

**MBA (INTERNATIONAL BUSINESS)
(2019-21)**

Course Curriculum

School of Economics
(A Department under UGC-SAP Programme)
Devi Ahilya Vishwavidyalaya, Indore

***Revised Course Structure
Choice Based Credit System (CBCS)
Under Ordinance 31
2017-2019***

The department has choice based credit system (CBCS) in every course we offer under ordinance 31, in which there are total 100 credits in which 84 actual credits and 16 virtual credits in the complete span of the course of two years. From these 100 credits 42 credits should accrue from 14 Core subjects, 18 credits from Elective Discipline subjects, 6 credits from Elective Generic, 6 credits from soft skill development subjects, 6 credits from Ability Enhancement subjects and 6 credits from project/ field based work. Elective Generic subjects credits can be earned from the subjects offered by the department or by other UTD's. Virtual Credits are 16 which the student has to earn through Comprehensive Viva Voce held after every Semester. Hence 4 virtual credits are given to each Comprehensive Viva Voce. From these 100 credits the credit for each subhead is as under:

S.No	Type of Subject/Activity	Code	Number of Subjects	Credit/Subject	Total Credit
1	Core	C	16(15)	3	48(45)
2	Elective Discipline	D	6	3	18
3	Elective Generic	G	2	3	06
4	Soft Skill	S	2	3	06
5	Ability Enhancement	A	2	3	06(5)
6	Comprehensive Viva Voce	V	4 / Semester	16	16
7	Project Work	P	Summer Internship	2	2
			Major Research Project	4	4
					106(102)

**In () credits for M.A (Economics) course

MBA (IB)

S.No	Core	Elective Discipline	Elective Generic	Soft Skill	Ability Enhancement
1	Micro Economics	Financial & Derivative Markets in India	Entrepreneurship	Business Communication & Personality Development	IT for Manager
2	Business Statistics	International Trade Logistics & Supply Chain Management	Business Law	French	Consumer Behavior
3	International Economics	International Marketing Research	Mathematical Economics	German	
4	Principles & Practices of Management	Overseas Project Management	Environmental Economics		
5	Marketing Management	Select Market Thrust Products	Or Subjects offered by other UTD's		
6	Organizational Behavior	International Business Finance			
7	Macro-Economic Analysis & Policy	International Trade Operations & WTO			
8	Research Methodology	Comparative International Management			
9	Operation Research				
10	Business Finance & Accounting				
11	Foreign Trade Procedure and Documentation				
12	International Marketing				
13	Strategic management				
14	Import management				
15	Strategic HR & Development				
16	Service Marketing & CRM				

MBA (IB) I SEMESTER July –December 2019

911C	Micro Economics (Core)	3
912C	Business Statistics (Core)	3
913C	International Economics (Core)	3
914C	Principles & Practices of Management (Core)	3
915C	Marketing Management (Core)	3
916D	Organizational Behavior (Core)	3
917S	French / German (Soft skill)	3
91V	Comprehensive Viva Voce (Virtual credit)	4
	Total credits	25

911C - Micro Economics (core)

Objective: the objective of this paper is to develop understanding in the students about the concepts and tools of economic analysis relevant for Business Decision Making.

1. Fundamental concepts of Economics, Micro & Macro Economics- basic concepts, Types of Economic Analysis, Kinds of Economic Decisions, Application of Micro Economics.
2. Consumer Behaviour, Utility Analysis – Cardinal & Ordinal approach, Indifference curve- concept and analysis, application of Indifference curve. Law of Demand & supply, Elasticity of Demand & supply, types of elasticity of demand- price, income, cross and promotional. Consumer Surplus.
3. Production Analysis-Production Function- Law of Variable Proportions, Iso-Quants, Law of Returns to Scale, Marginal rate of technical Substitution, Economies of Scale.
4. Cost analysis-Cost Curves and their Estimation, Costs in Long Run and Short Run, Break Even Analysis. Rewards of Factor Pricing- Rent, Wages, Interest; Consumer choice under Uncertainty.
5. Price output decisions under different forms of market structure- Perfect and Imperfect Competition. Discrimination Monopoly, Methods of controlling Monopoly Power. Different models of Collusive and Non-Collusive Oligopoly. Monopolistic competition and Advertising.
6. Product Pricing Policy – Cost based, Competition based, Cyclical, Multi-product and Peak load pricing.

Note: At least **five Cases** should be discussed in the class.

Text Books recommended:

1. —Modern Micro Economics||, A. Koutsoyiannis, The Mac Millan Press, IInd Edition.
2. Managerial Economics“ Geetika, Piyali Ghosh and Purba Roy Choudhhury, Tata IInd Edition
3. —Managerial Economics|| by Atmanand, Excel Books, Latest Edition 2004

4. —Managerial Economics , analysis, problem & cases by P.L.Mehta,Sultanchand & sons;

Reference books recommended

1. —Price Theory and Uses||, Watson, A. I. T. B. Publishers and Distributors, IInd Edition.
2. —Foundation of Economics Analysis||, Samuelsson, Harvard University Press, IInd Edition
3. —Managerial Economics||, Dean Joel, Prentice Hall Publication
4. —Managerial Economics-Principals & world wide application, 7th edition, Dominik Salvatore adopted by Ravikesh Shrivastava, Oxford university, press 2013 new delhi

912C -Business Statistics (core)

(Knowledge of basic concepts of statistics including measures of Central Tendency is a prerequisite for this subject)

Objective: The objective of this paper is to understand the statistical tools and techniques, Used in the business decision and analysis.

1. Standard Deviation and Coefficient of Variation.
2. Study of Business Change and Relationship – Correlation and Regression Analysis.
3. Types and Methods of construction of Index Numbers. Characteristics of a good Index Number. Test for perfection, Cost of living Index Numbers.
4. Basic concepts of Probability, Theories of Probability Addition ,Multiplication, conditional Probability and their simple applications in Multiplication, conditional Probability and their simple applications in business.
5. Random Variable and Probability Distributions – Binomial, Poisson and Normal and their Applications in Business.
6. Sampling Theory – Concepts, Methods of Sampling, Sampling and Non – Sampling Errors, Parameter and Statistic, concept of sampling distribution, Standard Error and Sampling Error.
7. testing of Hypothesis: Type I & Type II Errors, concept of Confidence Limits and critical region, Test of significance for large and small samples – tests for Mean and difference between means, F tests.
8. Research Methodology – Research Concept, Research Design and Techniques. An Overview of different scales.

Note: At least **one research proposal** should be prepared which should have proper research design and use of statistical method.

Text Books:

1. Fundamentals of Applied Statistics, Gupta S.C., S.Chand& Sons, New Delhi, Ninth Edition.

2. Statistical Methods -S.P.Gupta,Sultanchand&Sons, thirty Seventh Edition ,2008.
3. Statistics for Business and Economics-JIT S. ChandanVikas Publishing House Pvt. Ltd.,2008.
4. Business Statistics -R.S. Bhardwaj– Excel Books, Latest Edition.

Reference Books:

1. Statistics for Management - Richard Levin & David Rubin, Seventh Edition.
2. Mathematics and Statistics for Economics, Monga G.S., Vikas Publishing House ,2002.

