications. Coverage of Trade Related Aspects of Intellectual Property Rights (TRIPs) and its coverage in the light of prevailing India laws. IPRs and its impact on Indian industries. General Agreement on Trade in Services (GATS) - the Framework, Regulations, MFN Exemption and Ongoing Work, and Structure of GATS.

#### **Note**

A minimum of five cases/articles/reports combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Mitsuo Matsushita, Thomas J. Schoenbaum, and Petros C. Mavroidis (2006): The World Trade Organization Law 2<sup>nd</sup> ed., Practice, and Policy Oxford University Press.
- P.K.Vasudeva (2005): World Trade Organization, (1<sup>st</sup> ed.), Pearson Education, New Delhi.
- Mattoo, R. M. Stern & G. Zanini: A Handbook of International Trade in Services (Paperback),Oxford University Press.
- Rakesh Mohan Joshi (2009): International Business (1<sup>st</sup>ed.), Oxford University Press.
- Justin Paul (2008): International Business (4<sup>th</sup>ed.), Prentice Hall of India Learning Pvt. Ltd.
- P.SubhaRao (2013): International Business, Text and Cases (3<sup>rd</sup>ed.), Himalaya Publishing House.

## **MBA –IB (Semester-IV)**

### **Course Title: International Financial Markets and Institutions**

Course No. PSIBTC414  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

The basic objective of this course is to discuss the specific issues in managing financial institutions and to develop an insight into the working of the leading international financial institutions and markets.

#### **UNIT I**

Role and importance of Financial Institutions, Indian Financial Markets: Money Market Organization in India, nature, constituents and instruments; Capital Markets in India, New Issue Market and stock exchange ó Differences and Similarities, functions, Methods of New Issues, Regulatory Framework.

#### **UNIT II**

History of the International Financial System ó the rise and fall of Bretton Woods, World Bank, Introduction to International Monetary Fund (IMF) and Special Drawing Rights (SDR).

#### **UNIT III**

Foreign Exchange Markets, International Banking, International Credit Markets, International Money Markets and their Instruments, International Capital Markets and their Instruments, Offshore Markets, Euro Markets, International Bond Markets.

#### **UNIT IV**

International Financial Institutions: International Bank for Reconstruction and Development (IBRD), International Financial Corporation (IFC), International Development Association (IDA), Asian Development Bank (ADB) and other sources of Foreign aid.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.



**BOOKS RECOMMENDED**

- Francis Cherunilam, -International Business, Text and Casesø 5<sup>th</sup> ed; Prentice Hall of India Private Limited, 2010.
- O.P. Agarwal, B. K. Chaudhary, -Foreign Trade and Foreign Exchangeø<sup>8</sup><sup>rd</sup> ed; Himalaya Publishing House, 2003.
- Buckley, Adrain, -Multinational Finance , 5<sup>th</sup> ed; Prentice Hall Inc., 2005.
- A.C. Shaprio, -Foundations of Multinational Financial Managementø 9<sup>th</sup> ed; Wiley, 2009.
- Jain K., International Financial Markets and Institutions, Wiley óBlackwell, 1995.
- Madura J., Financial Institutions and Markets (International edition), 10<sup>th</sup> Revised Edition, South-Western, 2012.
- Joshi (2009), International Business, 6<sup>th</sup> Edition, Oxford University Press.
- Levich R.M., International Financial Markets : Prices and Policies, International ed; McGraw-Hill Education, 1998.

## **MBA-IB (Semester – IV)**

### **Course Title: Seminar on Cross-Cultural Business Negotiations/Leadership Development Programme**

Course No. PSIBTR415

Minimum contact hours: 25

Duration of Examination: 2 hours

Course Credit: 02

Max. Marks: 50 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

To acquaint the students, in a comprehensive manner, about the basics of conducting intercultural negotiations and effectively managing such negotiations in the global context. The understanding these skills shall enable successful international business transactions and enhancing dialogue skills.

#### **UNIT I**

Cross culturally communication and its process; Cross cultural misperception; Cross cultural misinterpretation and its sources; Cross cultural misevaluation and Developing Cultural Intelligence (CQ) at work.

#### **UNIT II**

Communication styles: Explicit Vs. implicit communication, Direct Vs. indirect communication, Role of silence, Use of Praise, Other language considerations: Slang and jargon, euphemisms, idioms, proverbs and maxims; Language pragmatics: Language accommodation, Stylistic accommodation and Language Fluency; Non-verbal communication: Tone of Voice, Proxemics, Body position and gestures, Facial expressions and Eye contact.

#### **UNIT III**

Negotiating with specific countries: US, Japan, China, India, UK, Arab nations-Negotiating styles, Business etiquettes and perspectives.

