

# **SCHEME OF EXAMINATION & COURSE CURRICULUM**



**(w. e. f. Academic Session 2018-19)**

**TWO-YEAR  
MBA (International Business) PROGRAMME  
(Semester Based)**

**HARYANA SCHOOL OF BUSINESS**  
**Guru Jambheshwar University of Science &  
Technology, Hisar**

**Prof. Usha Arora  
(Director)**

**Prof. N.S. Malik  
(Dean)**

**Dr. Vijender Pal Saini  
(Course Coordinator)**

## **Scheme and Instructions for MBA (International Business) Examination**

The MBA (International Business) scheme / programme is divided into four semesters (two semesters in the first year and two semesters in the second year). Every semester ordinarily shall be of 21 week of duration inclusive of teaching, and examination. The paper of 05 (five) credits shall be of 100 marks in the ratio of 70% external and 30% internal. The division of marks is as under:

Final/Major Test (External)	:	70 Marks
Minor Tests (Two)	:	10 Marks
Attendance & Co-curricular Activities (Assignment, Viva-Voce, Presentations, Live assignment, Subject Quiz, Group Discussion, etc.)	:	20 Marks
Max. Marks	:	100 Marks
Passing Marks	:	40 Marks

The Internal Assessment awarded to a student in any particular course will be based on performance of the students in two minor tests, Attendance and any two co-curricular activities (Assignment, Viva-Voce, Presentations, Live assignment, Subject Quiz, Group Discussion).

The students who fail in internal assessment as well as in aggregate will have the option to improve their score in the internal assessment giving a special chance to such students. However no student will be eligible to improve his score of internal assessment, if he/she has already score 40% marks in aggregate as well as in external examination. A student who could not secure 40% marks in external will have to reappear in the external examination of the respective paper.

### **Instructions to the examiners and students for the major test of 70 marks:**

The examiner will set nine questions in all (including first compulsory question consisting of seven short questions) covering the syllabus of the subject out of which students shall be required to attempt five questions in all. Two questions will be set from each unit and the candidate has to select minimum one question from each unit. All questions shall carry equal marks.

The maximum time allotted for the major test is 03 (three) hours.

The Master of Business Administration (International Business) is a two-year full time programme. The course structure of the programme is given here under:

## FIRST YEAR

SEMESTER-I			
Course Code	Course Title	Workload L-----P ---- T	Number of Credits
MBAIB-101	Management Process and Organisational Behaviour	4 0 1	5 Credits
MBAIB -102	Business Statistics	4 0 1	5 Credits
MBAIB -103	Managerial Economics	4 0 1	5 Credits
MBAIB -104	Accounting for Managers	4 0 1	5 Credits
MBAIB-105	Business Environment	4 0 1	5Credits
MBAIB -106	International Business	4 0 1	5Credits
MBAIB -107	Computer Applications in Business and Cyber Security*	3 2 0	5Credits
MBAIB -108	Seminar on Indian Ethics and contemporary issues in Business** (Internal)		2.5 Credits

\* For paper MBAM-107: A 40 marks theory paper and 30 marks practical exam will be conducted. For practical exam, name of external and internal examiners will be provided by Director, HSB. (Theory:40, Practical:30, Internal:30)

\*\*Seminar will be organized by a committee of not less than two teachers.

SEMESTER-II			
Course Code	Course Title	Workload L-----P ---- T	Number of Credits
MBAIB -201	Marketing Management	4 0 1	5 Credits
MBAIB -202	Human Resource Management	4 0 1	5 Credits
MBAIB -203	Financial Management	4 0 1	5 Credits
MBAIB -204	Production and Operations Management	4 0 1	5 Credits
MBAIB -205	Export-Import Procedure and Documentation	4 0 1	5 Credits
MBAIB -206	Management Science	4 0 1	5 Credits
MBAIB -207	Business Research Methods	4 0 1	5 Credits

Major Test (External)	:	70 Marks
Minor Tests (Internal)	:	10 Marks
Attendance & Co-curricular Activities (To be announced by the class-teacher) (Internal)	:	20 Marks
<b>Max. Marks</b>	:	<b>100 Marks</b>
<b>Passing Marks</b>	:	<b>40 Marks</b>

## SUMMER TRAINING

**Summer Training:** At the end of the second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization. The students shall undergo summer training under the supervision of TPO, HSB. Each student will be required to submit a training report along with a certificate issued by the organization where he/she has undertaken the summer training to the Director, HSB up to **31<sup>st</sup> August** without late fees, for the purpose of evaluation in the third semester. Each student shall present a seminar on the training report before a committee of teachers constituted by Director, HSB. The distribution of marks of Summer Training Report would be 25 marks for the seminar on the training report and 25 marks for the written training report.