913C- International Economics

Objective: The objective of this paper is to understand the theories of international economics and its application in the field of trade and business

1. Distinct features of international trade. The classical theory of international trade Concept of reciprocal demand in the theory of comparative costs.Modern theory of international trade – relevance and applications.
2. Terms of trade. Factors affecting terms of trade. Free Trade Vs protection. Commercial policies – Tariffs, Dumping and Countervailing measures.
3. Balance of Payments – Composition and significance. Disequilibrium in BOP – causes and measures for correcting. Marshall-Lerner Approach of devaluation. Foreign trade multiplier.
4. Foreign Exchange determination – The purchasing power and BOP theory. Fixed and flexible exchange rates. Exchange Control – meaning, objective and methods of exchange control, Appreciation and Depreciation of currency, Spot and forward exchange rates. Volatility of exchange rates and their effects.Volatility of exchange rates in relation to dollar & Euro.Convertibility of Currency.
5. Directions and Trends in India’s balance of payment position since reform period.
6. Overview of International trade operations, Regional Economic Integrations, WTO and related issues.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. International Economics—B.O Sodersten, The Macmillan Press

Ltd London, IIIrd Edition , 1994.

2. International Economics-- Vrinda Publishing House Ltd, Latest Edition

3 International Economics—H.G.Mannur, Vikas publishing House Ltd, Latest Edition

4.International Economics – D.M.Mithani, Himalaya Publishing House, Latest Edition

5. International Economics- Paul R. Krugman, Pearson Education India,8E, 2009

914 C– Principles and Practices of Management (core)

Objective: The objective of this paper is to develop managerial skills in the students to cope up with the changing business environment a becoming successful entrepreneur.

1. **Introductory:** Concept of management including functions of management, functions and responsibilities of managers, Fayol’s principles of management. Management thought; the classical school, the human relations school, Systems theory school, Contingency theory school.
2. **Planning:** Nature and purpose of planning including strategic planning, principles of planning, Types of Planning, Advantages and Limitations of planning.
3. **Concept and nature of Objectives:** Types of objectives, Importance of objectives, setting objectives, Management by objectives
4. **Strategies and Policies:** Concept of corporate strategy, formulation of strategy, types of strategies, TOWS matrix, the Portfolio matrix, three generic competitive strategies by Porter, effective implementation of strategies, types of policies, principles of formulation of policies, Decision making.
5. **Organizing:** Nature and purpose of organizing, Bases of Departmentation, Span of management, Line and Staff relationship, Line-staff conflict, legation, kinds of delegation, Delegation and Decentralization, Methods of Decentralization.
6. **Control:** Concept and process of control, Control techniques, human aspects of control, control as a feedback system, Feed forward control, Preventive control.

Books Recommended:

1. —Personnel/Human Resource Management||, David S. Decenzo and Stephen P. Robbins
New
Delhi, Prentice Hall Publication. Third Edition
2. —Organizational Behaviour: Concepts, Controversies, and Applications||, Stephen P. Robbins,
New Delhi, Prentice Hall Publication.,Latest Edition

3. —Organizational Behaviour ||, Fred Luthans, New York, McGraw Hill, 2005
4. —Essentials of management ||, Harold Knootz, Donnell and Heinz Wehrich New Delhi, Tata McGraw Hill Publication. 8th Edition
5. —Organization and Management —R.D. Agrawal, New Delhi, Tata McGraw Hill Publication.
6. —Management: A global Perspective ||, Harold Koontz, O'Donnell and Heinz Wehrich, New Delhi, Tata McGraw Hill. Publication., Latest Edition
7. —Management ||, Robert Krietner, Houghton Mifflin Co, 7th edition 1994.
8. —Management ||, New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India, 2002.

915C-Marketing Management (Core)

The objective of this paper is to develop creative skills in the students to understand the dynamics of the competitive market and positioned distinctively.

1. Marketing Concepts: Customer Value and Satisfaction, Customers Delight. Value chain, scanning the Marketing Environment. Marketing Philosophies
2. Market demand, structure and competition
3. Market Segmentation, targeting, positioning. Levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation. Positioning.
4. Basics of Marketing Information System and Marketing Research Process.
5. Product Decision: Objectives, Product classification, New Product Development Product-Mix, Product life cycle strategies, branding, introduction of packaging, & labeling.
6. Pricing Decisions: Factors affecting price, pricing methods and strategies.
7. Distribution Decisions: Importance and Functions of Distribution Channel, Distribution Channel Decisions, Distribution Channel Members.
8. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
9. An introduction to Digital Marketing

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Principle of Marketing Management – Philip Kotler, Pearson Education, Latest Edition
2. Marketing Management -S.A. Sheralkar, Himalaya Publishing House, Latest Edition
3. Fundamentals of Marketing- William J. Stanton, McGrawhill Publication, Latest Edition
4. Marketing Management – South Asian Perspective, Kotlar, Kelkar, Koshi, and Jha., Pearson Education, Latest Edition
5. Marketing Management – [S.H.H. Kazmi](#), Excel Books India, 2007

916D- Organizational Behaviour (core)

Objective: The objective of this paper is to understand the human behaviour to have Efficiency, effectiveness with the total development of the organization.

1. **Foundations of Individual and Organizational Behaviour:** OB Models, Personality Determinants and Attributes, Learning and Learning Theories, Perception-Factors affecting Perception.
2. **Motivation:** Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement Theory.
3. **Foundations of Group Behaviour :** Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
4. **Leadership:** Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies and Managerial Grid. Contingency theories—Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
5. **Conflict & Organizational Change :** Interpersonal Conflict, Inter group Conflict, Organizational Conflict, forces of Change, Resistance to Change

Note: The syllabus is divided into two sections A and B. At least two questions will be asked from each section. At least **five Cases** should be discussed within the class from each section.

Books Recommended :

1. Personnel/Human Resource Management ||, David S. Decenzo and Stephen P. Robbins New Delhi, Prentice Hall Publication. Third Edition
2. Organizational Behaviour: Concepts, Controversies, and Applications ||, Stephen P. Robbins, New Delhi, Prentice Hall Publication., Latest Edition
3. Organizational Behaviour ||, Fred Luthans, New York, McGraw Hill, 2005
4. Essentials of management ||, Harold Koontz, Donnell and Heinz Weihrich New Delhi, Tata McGraw Hill Publication. 8th Edition
5. Organization and Management —R.D. Agrawal, New Delhi, Tata McGraw Hill Publication.
6. Management: A global Perspective ||, Harold Koontz, O'Donnell and Heinz Weihrich, New Delhi, Tata McGraw Hill. Publication., Latest Edition
7. Management ||, Robert Krietner, Houghton Mifflin Co, 7th edition 1994.
8. Management ||, New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India, 2002.

917S- French/German - (Soft Skills)

FRENCH

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy. In specific:-

1. To learn basic grammar and useful vocabulary.
2. To develop elementary communication and comprehension of the language.
3. To acquaint students with people, regions and culture of France.

A Translations: Story: A spring time in Paris

Lesson 1 Meeting and introducing each other

Lesson 2 Striking a friendship

Lesson 3 Expressing one's likes and dislikes

Lesson 4 Expressing agreement and disagreement

Lesson 5 Expressing surprise

B Vocabulary

Professions and nationalities, Day to day life and hobbies, Physical and psychological descriptions,

Cardinal numbers, Seasons, date and time.

C Grammar

Definite and indefinite articles, Gender and number of nouns and adjectives, Masculine and feminine forms, Interrogative and negative forms, Conjugation of verbs in the present tense, Partative articles, Qualitative, Demonstrative and Possessive adjectives, Prepositions for location and before geographical names,

D Communication and French Culture

Greeting, Meeting and getting to know each other Presenting oneself

Inviting someone and replying

Express likes, dislikes, agreement and disagreement

Describe people

Different regions of France, Famous monuments in Paris

Book : le Nouveau Sans Frontiers 1

GERMAN

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy.

1. Introduction to Germany, German, culture, People, a brief about its history and geography.
2. Greetings, basic pleasantries, dialogues based on situations like personal introduction, finding the way around town, ordering food, making reservations. Vocabulary building for informal conversations.
3. Verbs - regular, irregular, helping, trennbar, modal verb konjugations.
4. Nouns with gender, articles and their usage in different cases.
Personal and possessive pronouns. Singular and plural forms.
5. Prepositions - temporal and local.
Reading comprehension and informal letter writing.