#### **BOOKS RECOMMENDED**

- Thomas, D.C. (2008): Cross-Cultural Management: Essential Concepts, Sage, New Delhi.
- Adler, N.J. (2008): International Organizational Behavior (5<sup>th</sup> Ed.), Cengage Learning, New Delhi.
- Mortan, R.T. & Stripp, W.G. (2004): Dynamics of Successful International Business Negotiations, Jaico Publishing House, Mumbai.
- Denry, R. (2009): Communicate to Win (2<sup>nd</sup> Ed.), Kogan Page India, Pvt. Ltd. New Delhi.

Course No. PSIBTR415  
(For the examination to be held in May 2020, 2021 & 2022)

- Michalle E. & Barak, M.(2014): Managing Diversity: Towards a Globally Inclusive Workplace (3<sup>rd</sup> Ed.), Sage, New Delhi.
- Rohmetra, N. and Gupta, A. (2014): Cross-Cultural Management: Practice and Research, Primus Books, New Delhi.
- Rohmetra, N. (2005): Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi.
- Gudykunst, W.B. (2003): Cross-Cultural and Intercultural Communication, Sage, New Delhi.
- Rohmetra, N. (2005): Human Resource Development in the Changing Context ó Challenges and Opportunities, Anmol Publications Pvt. Ltd., New Delhi.
- Tuleja, E. A. & Mason (2005): Intercultural Communication for Business: Managerial Communication Series, South-Western,OH.
- Chaney, L.H. & Martin, J.S. (2007): Intercultural Business Communication (4<sup>th</sup> Ed.), Upper Saddle River, Prentice-Hall, NJ.
- Rohmetra, N., Gupta, V. and Sharma, D. (2004): Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.

## **MBA-IB (Semester-IV)**

### **Course Title: Comprehensive Viva Voce**

Course No- PSIBVC416

Course credit: 02  
Maximum Marks: 50 Marks

(For the examination to be held in May 2020, 2021 and 2022)

**Objective:** To enable the students to express their knowledge and communication ability with logic and confidence. The viva voce shall be conducted by an external examiner. The viva voce will be comprehensive in nature and students will also be expected to have a broad knowledge of the entire course curriculum that they have undergone. Students will also be expected to have knowledge of current business issues and concerns. Students will be evaluated on the basis of the theoretical concepts as well as their practical implications. Invariably, the performance will be seen in terms of the contents presented by the candidate, his/her confidence, communication skills as well as arguments posed to determine his/her logical reasoning capabilities.

## **MBA –IB (Semester-IV)**

### **Course Title: Management of Multinational Corporations**

Course No. PSIBTE417  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

The objective of this course is to give students a deep understanding of the specific organizational and managerial issues and challenges faced by the modern multinational corporations. This course trains students in identifying and analyzing a variety of organizational means and solutions available to the multinational corporations.

#### **UNIT I**

MNCs- Concept, Importance and Evolution; MNC Theories; Strategic Approaches to MNCs; Organizational Structures of MNCs , Social Responsibility of MNC and Ethics;.

#### **UNIT II**

The Competitive Advantage of Nations; Global Economies of Scale/Scope Vs Localization; Globally Coordinated Strategies Intent and Maneuvering; Building Global Value Added Chains; Global Stages of Internationalization; Choosing the Mode of Entry.

#### **UNIT III**

Organizing for Cross-Border Knowledge Transfer and Innovation; Regional Product Launch Strategy; Global Growth Strategy; Transitioning from a Multi-domestic to a Globally Integrated Corporation ; Host Country and MNCs Relations including Coordination Mechanisms; Subsidiary roles and functions.

#### **UNIT IV**

Global Company's Business Model ó Identifying the Company's Value Proposition, Global Core Competencies; Resource Allocation; Attack of Global Competitors; Knowledge Management in MNCs.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

### **NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

### **BOOKS RECOMMENDED**

- Jones G. ÷ Multinational Corporations and Global Capitalism: From Nineteenth to the Twenty-First Century ÷, 5<sup>th</sup> ed; Oxford University Press, 2005.
- Tolenting P.E., Multinational Corporations: Emergence and Evolution, Routledge, 2000.
- Hagherian P., Multinationals and Cross- Cultural Management; the Transfer of knowledge within Multinational Corporations, Routledge, 2010.
- Casson M., Multinational Corporations, Edward Publishing Ltd, 1990.
- Rohmetra, N. Singh, B.P. and Sharma, V.: Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi, 2014
- Rohmetra, N. and Dhotra, J.R, (2006): Strategic Thought in the New Age Management, Excel Books, New Delhi.
- Kristensen P.H. and Zeitlin J., Local players in Global Games: The Strategic Constitution of a Multinational Corporation, OUP Oxford, 2004.
- Dunning J.H., Multinational Enterprises, Economic Structure and International Competitiveness, Wiley & Sons, 1995.
- Rohmetra, N. and Sharma, D. (2011): Management Perspectives in the New Age: Strategy, Markets and People, Excel Books, New Delhi.
- Rohmetra, N., Gupta, V. and Sharma, D. (2004): Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.