## SECOND YEAR

SEMESTER-III			
Course Code	Course Title	Workload L-----P ---- T	Number of Credits
MBAIB -301	Business Legislation	4    0    1	5 Credits
MBAIB -302	Summer Training and Seminar(Internal)	-	2.5 Credits
	Elective –I*	4    0    1	5 Credits
	Elective –II*	4    0    1	5 Credits
	Elective –III*	4    0    1	5 Credits
	Elective –IV*	4    0    1	5 Credits
	Elective –V*	4    0    1	5 Credits
	Open Elective –I*	4    0    1	5 Credits

\*The students are required to choose any five Elective Papers offered in Semester III and one paper from the Open Elective Paper offered by MBA /MBA Marketing / MBA Finance / M.Com in Semester III.

**Note:** Students opting Research Project in Semester IV will have to register for the project in Semester III itself. However, the evaluation of the research project would be done in Semester IV.

**List of Elective Papers for Semester III:**

<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P ----T</b>	<b>Number of Credits</b>
MBAIB - 303	E-Commerce and Digital Markets	4 0 1	5 Credits
MBAIB - 304	Integrated Marketing Communication and Strategy	4 0 1	5 Credits
MBAIB - 305	India's Foreign Trade & Policy	4 0 1	5 Credits
MBAIB - 306	Global Marketing	4 0 1	5 Credits
MBAIB - 307	International Logistics	4 0 1	5 Credits
MBAIB - 308	International Accounting	4 0 1	5 Credits
MBAIB - 309	Risk Management in International Business	4 0 1	5 Credits
MBAIB - 310	International Banking Operations	4 0 1	5 Credits
MBAIB - 311	Marketing of Financial Services	4 0 1	5 Credits
MBAIB - 312	International Business Laws	4 0 1	5 Credits
MBAIB - 313	Sales and Distribution Management	4 0 1	5 Credits
MBAIB - 314	International Human Resource Management	4 0 1	5 Credits

**List of Open Elective Papers for Semester III:**

<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P ---- T</b>	<b>Number of Credits</b>
OE-301	Counseling Skills for Managers	4 0 1	5 Credits
OE-302	Fundamentals of Econometrics	4 0 1	5 Credits
OE-303	Personal Finance	4 0 1	5 Credits
OE-304	Application of Marketing	4 0 1	5 Credits
OE-306	Corporate Governance and Business Ethics	4 0 1	5 Credits
OE-307	Indian Ethos and Values	4 0 1	5 Credits

**NOTE:**

*For the purpose of enhancing the current knowledge base, students can also access various online resources (supported by MHRD, GOI) for their respective subjects. These resources are available at: <http://nptel.ac.in>, <https://epgp.inflibnet.ac.in/>*

<b>SEMESTER-IV</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P-----T</b>	<b>Number of Credits</b>
MBAIB -401	Entrepreneurship Development	4 0 1	5 Credits
MBAIB -402	Strategic Management	4 0 1	5 Credits
MBAIB-403	Comprehensive viva- voce (External)		2.5 Credits
	Elective –I*	4 0 1	5 Credits
	Elective –II*	4 0 1	5 Credits

\*The students are required to choose any two Elective Papers offered in Semester IV.

### **List of Elective Papers for Semester IV**

<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P ---- T</b>	<b>Number of Credits</b>
MBAIB-404	Research Project**		5 Credits
MBAIB -405	Foreign Exchange Management	4 0 1	5 Credits
MBAIB -406	Regional Economic Blocks	4 0 1	5 Credits
MBAIB -407	International Financial Management	4 0 1	5 Credits
MBAIB -408	Global Strategic Management	4 0 1	5 Credits
MBAIB -409	Cross Cultural and Global Management	4 0 1	5 Credits
MBAIB -410	Global Brand Management	4 0 1	5 Credits
MBAIB -411	International Advertising	4 0 1	5 Credits

#### **\*\* Instructions for Research Project:**

- 1 Students opting for MBAIB-404 Research Project will have to register for the project in Semester III itself by submitting a synopsis along with consent of the supervisor in the Office of HSB by 15<sup>th</sup> November.
- 2 Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted in a research journal, or presented in any national conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a committee constituted by Director, HSB.
- 3 The external examiner will evaluate the Research Project/Dissertation and will conduct viva voce in the premises of HSB out of 70 marks. However, the guide will submit the internal out of 30 marks separately.
- 4 The panel of examiners/experts will be provided by Director, HSB. The internal examiner for assisting the external examiner for evaluation and conducting viva voce will also be appointed by the Director, HSB.