MBA (IB) II SEMESTER January 2020

921C	Macro-Economic Analysis & Policy (Core)	3
922C	Operations Research (Core)	3
923C	Business Finance & Accounting (Core)	3
924C	Export Procedure & Documentation(Core)	3
925A	IT for Managers (Ability Enhancement)	3
926D	Financial & Derivative Markets in India (Elective Discipline)	3
927G	Entrepreneurship (Elective Generic)	3
928S	Business Communication & Personality Development (Soft skill)	3
92V	Comprehensive Viva Voce(Virtual credit)	4
	Total credits	28

MBA (IB) II SEMESTER January 2018

921C -Macro-Economic Analysis & Policy

Objective – *The objective of this paper is to develop understanding about the Macro Economic function of economy and its analysis.*

1. Meaning, scope and application of Macro Economics. Concept of stock and flow variables.
2. National Income-Meaning, Measurement and Relationship with Economic Welfare.
3. Classical Macro Economics; Keynesian System of General Equilibrium
4. Theory of Money Supply, components of Money Supply, Quantity theory of money-Views of Fisher, Cambridge School and Friedman.
5. Classical Economics vs. Keynesian Economics. Neo-classical & Rationale Expectation Theory.
6. Model of Income Determination- Two sector model with consumption and Investment function, Govt. Sector, Foreign Sector multiplier and their policy implications. Money Multiplier, Interest rate and Liquidity Preference Theory.
7. IS-LM analysis- Integration of Product and Money market Effects of shifting IS and LM curves.
8. Business cycles - Meaning and Phases. Theory of Hicks, Henson and Keynes. Meaning of Inflation, Recession and Stagflation. Measures to control Inflation.
9. Monetary Policy and Fiscal Policy – objectives, instruments and Relationship.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Macro Economic Theory, E. Shapiro, Galgotia Publications, Latest Edition
2. Macro Economic Theory and Practice, H.L. Ahuja, Sultan Chand and Sons, Latest Edition
3. Macro Economics, Theory & Policies, Richard.T.Froyen, Pearson Education, Latest Edition
4. Macro Economics, Errol D'Souza, Pearson Education, Latest Edition
5. Macro Economics, Dornbosch, Fisher, Stanley., TataMcgraw-HillPublication, Latest edition

922C -Operations Research

Objective : *The objective of this paper is to develop understanding about different methods of economic and business analysis that provides solutions to a business problem.*

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques.
2. Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.
 - a. Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method.
 - b. Assignment Problem: Assignment Model as a Particular Case of Transportation, Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization, Route Allocation).
3. Dynamic Programming- Nature of Dynamic Programming Problems, Solutions for Knapsack, Travelling Sales man, Selection of Advertising Media, Cargo Loading Problem.
4. Inventory Management – Meaning and Types of Inventories, Inventory Decision, EOQ Model, Safety Stock, Selective Approaches to Inventory Management. .
5. Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement.
6. Game Theory: Introduction to Games Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games Using –Algebraic and Graphical Methods.
7. Network Analysis – CPM and PERT, concept of floats. Application of CPM & PERT.

Note: At least **five Cases** should be discussed in the class

Books recommended:

Text Books:

1. S.D. Sharma, Operations Research, Meerut, KedarNath Ram Nath and Co. Eighth Edition, 2002.
2. N.D. Vohra. Quantitative Techniques, New Delhi, Tata McGraw Hill Publications Fifteenth Edition, 2003.
3. Hamdy A. Taha, Operations Research: An Introduction, New Delhi, Prentice Hall of India, Sixth Edition 1998.
4. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons, Seventh Edition 2004.
5. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications, 2000.

Reference books:

1. Haruly M. Wagner, Principles of Operations Research with Application to Managerial Decisions, New Delhi, Prentice Hall of India Pvt.Ltd ,Second Edition,1996.
2. A.M Natrajan, P.Balasubramani, A. Tamilarasi Operations Research-Pearson Education Second Edition,2007.

923C-Business Finance & Accounting

Objective: *The objective of this paper is to go through the financial concepts and understand the techniques to manage the finance for the organization.*

1. **Introduction to Financial Accounting** - Meaning & function of Accounting; Generally accepted Accounting Concepts & Conventions; Nature of Accounts; Rules for Debiting & Crediting; Journalizing the transactions; Posting from the Journal to the Ledger & Preparation of Trial Balance.
2. **Final Accounts** - Preparation of financial Statements – Trading, Profit & Loss Account, and Balance Sheet with the help of Adjustment Entries.
3. **Depreciation** – Meaning and Need, Methods of Charging depreciation – Straight Line Method; WDV Method; Accounting for depreciation in the Books of Account.
4. **Analysis and Interpreting of the Financial Statements** – Financial Ratio Analysis- Liquidity Ratios- Current Ratio, Quick ratio, Profitability Ratios – GP ratio, NP ratio, Operating Ratio, ROI, ROE, ROA, EPS, DPS, Dividend Pay Out Ratio, Price Earnings Ratio, Earnings yield Ratio, Turnover Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, Capital Turnover Ratio, fixed assets turnover, current assets turnover. Solvency Ratio – Debt-equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Building An Income Statement and Balance sheet.
6. **Cash Flow statement (AS-3)** – Meaning, uses and preparation
7. **Introduction to Cost Accounts** – Meaning, Objectives, Difference between cost Accounts and Financial Accounts, Elements of Cost & classification of costs.
8. Analysis of financial statements of any public limited company, managerial uses of unit costing, contract costing, process costing.

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Financial Accounting by P.C.Tulsian Pearson Education, 16th Edition 2015
2. Advanced Accountancy- VolI, R.L.Gupta&M.Radhaswamy, Sulltanchand and Sons
3. Double Entry Book keeping and Accountancy, T. S. Grewal, Sultan Chand & Sons
4. Comprehensive FinancialAccounting, S.A Siddique, LaxmiPublications, Latest Edition

5. Financial Management -- Khan & Jain, Tata McGraw Hill Publication, IVth Edition
6. Financial Management-- I.M. Pandey., Vikas Publishing House Pvt. , Latest Edition
7. Financial Management-- Prasanna Chandra, Tata McGraw Hill Publication
8. Financial Management -- Maheshwari, Sultanchand& Sons, Latest Edition

924C: Export Procedure and Documentation

Objective: The objective of this paper is to understand the exim policy of India and the process and procedure of the exports and the documentation.

1. Export Cycle – Types of exports, Free and Negative list of exports, category of exporters, nature of exporters, export procedure.
2. Registration of Exporters and Export License – fees, Condition, Validity, Authorization & Licensing period.
3. Export contract and Terms of Exports – Necessity and Elements of an export contract, arbitration and litigation.
4. Export Documentation – Pre-shipment and Post-shipment documents of export cargo, regulatory and operational/ commercial documents.
5. RBI's Regulation for Export Payment – mode and instruments of settlement of payment, Documentary credit, mechanism of L/C and its types.
6. Export Inspection - Regulations related to Quality Control, Pre-shipment Inspection, Different types of agencies.
7. Marine Insurance – need, policies and clauses.
8. Export Finance – Need, Pre-shipment finance:, Pre-shipment credit in foreign currency (PCFC), Post-shipment finance: its types, post-shipment finance in foreign currency, Bills discounting using factoring and forfeiting agencies, Packing Credit Limit.
9. Role of banks in international trade – EXIM bank, Commercial banks and their functions.
10. Export Taxation -, Customs Clearance of the Export cargo through CHA, C&F agent or freight forwarder, Applicability of GST in Exports.
11. Export Promotion organizations – Export Credit Guarantee Corporation of India (ECGC), Export promotion councils (EPC), International trade promotion organization (ITPO), Federation of import export organization (FIEO) and others.
12. Current foreign trade policy- Introduction about EXIM policy, Highlights of current foreign trade policy (special focus on different schemes)

*Note: The syllabus is divided into two sections A and B. At least two questions will be asked from each section. At least **five Cases** should be discussed in the class from each section.*

Recommended Books

1. Export Import Policy – Govt. Publication, Latest Edition
2. H.B. of Procedures – Govt. Publication or Publication by NABHI, Latest Edition
3. A Guide on Export Policy , Procedure & Documentation,, Snowwhite Publication, Latest edition
4. How to Export – Nabhi, Nabhi Publication, 2018
5. How to Start Export Business -- Harish Malhotra , River Books Publication, Latest Edition
6. Export Management--- P.K. Khurana , Galgotia Publications Company, revised latest edition
7. Export management—D.C. . Kapoor, Vikas Publishing House, Latest Edition

925 A -IT for Managers

Objective: The objective of this paper is to understand basic knowledge of computers, applications of various information tools and basics of electronic-business to proceed with IT adopted in the business.