## **MBA –IB (Semester-IV)**

### **Course Title: Entrepreneurship Development**

Course No. PSIBTE418  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

The objective of this course is to enable the students to develop the insight needed to discover and create entrepreneurial opportunities; and the expertise to successfully start and manage their own businesses to take the advantage of these opportunities.

#### **UNIT I**

Entrepreneurship: Concept, Knowledge and Skill Requirement; Role of Entrepreneurship in Economic Development; Entrepreneurship Process; Factors impacting Emergence of Entrepreneurship; Managerial Vs Entrepreneurial Approach; SMEs and their Role in the National Economy; Ancillary Industry Development; Women Entrepreneurs ó Challenges, Achievements and Role Models.

#### **UNIT II**

Starting the Venture ó Idea Generation, Environmental Scanning: Macro-economic Environment and General Commercial Knowledge and Taxation, Competitor and Industry Analysis, Creating a Business and Formulating Strategy: Feasibility Study, New Venture Creation and Project Reports, Entrepreneurial Financing: Presenting Business Plans to the Investors. Strategic perspectives in Entrepreneurship.

#### **UNIT III**

Laws Concerning Entrepreneurship ó Partnerships Laws, Business Ownership, Sales and Income Taxes, Innovation and Technology Management, New Product Development, Family Businesses: Understanding and Professionalization, Entrepreneurial Mindset: Concept and Mapping Techniques, Process of Developing Entrepreneur Qualities, Entrepreneurial Ecosystem: Enterprise Launching & Resources, Government Programmes, Policies, Incentive and Institutional Networking for Enterprise setting, Steps of setting new enterprises, Start Ups and Funding.

#### **UNIT IV**

International Entrepreneurship and the Global trends Affecting New International Ventures; Cross Cultural Issues in International Networking; Identification of Viable Business Opportunities in International Context; Challenges of Developing Business Concepts in Geographically Dispersed International Teams.

**Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Kuratko, D. F., & Rao, T. V. (2012). Entrepreneurship: A South Asian perspective. Cengage Learning.
- Forbat John, "Entrepreneurship" 1<sup>st</sup> Edition, New Age International, 2008.
- Havinal, Veerbhadrappa, "Management and Entrepreneurship", 1<sup>st</sup> Edition, New Age International Publishers, 2008.
- James. F. "The Global Entrepreneur: Taking Your Business International" 2<sup>nd</sup> Edition, Janmic Press International, 1999.
- Joseph, L.Masood, "Essentials of Management", 4<sup>th</sup> Edition, Prentice Hall of India, 2000.
- Desai V., The Dynamics of Entrepreneurial Development, 5<sup>th</sup> ed; Himalaya Publishing House, 2013.
- Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1<sup>st</sup> ed; Himalaya Publishing House Pvt Ltd, 2009.
- John S.M., rural women Entrepreneurship, 6<sup>th</sup> ed; Discovery Publishing House, 2004.
- Janakiram B., Management & Entrepreneurship, Excel Books India, 2009.
- Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1<sup>st</sup> Edition; Dorling Kindersley Ltd, 2006.



## **MBA- IB (Semester- IV)**

### **Course Title: International Banking**

Course No. PSIBTE419

Minimum contact hours: 45

Duration of Examination: 3 hours

Course Credit: 04

Max. Marks: 100 Marks

Internal assessment: 40 Marks

Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

### **Objective**

The objective of this course is to promote and develop an understanding of sound and progressive International banking principles, practices and conventions

### **UNIT I**

Introduction: Importance of the study of Banking Systems. Developed and Less developed Money Markets, Their Characteristics. Importance of Developed Money Market in a Banking System. English Banking System ó Bank of England, Origin and growth, organizational Structure, Functions, London Money Market, and EURO Currency.

### **UNIT II**

Federal Reserve System: Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. New York Money Market ó Constituents and working, Comparison between London Money Market and New York Money Market.

### **UNIT III**

International Banking Technology; Electronic Banking-Core Banking óDistribution Channels- Remittance Facilities & Clearing System-Online Banking- Electronic Fund Transfer System- Real Time Gross Settlement (RTGS), Society for Worldwide Interbank Financial Telecommunication (SWIFT).