# **SYLLABUS**

**MBA(International Business)**

**FIRST SEMESTER**

## **MBAIB-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organization.*

### **Course Contents:**

#### **UNIT-I**

Introduction to management: Meaning, nature and scope of management; Evolution of management thoughts: School of management thoughts, Approaches to management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers

#### **UNIT-II**

Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organisational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Co-ordinating.

#### **UNIT-III**

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB; Contributing disciplines to the OB; Organisational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behaviour: Personality; Perception; Values; Attitudes; Learning.

#### **UNIT-IV**

Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

### **Suggested Readings:**

1. Chandan, J.S., *Organizational Behaviour*, Vikas Publications
2. Koontz, H & Wehrich, H., *Management*, Tata McGraw Hill.
3. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
4. Robbins, S.P., *Management*, Prentice Hall Ins.
5. Robbins, S., Judge, T. & Sanghi, S., *Organizational Behaviour*, Prentice Hall of India.
6. Stoner, J., *Management*, Prentice Hall of India.
7. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

### **Internet Modules:**

1. <http://nptel.ac.in/courses>

### **Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.



**MBAIB-102**

**BUSINESS STATISTICS**

**M.T: 3 HRS**

**M.M:70**

**Objective:** *The objective of this course is to make students learn about the applications of statistical tools and techniques for decision making.*

**Course Contents:**

**UNIT-I**

Univariate analysis: central tendency, dispersion (theoretical concept); Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

**UNIT-II**

Sampling: probability and non probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, and testing; Statistical Tests: z-test, t-test, F-test, Analysis of variance, Chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

**UNIT-III**

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

**UNIT-IV**

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

**Suggested Readings:**

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
3. Ken Black, *Business Statistics*, Wiley.
4. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
5. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
6. Hooda, R.P., *Statistics for Business and Economics* Macmillan, New Delhi.
7. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
8. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins, NY

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.*

**UNIT-I**

Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

**UNIT-II**

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Production function : Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

**UNIT-III**

Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**UNIT-IV**

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioural Theory; National Income: Concept and Measurement.

**Suggested Readings:**

1. Ferguson, P. R. Rothschild, R. Ferguson G.J. , Business Economics, Palgrave Macmillan.
2. Dwivedi, D.N., *Managerial Economics*, Vikas Publication.
3. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Koutsoyiannis, A., *Modern Economics*, Macmillian

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning, decision-making and control.*

**Course Contents:****UNIT-I**

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

**UNIT-II**

Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation

**UNIT-III**

Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

**UNIT-IV**

Marginal costing: CVP analysis, break-even analysis, Decision involving alternative choices: fixation of selling price, exploring new markets, make or buy decision and product mix decision. An overview of Standard Costing

**Suggested Readings:**

1. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Rd Irwin.
2. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
3. Gupta, R.L. & Ramaswmy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to analyze the micro and macro environment of business in coherent and critical manner.*

#### **UNIT-I**

Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

#### **UNIT-II**

Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

#### **UNIT-III**

Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

#### **UNIT-IV**

Legislations for Social Responsibilities- Consumer protection Act, 1986 and its Amendments, Competition Act, 2002 and its Amendments and Environmental Protection Act, 1986; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

#### **SUGGESTED READINGS:**

1. Faisal Ahmed and M. Absar Alam. *Business Environment: Indian and Global Perspective*, PHI, New Delhi. 2014
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. Aswath Thapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Khujan Singh, *Business Environment – Theory and Practice*, IAHRW Publications
7. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
8. Economic Survey, Govt. of India.

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

**Course Contents:****Unit - I**

Overview of international business: Evolution and development of international business, Factors leading to growth in international business, Modes of international business.

**Unit -II**

An overview of International trade theories, Trade barriers and their impact; Foreign Direct Investment, International financial environment: exchange rates and markets, Management of exchange rate and interest rate risk

**Unit III**

Environmental factors affecting International Business: Economic, Cultural, Political, Legal and Technological environment.

**Unit IV**

Strategies, planning, organizational structure and process of control of MNE's, Global HRM, International investment and financing strategy, global manufacturing, Multilateral regulation of trade and investment :GATT/WTO, UNCTAD.