1. Anatomy of Computer, Hardware & Software concepts, Types of Software – Operating system program language translator, communication software, Applicant software.
2. Networking – definition, need, types & applications, networking hardware – hub, router, bridge.
3. Data Base Management System Introduction – Data, Database management system, purpose of database management system, Data abstraction, Instances and schemas, data-independence physical data independence, logical data independence, Data Model – Hierarchical, Network,
4. Relational. Introduction to relational approach – Tuple, Attribute, Domain, Degree, Relation.
5. System Concept: Definition, characteristics of system, Elements of system, Types of system.
6. Introduction to MIS: Characteristics of MIS, Structure of MIS, based on – management activity, organizational functions, Conceptual structure.
7. System development life cycle – feasibility study analysis, design, implementation, maintenance, Approaches of MIS development programmed & non-programmed decisions, decision support system.
8. Securing Information System, Tools & technologies for security.
9. E-Business fundamentals, E-Business framework, E-Business applications, E-Business markets, EBusiness models and market space characteristics ordering on-line Advertisement and marketing on Internet, offering customer product on the net.
10. Introduction to IT and its development – V Generation Computers, virtual reality, GPS, GIS, Mobile technology – 1G, 2G, 3G, 4G. Wi-fi, Bluetooth.
11. SAP application & ORACLE.

Note: At least **five Cases** should be discussed in the class

Books recommended:

Text Books:

1. Computer Fundamentals – P.K.Sinha , BPB Publisher, Fourth Edition.
2. Introduction to Computers – N.Subramaniam , Tata McGraw Hill Publication, Volume 1.
- 3.Database Management system-Korth,M,Tata McGraw Hill Publication,Third Edition.
- 4.Management Information system-Kenneth C. Laudon&Laudon, Pearson Education,Second Edition.
5. Management Information system-D.P Goyal, MacMillan India Ltd.,Second Edition.

Reference Books:

- 1.Computer Systems & Applications – RustamShroff, Himalaya Publishing House, Latest Edition
- 2.Computer Network—K.K.Koli, Nakoda publication & Print ltd, Latest Edition.
- 3.Computer Fundamentals and Applications,AshokArora,Vikas Publishing Pvt.Ltd, 2015.
- 4.System analysis and Design –Elias .M.Awad,Galgotia Publications Pvt. Ltd, Sixth Edition.
- 5.e-Business –Michael.Papazoglou,PieterM.A.Ribbers,Wley Computer Publishing.Latest Edition.

926 D-Financial & Derivative Markets in India

Objective: The purpose of the course is to make students aware of basics of financial markets and the terminology as well as concepts in financial and derivative market in India

Financial Markets in India

1. Financial System: Introduction, Functions of the Financial System, Prerequisites of a Financial System, Players in the Financial System, Evolution of the Financial Markets, Segments of Financial Markets, Types of Financial Products, Reforms in financial Market in India.
2. An overview of Money Market and Capital Market in India - its players, components, Segments and instruments.
3. Primary and Secondary Market: IPO's and allotment of Shares. Role and functions of SEBI, Depositories, Stock Exchanges and intermediaries in Indian Stock Market

Derivative Markets in India

4. Introduction to derivatives: History of financial derivatives in India, Types of derivative markets in India, Types of Derivative contracts, Participants in a derivative market, Economic function of derivative market
5. Distinction between forward, future and option contracts, their mechanism, pricing and application
6. An overview of Commodity Market- history, evolution of commodity market in India. Regulation of commodity market- role and function of FMC. Commodity exchanges in India

Recommended Books:

1. Redhead, Futures – Pearson education ,Asia Publications, 1999
2. Robert A. Strong, Derivatives: An Introduction – Thompson publications, New Delhi, 2000
3. Robert W. Kolb, Understanding Futures – PHI Publications, New Delhi,2000
4. Robert W. Kolb, Understanding Options – PHI Publications, New Delhi, 2000
5. John C. Hull Options, futures and other derivatives – Pearson education Asia, 4th edition, 2001.
6. H.R. Machiraju, Indian Financial System, Vikas Publishing House, Latest Edition
7. B.S. Bhatia and G.S. Batra, Management of Capital Markets, Financial Services and Institutions.,Latest edition
8. L.M. Bhole, Financial Institutions and Markets – Structure, Growth and Innovation. Tata Mcgraw Hill Publishing Company Ltd.,Latest Edition
9. Meir Kohn – Financial Institutions & Markets Future & Regulations, Oxford University Press, 2007.

927G-Entrepreneurship

Objective: The subject will help in understanding the nitty-gritty of entrepreneurship and also to know about various institutions and programmes for promotion of entrepreneurship activities by government and nongovernmental organizations.

1. Concept of Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Functions of Entrepreneur – Role of entrepreneurship in economic development. Innovation, Creativity and lateral Thinking
2. Forms of organization- Sole Proprietorship, Partnership and Company and their features, advantages and disadvantages.
3. Methods and sources of raising Finance- Domestic and global, their features and merits and demerits, Venture Capital

4. Project Management- Business idea generation techniques – Identification of Business opportunities – Feasibility study – Technical, Marketing, Finance, Economic and Social Appraisal– Preparation of Project Report.
5. Enterprise Marketing: Goals of Business-Goal setting, SMART goals, Marketing & Sales Strategy, Branding, Promotion Strategy, Customer Relations, Employee and Vendor Management
6. Enterprise Growth Strategies: Franchising, Mergers and Acquisitions, Moving up the Value Chain and Value Addition

7. Reasons of Business Failure

8. Importance of small scale industries – Definition – Contribution to national economy – Classification of small scale units – Cottage, tiny, village, ancillary – Concept, Infrastructure for small business units. Procedures in setting of small scale units – Licensing – Registration – Financing, Characteristics and Problems
9. Institution for the development of small scale industries – NSIC, SIDCO, SIDO, SISI , Development Commissioner – TANSI, SIDCO, DIC, Directorate of Industries and Commerce. Concessions , rebates, incentives and subsidies to small scale units – Prime Minister’s RojgarYojna (PMPY) EPZ and 100% EQUs, Sickness of small scale units and revival.