### **UNIT IV**

Indian Banking: Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I. Indian Money Market, Constituents, Characteristics, defects and measures. International Financial Institutions: I.M.F. and I.B.R.D. óObjectives, Functions, Assistance to India by these Institutions.

**Note**

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- Frederic Mishkin (2013): The Economics of Money, Banking and Financial Markets,(3<sup>rd</sup>ed.)Pearson New International.
- Carl Felsenfeld (2011):International Banking Regulation ó (3<sup>rd</sup> ed.) Hardcover.
- OP Agrawal(2008): International Banking And Finance, (1<sup>st</sup> ed.) , Himalaya, Publishing House
- P.M. Rao (2002):Financial Services- Text, Cases and Strategies, Published by Deep & Deep Pvt. Ltd., New Delhi.
- Walter Tyndale (2009): Fundamentals of Offshore Banking- How To Open Accounts Almost Anywhere, (1<sup>st</sup> ed.), Pratzten Publishing.
- A M Arondekar, O.P. Agarwal, Dr. OnkarNath, P. S. Khandelwal: Principles & practices of Banking, M/s Macmillan India Limited.
- S.K. Dutta, P.S.R. Prasad, A.D. Bhorkar, S.D. Bargir:Accounting & Finance for Bankers,M/s Macmillan India Limited.
- K.D. Zacharias, C.P. Ravindranath, P.R. Kulkarni,B. Gopalakrishnan: Legal Aspects of Banking Operations,M/s Macmillan India Limited.
- GaurangVasavada, Dr. Sharad Kumar, Dr. S.Upendra Rao, Dr. SatishPai (2005):General Bank Management,M/s Macmillan India Limited.
- International Banking Operations,2007
- A: V. Ramesh K.S. Kang, U.P. Singh, P. Jagannathan, &: Smt. Sudha Venkat Ram (2007): Information Technology, Data Communications & Electronic Banking, (2<sup>nd</sup> ed.), Macmillan India Limited.

## MBA –IB (Semester-IV)

### Course Title: Global Sourcing and Business Development

Course No. PSIBTE420  
Minimum contact hours: 45  
Duration of Examination: 3 hours

Course Credit: 04  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examination to be held in May 2020, 2021 & 2022)

#### **Objective**

The objective of the course is to provide an understanding of managing the emerging phenomenon of global sourcing. The aim of the course is to develop an understanding of the strategic role that sourcing decisions can play in supply chain management in order to gain sustainable competitive advantage in a global environment.

#### **UNIT I**

An overview of Global Sourcing; Developing a Global Sourcing Strategy; Global Sourcing Process; International Trade Requirements; The most attractive regions for international procurement; Country Attractiveness for Sourcing - China, India, and Eastern Europe.

#### **UNIT II**

Global Sourcing as a growth booster; Positive effects of Global Sourcing on shareholder value; Decision for or against Global Sourcing; Supplier Evaluation and Selection ó Vendor Selection Strategy, Retained Management Capabilities; Introduction to Business Process Outsourcing ó Reasons for Outsourcing, Emerging BPO Destinations, BPO Categories.

#### **UNIT III**

Managing Sourcing Relationship ó Managing Globally Distributed Teams ó Types of Globally Distributed Teams, Structure of Globally Distributed Teams; Governance of Outsourcing Projects; Innovation through Sourcing; Offshore Captive Centers

#### **UNIT IV**

Global Sourcing Agreements ó Eight Primary Global Sourcing Agreements; Master Service Agreements; Risk addressed in Global Sourcing Agreements; Regulations affecting Private and Public/Government Entities.

#### **Note**

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

**NOTE FOR PAPER SETTING**

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

**BOOKS RECOMMENDED**

- The Handbook of Global Outsourcing and Offshoring by Oshri, Kotlarsky and Willcocks, 2<sup>nd</sup> Edition (2011), Palgrave MacMillan.
- Implementing Strategic Sourcing: A Manager's Guide to World Class Best Practices by Christine V. Bullen, Richard LeFave, Gad J. Selig, Van Haren Publishing (2010)
- Global Sourcing ó Opportunity for the future by Gerd Kerkhoff, Wiley publishers (2006).
- Global Sourcing: An International Procurement Strategy for the Emerging Markets of Eastern Europe and Asia by Borstelmann. K, Wiley publishers. 2008
- Global Sourcing ó Strategic Reorientation of purchasing by Wolfgang Schneid, GrinVerlag Pub. (2003)
- Business Process Outsourcing: The Competitive Advantage by Rick L. Click, Thomas N. Duening, John Wiley & Sons (2004)
- Business Process Outsourcing: Process, Strategies, and Contracts by John K. Halvey, Barbara Murphy Melb John Wiley & Sons (2007)