**Suggested Readings:**

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
6. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
7. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.
8. V. Sharan, *International Business, concept, environment and strategy*, Pearson Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## **MBA: 107 COMPUTER APPLICATIONS IN BUSINESS AND CYBER SECURITY**

**Time: 3 HRS**

**Theory: 40**

**Objective:** *The Objective of this course is to familiarize the student with basic concepts of information technology, its application in business and make them conscious of cyber security laws and practice.*

**Course Contents:**

### **UNIT-I**

Software Packages for Office Applications- Word Processing using MS Word, Spreadsheets using MS Excel, Presentations using MS Power Point, Creating web pages and web applications with HTML, Business functionalities using Tally software.

### **UNIT-II**

Electronic Data Processing: An introduction; Data processing cycle; data hierarchy; data file structure; file organization, Data Base Management Systems

### **UNIT-III**

Telecommunication and Networks: Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web, Intranets and Extranets.

### **UNIT-IV**

Cyber Security: Perspective of Cyber security, Application security, Information security, Network security, End-user education, Cryptography / Encryption, Security issues in wireless, Security Threats and Vulnerabilities, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues. Brief introduction to Information Technology Act, 2000, IT (Amendment) Act

**Suggested Readings:**

1. Ram, B., Computer Fundamentals, New Age Publications.
2. Rajaraman, V., Introduction to Information Technology, PHI.
3. Shrivastava., Fundamental of Computer& Information Systems ,Wiley Dreamtech.
4. Chwan-Hwa (John) Wu, J. David Irwin, Introduction to Computer Networks and Cybersecurity, CRC Press.
5. Aparna Viswanathan, Cyber Law, LexisNexis Butterworths

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of **four short questions** covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks, i.e., **8 marks**.
3. The marks will be awarded by the external and internal examiners jointly in practical examination.

# **SECOND SEMESTER**

**MBAIB-201****MARKETING MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

*Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.*

**UNIT 1**

Nature, scope and concept of marketing; Corporate orientations towards the marketplace; Marketing Mix; Understanding 4 A's of Marketing; Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research; Understanding Consumer and Industrial Markets; Market Segmentation, Targeting and Positioning.

**UNIT II**

Product decisions: Product concept and classification, product mix, product life cycle, new product development; Product branding, packaging and labeling decisions; Pricing decisions: Factors affecting pricing decisions, setting the price, Pricing strategies and methods.

**UNIT III**

Distribution Channels and Logistics Management: nature, types and role of intermediaries; Channel design decisions, Channel behavior and organization, Channel management decisions, Logistics management decisions. Marketing communication and promotion decisions: Factors influencing promotion mix; Advertising decisions; Personal Selling; Sales force management; Sales promotions; Publicity and Public relations.

**UNIT IV**

Holistic marketing: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, Ethics in Marketing.

**Suggested Readings:**

1. Kotler, Philip and Keller, Kevin, Marketing Management.
2. Kotler, Philip and Armstrong, G., Principles of Marketing.
3. Kotler, Philip, Marketing Management.
4. Czinkota & Kotabe, Marketing Management
5. Ramaswamy, V.S. & Namakumari, S., Marketing Management: Planning, Control
6. Kotler, Lane, Keller., Marketing Management, 15<sup>th</sup> edition
7. R. Srinivas, Case Studies in Marketing- Indian Context
8. Stanton, Fundamentals of Marketing.
9. C.K. Prahlad, The Fortune at the Bottom of Pyramid

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.



**MBAIB-202**

**HUMAN RESOURCE MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

**Course Contents:**

**UNIT-I**

Introduction to HRM: Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM.

**UNIT-II**

Recruitment, Placement and Retention Strategies: Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

**UNIT-III**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

**UNIT-IV**

Employee Relations and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

**Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.
8. Noe, Hollenbeck, Gerhart & Wright, *Human Resource Management*, McGraw-Hill Higher Education

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-203****FINANCIAL MANAGEMENT****Time Allowed: 3 Hours****M.M:70**

**Objective:** *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business.*

**Course Contents:****UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision-making, time value of money.

Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

**UNIT-II**

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance.

Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

**UNIT-III**

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

**UNIT-IV**

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy. An overview of Corporate Restructuring

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-204****PRODUCTION AND OPERATIONS MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The Course is designed to acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations.*

**Course Contents:**

**UNIT-I**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems Facility Location; Plant Layout: Layout Planning and Analysis.

**UNIT-II**

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

**UNIT-III**

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**UNIT-IV**

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

**Suggested Readings:**

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr.) and Ebert, Ronad J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India.
4. Krajewski Lee J. & Ritzman Larry P., *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, Tata McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, *Operations Management for Competitive Advantage*, Tata McGraw Hill.
8. Nair, N.G. *Production and Operations Management*, Tata McGraw Hill.