10. Industrial Estates – Meaning ,types and necessity

11. New venture areas for Entrepreneurs

12. Social Entrepreneurship: Meaning and Concept and Characteristics

13. Case Studies

REFERENCE BOOKS:

1. Srinivasan N.P. – Entrepreneurial Development
2. Saravanavel – Entrepreneurial Development
3. Vasant Desai – Project Management
4. Jayashree Suresh – Entrepreneurial Development
5. Holt – Entrepreneurship – New Venture Creation
6. J.S. Saini& S.K. Dhameja – Entrepreneurship and Small Business
7. P.C. Jain – Handbook for New Entrepreneurs
8. Dr. C.B. Gupta & Dr. S.S.Khanka – Entrepreneurship and Small Business
9. Vasant Desai – Management of Small Business Himalaya Publishers
10. C.B. Gupta – Management of Small Business Sultan Chand and Sons
11. S.S. Kanka, S. Chand and Co – Entrepreneurial Development

928S-Business Communication & Personality Development

1: FRAMEWORK TO BUSINESS COMMUNICATION:

Defining Communication, Process of communication, Principles of effective communication, importance and objectives of business communication, Physical, Mechanical and Psychological barriers to communication

2: CHANNELS, TYPES AND FORMS OF COMMUNICATION:

Channels, Verbal, Non-verbal, Formal, Informal, Internal, External and communication networks, Effective listening – types and Essentials of effective listening, Development of intrapersonal and interpersonal skills for Personal effectiveness.

3: ARTICULATION AND DRAFTING:

Definition & how to articulate , techniques for better articulation, Speak clearly & distinctly, Basic patterns of Business Letters & its drafting, notices , Resumes, Sales letter writing, letters of bank correspondence, complaint letters & project reports, Dealing with print and electronic media, writing a press release.

4: ENHANCEMENT SKILLS / EMPLOYABILITY SKILLS:

Effective presentation skills: body language, eye contact, gesticulation, use of audio visual aids, Handling audience, conduct during presentation Interview skills: types of interview, preparing for an interview, how to handle stress interview, attire for an interview, learn how to say No, positive thinking tips & tricks, have an effective brain storming session.

. PRATICAL EXERCISES

Spoken exercises listen & repeat and tongue twister, Group discussions, Mock meetings & interviews, Presentations on a technical topic, role plays, Confidence building exercises, and submission of reports prepared.

Note: At least five cases should be discussed in the class.

Recommended Books:

1. Business Communication – K.K.Sinha, Galgotia Publishing Company, Latest Edition
2. Business Communication – Chhabra.T.N. , Sun India Publication, 2005
3. Business Communication – ParagDiwan, Excel Books, Latest Edition
4. Essentials of Business Communication – Rajendra Pal, Sultanchand Publication, 2000
5. Business Communication-- R.K.Madhurkar,Vikas Publishing House Pvt. Limited, Latest

Summer Training

All the students are required to undergo six to eight week summer training, after the completion of first two semesters in Industrial and Business organizations. The institute prefers that an organization puts a student on a specific project where a student will be expected to work and understand the working of all aspects of the organization. The students are instructed to submit a certificate of successful completion of their summer training. Each student will be required to give a presentation of their summer project.

MBA (IB) III SEMESTER 2020

931C	International Marketing (Core)	3
932C	Strategic Management (Core)	3
933C	Import Management (Core)	3
934C	Research Methodology(Core)	3
935G	Business Law (Elective Generic)	3
936D	International Business Finance (Elective Discipline)	3
937D	International Trade Logistics and Supply Chain Management (Elective Discipline)	3
938D	International Marketing Research(Elective Discipline)	3
939P	Summer Training Report (Project Work)	2
93V	Comprehensive Viva Voce(Virtual credit)	4
	Total credits	30

931C: International Marketing

Objective: *The objective of this paper is to have knowledge of strategies adopted in the foreign markets to succeed with a suitable market plan.*

1. International Marketing environment, economic, cultural, legal, technological and political.
2. Process of entering international marketing management, Decision criteria for entry methods in the international market and the various entry methods for the international market. Transition of company from domestic to global company.
3. Product policy decisions, Product Standardization and Product Adaptation. Packaging, Labelling and Positioning.
4. New product development, Adoption and Diffusion of new products, Product line extensions, International product life cycle.
5. Managing Foreign Distribution--- through distributors and through firm's presence in the international market, Types of intermediaries ---- Direct and Indirect Channel, Channel Adaptation, Channel Development.
6. Physical distribution – Modes of transportation.
7. Export pricing-Objectives, Frame work of international pricing, Factors Gray market, Price escalation, Foreign exchange risk, transfer pricing.
8. International Promotion, , Role of Advertising, advertising decisions taken for international market, Personal selling, Sales promotion, public relations and trade shows.

Note: *At least five Cases should be discussed in the class.*

Recommended Books

1. International Marketing Analysis and Strategy – OnkVisitSak John J. Shaw, Pearson Education 2006

2. International Marketing Management – Subhash Jain, CBS Publishing & Distribution , Latest Edition
3. International Marketing-- P.K.Vasudeva, Excel Books, 2004
4. International Marketing—F. Cherunilam , Himalaya Publishing House Ltd, Latest Edition
5. International Marketing Management—M.N.Mishra, Oxford & IBH Publication , Latest Edition
6. International Marketing Management—R.L. Varshney and B.L.Bhattacharya, Sultan Chand, Latest Edition

932C: Strategic Management

Objective: The objective of this paper is to understand the framing of various strategies with related advantages in the different competitive situations.

1. Meaning need and Process of strategic management Approaches to Strategy making: Rational, Analytical and Intuitive, Emotional levels of strategy: Corporate, SBU and functional strategies.
2. Mission and objectives: Definition, formulation and change, Hierarchy of objectives.
3. SWOT analysis – General, Industry and International Environmental Factor Analysis of external and internal environment. Environmental. Threat and opportunities profile (ETOP) Strategic Advantage Profile (SAP)
4. Strategy Alternatives: Grand Strategies and their sub-strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives; Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy
5. Strategy Choice: Narrowing the choices; Managerial Choice Factors, Choice Processes Gap Analysis, ETOP-SAP Matching, BCG Product; Portfolio Matrix, G E Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. Strategy Evaluation And Control: Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.
8. Case Analysis: To gain actual feeling of strategic management process from development to strategy evaluation.

Note: At least five Cases should be discussed in the class.

Recommended Books

1. Strategic Management Text & Cases -- Boseman G. and Phatak Arvind: John Wiley & Sons
2. Strategic Management – V.S.Rao , Excel Books, 2003
3. Business Policy and Strategic Management-- Lawrance , Jaush& Gupta, TreniceBarota&Co.Ltd., 2006
4. Business Policy ---,KazmiAzhar , Tata McGraw Hill., 2004
5. Business Policy, Strategic Planning & Management --Ghosh P.K , Sultan Chand & Sons, 1995
6. Global Strategic Management -- Davidson,W.H., John Wiley & Sons.

933C: Import Management

Objective: The objective of this paper is to understand the details of the import scenario and the process and procedure of the imports in India.

1. Import Management – Introduction about import, Objectives of Import Policy, import trade organization, Liberalization of Import in India.
2. Preliminaries of Imports- Types of imports, Negative list of imports, category of importers.
3. Import Procedure –Introduction, Pre import formalities, Legal dimensions of import, retirement of import documents, and custom clearance of imported goods.
4. Import documents: Transport document, Airway bill or bill of lading, bill of entry, certificate of inspection, import license, freight declaration certificate etc.
5. Import contract and Terms of Imports –INCO terms, mode of payment.
6. Exchange control provisions for imports under the RBI's regulation.
7. Warehousing of imported goods, Terminology for imported goods: Demurrage, detention, Wharfage etc.
8. Import Finance- Fund based and Non fund based financing: Bank Finance, Finance from Exim Bank, finance through letter of credit and other documents.
9. Import duties- Types of import duties: IGST, BCD, CVD, Special CVD, Anti-dumping duty, Protective duties.
10. Imports under special schemes for exporters –Incentives under special schemes- Preferential rates, DEPB, Duty Drawback, DFRC, Deemed exports, EPCG, Exemption and Remission schemes, import of gems and jewellery, Gifts, Auto Mobiles, , Life Saving Drugs, Technology, and Equipment's, Fast Track Clearance Scheme (Green Channel Facility), Post and Parcel Clearance.

Note: At least five Cases should be discussed in the class.

Recommended Books

1. How to Import: Nabhi Kumar Jain, 2018
2. Import, do it yourself: M.I. Mahajan, latest edition
3. Export Import –Procedures (Documentation & Logistics) -- C. Rama Gopal New Age Publications, Latest Edition
4. Import Export Portfolio (Policy, Procedure & Documentation) -- A. K. Singh & Disha Madan Nakoda Publishers and Printers.

934C: Research Methodology

Objective: The objective of this paper is to understand the meaning and purpose of research and acquaint the students with the various methods and tools of conducting research.

1. Introduction to Research Methodology:

Role and objectives of business research, types of research and various research designs (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher.

2. Design

Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, Designing questionnaires and conducting interviews.

3. Sampling

Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions : Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.

Review of statistical tools/methods of business research, for univariate and bivariate analysis, Significance of correlation coefficient, significance of regression coefficient.

4. Hypothesis and Hypothesis testing

Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, F-test, t-test, Z-test, chi-square test.

5. Interpretations and Report Writing:

Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing

research reports.

6. Research Ethics: Ethics in Research, Philosophical issues in Research

7. Limitations of RM:

Text books Recommended

1. R. Panneerselvam — Research Methodology || 2nd edition, 2014 published by PHI Learning Pvt. Ltd , New Delhi, 2016
2. Deepak Chawla & Neena Sandhi — Research Methodology || -Concept & Cases- Reprinted 2014- Vikas Publishing House Pvt Ltd.
3. S.P. Gupta — Statistical Methods || Sultan chand & sons, New Delhi -2008
4. Prahlad Mishra — Business Research — Oxford university press 2015, 1st edition

Reference books recommended

1. — Business Research Methods- Donald R Cooper, Pamela s Schindler & J.k. Sharma, 11th edition, TATA McGraw Hill Education Pvt Ltd, New Delhi 2012
2. — Business Research Methods || Alan Bryman & E. Bell , 3rd edition, Oxford University 2015

935G: Business Law

Objective: The objective of this paper is to understand the laws of different laws, legal rules and regulations through which exports are governed.

Legal Frame work

1. The Companies Act 2013
2. Foreign Trade Development and Regulation Act. 1992.
3. The Customs 1962.
4. Foreign Exchange Management Act
5. Information Technology Act. 2000

Contractual Relations

1. The Indian Contract Act. 1872.
2. The Sale of goods Act, 1930 with international aspect
3. The Conciliation and Arbitration Act. 1996, with international arbitration conventions.

Property Rights: Intellectual Property

1. The Copyright Act, 1957.
2. The Trademark and Patent Acts.
3. The Designs Act & Trade Marks Act.
4. International Conventions

Insurance

Introduction to Life insurance

Types of general insurance- Marine Insurance, Fire Insurance, Stock Insurance, Key men Insurance, Labour Insurance, Motor Vehicle Insurance.

Preferred Act

1. Security Contract act (It may be classified under the head contractual relations and company regulations)
 2. Product Liability Transfer of Technology, International Contracts, Licenses Joint Ventures/ Consultations, Foreign Investment Laws, International Organizations, United Nations World Trade Organization
- Payments-** Letters of Credit, Electronic Transfer, NEFT, ECS, RTGS, Bank Guarantee.

GST Impact on Import Export

Taxation

1. Dividend Act
- 2.. Avoidance of Double Taxation, Product Liability, Transfer of Technology, International Contracts, Licenses Joint Ventures/ Consultations, Foreign Investment Laws

Note: At least **five Cases** should be discussed in the class

Recommended Books

1. Sakhlecha&Sakhlecha – Corporate Law
2. B.S. Moshal- Business Law, Anne Books Pvt. Ltd.
3. Tax man - Corporate laws
4. MohnishBhandari – Corporate Law
5. Bharat - Corporate laws
6. Bare Acts - Corporate laws

936D: International Business Finance

Objective: The purpose of this paper is to make students aware of changes in foreign exchange market and development in International Financial system.

1. Introduction to the environment of international finance and its implications on International business. Need for International Financial System and changes in Global Finance Market.
2. Concept of exposure and risk, Nature of Exposure (Economic, Transaction, Translation) and their impact
3. Balance of payments and International economic linkages- categories of balance of payments, International flow of goods, services and capital, current and capital account deficits.
4. Intricacies of Foreign Exchange Markets and meaning of Spot and Forwards Exchange Rates, Eurocurrency and Domestic Interest Rates and Quotations and Market Rules

5. Parity conditions in International Finance - Purchasing Power Parity, Covered Interest Parity, Real Interest Parity. Parity Conditions and its Managerial Implications
6. Forecasting Exchange Rates - Fundamental Factors Affecting Exchange Rates. Time Series Forecasting Models
7. Carry of future contract, speculation and hedging strategies, swap deals and their types. Concept of LIBOR, LIBID, SIBOR, MIBOR etc.
8. International financing- Alternative external, medium and long term debt financing options for MNCs?. International capital markets.
9. Brief introduction to international taxation – Foreign currency accounts for residents and non-resident Indians.

*Note: At least **Five Cases** should be discussed in the class.*

Recommended Books

1. Multinational Financial Management- Alan C. Shapiro, Wiley India (P.) Ltd., 8thedition
2. International Financial Management: A.K. Seth , Galgotia Publication Pvt Ltd, latest edition
3. International Financial Management: P.G. Apte , Tata McGraw Hill, 6thedition
4. International Financial Markets and India -- Machirauj, New Age Publication, 3rd edition
5. Multinational Business Finance – David K. Eiteman, Michael H.Moffett, Arthur. I.Stonehill, AlokPandey, Pearson Education, 10thedition.

937D: International Trade Logistics and Supply Chain Management

Objective: The objective of this paper is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

■ A. International Trade Logistic Management

2. Basic framework: Introduction, objectives and scope of logistics, Role of logistics in SCM, Importance of logistic management, logistic service providers, various key terms.
3. Transportation- Modes of transportation, Role of transportation in LSCM, transportation Decision (Pricing, Rate), Multimodal transportation act and its documents.
4. Structure of shipping: (I) World shipping – World shipping council, World Sea borne trade and World shipping.
(II) General structure of Indian shipping Industry: Different types of ships/vessels, shipping routes, Operating Ships: Liners, Tramps etc., and Major ports in India, ICDs, CFS, CONCOR, Problem and prospects of Indian shipping, Glossary.
(III) International Air Transport: IATA, Cargo Handling, transportation, Problem and prospects, glossary.
(IV) Containerisation: Genesis, Classification of containers.
(V) Coordination and role of various intermediaries: CHA, Freight forwarders (NVOCC), Stevedores, and other shipping agents.

4. Warehousing and Inventory management – Operations, Types, strategy, design, Functions, and contemporary developments in warehousing.
5. Material Handling- Unitization Material Handling, Planning demand and supply through break-bulk, consolidation and cross docking.
6. Supply Chain Management in Retail Sector and reverse logistic process with examples.
7. International Packing and Packaging Standards used in LSCM.

■ B. Supply chain management

1. Overview of SCM- Introduction, Nature & Concepts, process view of a supply chain, and framework for supply chain drivers, decision phases in supply chain, integrated logistic supply chain model.
2. Customer service and customer retention – Introduction, elements of customer service- 1.pretransaction element, 2.transaction element, 3. Post transaction element. Importance of supply chain/logistic Customer service, effective customer service strategy.
3. Benchmarking the supply chain benchmarking logistics process: introduction, benefits derived from benchmarking, Mapping supply chain processes, Supply & distributor benchmarking, setting priorities for benchmarking, identifying logistics performance indicators.
4. Current issues in SCM and supply chain challenges for future.
5. Supply Chain Management in Retail Sector.
 - International Trade Logistic management
 1. Basic framework: Introduction, objectives and scope of logistics, Role of logistics in SCM, Importance of logistic management, logistic service providers, various key terms.
 2. Reverse logistic process with examples.
 3. Transportation- Modes of transportation, Role of transportation in LSCM, transportation Decision (Pricing, Rate), Multimodal transportation act and its documents.
 4. Structure of shipping: A. World shipping – World shipping council, World Sea borne trade and World shipping.
 B. General structure of Indian shipping Industry: Different types of ships/vessels, shipping routes, Operating Ships: Liners, Tramps etc., and Major ports in India, ICDs, CFS, CONCOR, Problem and prospects of Indian shipping, Glossary.
 C. International Air Transport: IATA, Cargo Handling and Cargo operations,types of air cargo , transportation, Problem and prospects, glossary.

- D. Containerisation: Genesis, Classification of containers.
- E. Coordination and role of various intermediaries: CHA, Freight forwarders (NVOCC), Stevedores, and other shipping agents.
5. Warehousing and Inventory management – Operations, Types, strategy, design, Functions, and contemporary developments in warehousing.
 6. Material Handling- Unitization Material Handling, Planning demand and supply through break-bulk, consolidation and cross docking, different types of material handling equipments.
 7. International Packing and Packaging Standards used in LSCM.

Note: At least five Cases should be discussed in the class.

Recommended Books

1. Business Logistic Management – R.H. Ballou
2. Logistic Management & World Seaborne Trade – K. Muthaiah, Himalaya Publishing House Ltd.
3. Logistics in International Business -- Rajiv Aserkar, Shroff Publication And Distribution Ltd.
4. Supply Chain Management--Sunil Chopra ,Printice Hall Publication
5. Supply Chain Performance Management—S. Jaikrishna,, Icfai Unit Press
6. Logistics & Supply Chain Management-- Raghoramay,, MacMillan India Ltd
7. Logistics Management—Donal J. Bowersok , Tata McGraw Hill Publication

938 D- International Marketing Research:

Objective:-The Main objective of this subject is to equip the students with in-depth knowledge of the issues that govern the conduct of International Marketing Research.

1. **Nature & Scope of International Marketing Research-** Concept, Scope, Classification, Challenges and Ethics in International Marketing Research.
2. **International Marketing Research Process & Research Design-** International Marketing Research process. Need for Research design, Features of a good research design and Types of research designs (Exploratory, descriptive, experimental and diagnostic research).
3. **Sampling Theory and Design of Sample Survey-** Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.
4. **Data Collection-** Secondary Data: Sources & Presentation , Primary Data: Methods of Collecting, Scale development, Questionnaire Design.
5. **Data Analysis:** Descriptive & Inferential Analysis: Univariate, Bivariate and Multivariate Analysis of data.
6. **Advanced Data Analysis-** Correlation and Regression Analysis, Factor Analysis, Principal Component Analysis, Discriminate Analysis; Cluster Analysis
7. **Interpretations and Report Writing:** Meaning of interpretation, Significance of report

writing, Steps in report writing, Layout of report and Precautions in writing research reports.

Recommended Books

1. Marketing Research - S.L.Gupta , Excel Books 2006
2. Marketing Research - David J. Luck,Ronald S. Rubin , Printice hall Of India, 2006
3. Marketing Research - Harper W. Boyd Ralph Westfall, Stanley F. Stasch,D.D. Sharma, AITBS Publishers & distributors,Latest Edition
4. Marketing Research-- G.C. Beri,Tata McGraw HilPublication,Latest Edition
5. Research Methodology -D.K.Bhattacharya , Excel Books,Latest Edition
6. Research Methods for Mgt – Dr. S. Shahjahan ,Jaico Publishing House,Latest Edition
7. Research Methodology in Management—V. P. Michael, Himalaya Publishing House Ltd.,Latest Edition

MBA (IB) IV SEMESTER 2021

941C	Strategic HR & Development (Core)	3
942C	Service Marketing & CRM (Core)	3
943A	Consumer Behavior (Ability Enhancement)	3
944D	Overseas Project Management (Elective Discipline)	3
945D	Select Market and Thrust Products(Elective Discipline)	3
946P	Major Research Project (Project Work)	4
94V	Comprehensive Viva Voce(Virtual credit)	4
	Total credits	23

941C Strategic HR & Development

Objective: The objective of the course is to develop the perspective of strategic human resource management. Understand the strategic role of specific HR systems. Appreciate SHRM in the context of changing forms of organization.

Module I Strategic Management: The Field of HRM

Need and significance of HRM, HRM function, Role of HR in Organizations, environmental influence on HRM Changing Role of HR Professionals, Understanding Strategic Human Resource Management, Building Competitive advantage through people.

Module II Employee Selection & Socialization strategies:

Human Resource Planning, Selection tools and their application, Job analysis, job Design & Job Descriptions, job specification, employee welfare and quality of work life, Human resource strategy models.

Module III For effective HRM strategies:

Organizational Design, Understanding Employee Motivation, Perception and Individual Decision Making, Change Management, Interpersonal Effectiveness.

Module IV Human resource Development

Systems Approach to HRD, HRD Strategies, HRD Staffing: Role of Top Management in HRD, HRD and Training Policy, Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Program, Competency Modeling, types and Methods of Training; Training within Industry (TWI); Transactional Analysis, Talent Crisis in the Middle East.

Module V Managing Employee Performance & their relationship:

Performance Management Systems & Processes, rewards, Compensation and Benefits, Social accountability, Grievances Handling Procedure.

Module VI Strategic Initiatives in HR:

HR Issues in Mergers and Acquisitions, HR Challenges in Difficult times, Issues in HR outsourcing, HR Risk Management, human resource information system and use of SHIS.

Recommended Books

Text Books:

1. —Human Resource Management --Robert L. Mathis and John H. Jackson, || South Western College Publishing, Third Edition
2. —Human Resource Management || A strategic approach to employment,--S.K Sharma Global india Publication 01-dec-2009
3. Human Resource Management—C.B.Gupta, Sultancvhand and Sons, Sixth Edition
4. Human Resource & Personnel Management—K.Aswathapa, Tata McGraw-Hill Publication Ltd, Sixth Edition.
5. Human Resource Management – SeemaSanghi,MacMillan Publishers, India Ltd.,First Edition 2011.

Reference Books:

1. Human Resource Management—S.P.Robbins, Printice Hall Publication,Human Resource Planning—Bhattacharya, Excel, Sixth Edition.
2. Human Resource Management –Raymond Anor,John R Hollenbeck,BarryGeehart,Patrick M Wright,Fifth edition, Tata McGraw- Hill Publication Ltd.
3. Human Resource Management –John M Iwancerich,Tent Edition, Tata McGraw- Hill Publication Ltd.
2. Human Resource Management –David A. Decenzo,StephenP.Robbins,TenthEdition,Wiley India Ltd.

942C- Service Marketing & CRM:

Objective: The objective of this paper is to understand various processes and strategies for marketing of services and strategies for building lasting customer relationship

1. Understanding Services: Service Sector & Economic Growth, Service Concept - Service Characteristics-Classification of Services, -Challenges in Service Marketing
2. Marketing mix in service marketing (8ps) - Understanding service process, Service offerings –core & supplementary product element -Price & other costs of services – Place & time – Service Delivery system -Promotion & customer education -People employees role in service – Productivity and Quality -Physical Evidence in Services
3. Service from customer’s view point - Customer contact with service organization. Complaint Handling and service recovery
4. Strategic Issues in Service Marketing -Service Positioning and Design-Service Differentiation
5. Introduction to CRM: Evolution of CRM, Relationship Marketing, significance and benefits of CRM to different business organizations and customers.
6. Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment
7. CRM Process: Objectives, Customer segmentation, Customer database, Strategy formulation, Infrastructure development, Designing system, Core processes, Developing people, Customer retention, Recovering lost customers, Terminating relationships.

8. Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining.
9. Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.

Text Readings

1. Christopher H. Lovelock, —**Services Marketing**”, New Delhi: Prentice Hall of India, Latest edition
2. Baran, Roger J., Galka, Robert J. and Strunk, Daniel P. (2008), *Customer Relationship Management*, Cengage Learning, New Delhi
3. Sheth, J.N., Parvatiyar, A. and Shainesh, G., —**Customer Relationship Management** ||, TMH, Latest edition
4. Kumar, V. and Reinartz, Werner J. (2006), *Customer Relationship Management: A Databased Approach*, Wiley India, New Delhi.

943A- Consumer Behaviour

The basic objective of this course is to develop the detailed understanding about different aspects of consumer behaviour and its applications in marketing.

Introduction to Consumer Behaviour: Concept of Consumer Behavior , Scope and Application of Consumer Behavior, Evolution of Consumer Behavior as a Field of Study and its relationship with Marketing, Models of Consumer Behavior.

Marketing Research and Consumer Behavior:Relevance of Marketing Research with Consumer Behavior, Approaches to Consumer Behavior Research: Quantitative Research and Qualitative Research.

Market Segmentation, Targeting and Positioning:Market Segmentation, Basis for Segmentation, Targeting strategies and Concept of differentiation and Positioning.

Consumer Decision Making Process: Buying Motives, Buying Roles, Consumer Decision Making Process, Levels of Consumer Decision Making, Perspectives to Consumer Decision Making.

Psychological Influences on Consumer Decision Making:Consumers Needs & Motivation, Emotions, Consumer Involvement, Consumer Learning, Personality, Self-concept and Self-image, Consumer Perception.

Consumer Attitude: Belief, Attitude, Attitude Formation and Attitude Change.

Sociological Influences on Consumer Decision Making: Consumer groups, Consumer reference groups, Family and Life cycle, Social class and mobility, lifestyle analysis, Culture; Sub-Culture, Cross Culture, Interpersonal Communication and influence, Opinion Leadership.

Organizational Buying: Differences between Organizational and Consumer Buying, Buying Decisions in Organizational Buying Process; Types of Decision Making, Organization Buyer's Decision Making Process, Factors influencing Organizational Buying Behaviour, Decision Makers in Organizational Buying.

Books recommended:

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993 Electives (Mktg)
 3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
 4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
5. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
6. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994

944D -Overseas Project Management:

Objective: *The objective of this paper is to understand the project formulation and guidelines related to overseas projects.*

1. Conceptual framework of project : Meaning, Features and Types of Projects, Project formulation, Project phases & Project Appraisal – Technical, Financial and Marketing
2. Project Selection and Capital Budgeting: Meaning, Process, Techniques of Capital Budgeting, Special features of Multinational Capital Budgeting Decisions.
3. Sources of Finance and Project Financing: Domestic and International Role of International financing agencies in financing international projects
3. RBI and FEMA guidelines regarding overseas projects: Role of Working group, Formalities regarding setting up, follow-up and closure of projects
4. Role of EXIM Bank and ECGC in overseas projects, Guarantees to be furnished, Lines of Credit
5. International Credit Rating: Meaning, Importance and Process
6. Social Cost Benefit Analysis of a Project

*Note: At least **five Cases** should be discussed in the class.*

Recommended Books

1. Project Management –Prasanna Chandra
2. Project Management – Prem Kumar&Asif K. Ghosh ,Anmol Publication
3. Project Management -- Vasant Desai , Himalaya Publishing House Ltd.
4. Project Management -- Patel , Vikas Publishing House Ltd.
 5. Export Finance and Banking – Procedures in India, S. Shankar Narayan Secretary FEDAI, 2001, 1st Edition.

*Note: At least **five Cases** should be discussed in the class.*

945D -Select Market and Thrust Products

Objective: The objective of this paper is to understand the different potential markets and products for India to have exports and imports.

1. Nature and Scope of Select Market & Thrust Product - To study and analyze the competitive advantages of various markets, establish linkages between market and products and design business strategies with global perspective.(special reference to Current foreign trade policy)
2. To study the business environments of each market (Economic, Social, Technological, Political and legal framework.)
 - 1.U.S.A 2. European Union 3. Japan 4. ASEAN 5. China 6.SAARC Countries 7.South-Africa 8.Middle East 9.Eastern Europe and Russia 10. BRICS. Also study the geographic, climatic and other conditions which favour Indian exports to these countries.
3. Products: Develop a working knowledge of each product category and conduct a general SWOT analysis for each product category.
 - i). Software - Differentiate between product v/s Services, Outsourcing.
 - ii). Pharmaceuticals- Product v/s Process Patent, New Drug. Discovery or Generic Product strategy etc.
 - iii). Textiles and Readymade Garments: Cotton or Manmade fabric.
 - iv). a) Gems and Jewellery b) Leather and leather Products
 - c) Marin products d) Agro products: Tea, Rice, Oil seeds, Wheat, Pulses,
 - e)Engineering Products: Metal Manufacturers, Machinery and Instruments.
 - f)ServicesSector: Insurance, Banking, consultancies.
 - g) Chemicals: Dyes & Intermediaries.
 - h) MineralsAlso study the geographic, climatic and other conditions which Indian exports to these countries.
4. Strategic Issue in International Management: International Strategic Planning – Nature & Dimensions, developing a strategic planning model for a multinational firm. Socialization perspective (by Hofstede)

Note: At least five Cases should be discussed in the class.

Recommended Books

1. Thrust sectors in India's export - Edited by Dr. SadaShankersaxena, Dr. M.L. Varma, B.Bhattacharya, M.S. Sachdeva
2. International Management – ArvindV.Phatak, Rabi S.Bhagat, Roger J.Kastulak , Tata McGraw Hill Publication, 2006
3. International management strategic opportuntities and challenges—M.C.Ferlin / Sweeney -- Houghton Mifflin publication
4. Readings and cases in international management--- David c. Thomas , sage publication , New delhi, 2003
5. International Management Managing across Borders and Cultures – Helen derksey , Pearson publication

Reference Books

1. International Management -- Manab Thakur, Gene F Burton, B.N.Shrivastav
 2. International Business M.C. Schnitzer
 3. Corporative Management & Economics Process – Ruichar N. Farmer & Barry M. Rithman
 4. Communication Between Culture – Samovar/Porter
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947A – Major Research Project

The MRP shall comprise of individual & original research by a student under the guidance of a faculty member on a topic which shall preferably relate to an area of his interest/ specialization. Research here construes **either or both** of the following:

1. Research based on Primary or Secondary data.
 2. Study based Research, wherein a researcher must exhibit **in depth** knowledge of the chosen topic.

The MRP shall carry a weight of **four credits** and shall be awarded grades A / B/ C/ D/ F. Prior to submission of final report, the students have to prepare their Synopsis with due consultation of their respective guides. Topic or guide once finalized will not be changed. Only those students would be allowed to submit their final MRP, who maintain regularity in their attendance and remain in constant touch with their respective guides. The students have to strictly follow the following pattern of their Synopsis and MRP.

Format of synopsis

1. Title
2. Introduction
3. Review of literature
4. Objectives
5. Methodology

Format of thesis

1. Title

2. Introduction
3. Review of literature
4. Objectives
5. Methodology
6. Analysis of data / text
7. Findings, suggestions and implication of the study
8. Bibliography