Internet Modules:

1. <http://nptel.ac.in/courses>

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-205 EXPORT-IMPORT PROCEDURES AND DOCUMENTATION**

**Time: 3 HRS.**

**M.M : 70**

**Objective:** *The aim of the course is to acquaint the students with the export-import procedures and documentation*

**Course Contents:**

**Unit I**

Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial documents, Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation.

**Unit II**

Export contract: Distinction between domestic sales contract and export sales contract, Major laws for export contracts, Elements in export contracts, Dispute settlement, Role of ICC; INCOTERMS, Containerization.

**Unit III**

Export order processing; shipping and custom clearance of export and import cargo; central excise clearance; Role of clearing and forwarding agents. Types of risks in international trade, Cargo Insurance and claim Procedures

**Unit IV**

Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks, Main Provisions of FEMA; Procedure and documentation for availing export incentives.

**Suggested Readings:**

1. C. Rama Gopal, *Export Import Procedures, Documentation and Logistics*, New Age International Publishers, New Delhi.
2. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
3. Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
4. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
5. Government of India, *Handbook of Import - Export Procedures*.
6. Nabhi's *Exporters Manual and Documentation*.
7. Nabhi's *New Import-Export Policy Procedures*

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-206**

**MANAGEMENT SCIENCE**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.*

**Course Contents:**

**UNIT-I**

Management Science - Basic concepts and its role in decision-making. Linear programming: meaning, scope & assumptions, Formulation of linear programming problem & solution by graphical & Simplex methods and some special cases.

**UNIT-II**

Duality and Sensitivity analysis: change in objective function coefficient and availability of resources with simplex method. Transportation - Some special cases like maximization, unbalanced problems, degeneracy in transportation models, Assignment models (HAM).

**UNIT-III**

Queuing theory (single channel poisson arrivals with exponential service time, infinite population model); Inventory management techniques (Deterministic Model), special techniques of inventory management; PERT/CPM - Network analysis, determining the critical path, calculation of float.

**UNIT-IV**

Game theory: Pure and mixed games, dominance and graphical method. Decision theory: one stage and multi stage decision trees; Introduction to Integer programming, Goal programming, Dynamic programming.

**Suggested Readings:**

1. Vohra, N.D. *Quantitative Techniques in Management*, Tata McGraw Hill.
2. Budnik, Frank S. Dennis Mcleavey, Richard *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller
3. Sharma, J K. *Operations Research: Theory and Applications*, New Delhi, Macmillan India Ltd.
4. Taha, H A., *Operations Research - An Introduction*, New York, Mc-Millan.
5. Narang, A S. *Linear Programming and Decision Making*, Sultan Chand.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-207**

**BUSINESS RESEACRH METHODS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.*

**Course Contents:**

**UNIT -I**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research.

**UNIT –II**

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

**UNIT -III**

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

**UNIT –IV**

Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

**Suggested Readings:**

1. Zikmund, W. G. *Business Research Methods*. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. *Business Research Methods*, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. *Business Research Methods and Statistics using SPSS*, SAGE Publications Ltd.
4. Bajpai, N, *Business Research Methods*, Pearson.
5. Chawla, D. & Sondhi N., *Research Methodology: Concepts and Cases*, Vikas Publishing House.
6. Panneerselvam, R, *Research Methodology*, Prentice Hall India.
7. Kothari, C.R. *Research Methodology & Technique*, New Age International Publishers.

**Internet Modules:**

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**Note:**

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**FINAL YEAR**  
**III Semester PAPERS**

**INTERNATIONAL**  
**BUSINESS AREA PAPERS**

**MBAIB-301****BUSINESS LEGISLATION****Time Allowed: 3 Hours****M.M:70**

**Objective:** *The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.*

**Course Contents:****UNIT-1**

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts; Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

**UNIT-2**

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer; Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course, Discharge and Dishonour of negotiable instruments, Negotiation and Assignment.

**UNIT-3**

The Companies Act, 2013; Meaning and Characteristics of a Company; Objects and Applications of Companies Act, 2013; Landmark provisions of new Companies Act, 2013; Classification of companies, Concept of One Person Company; Formation of a company, Memorandum and Articles of association, Prospectus, Allotment of shares and share capital, Membership in companies.

**UNIT-4**

Meetings of Companies: General principles of meetings, Types of meetings; Prevention of Oppression and Mismanagement; Winding up of a Company; Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Unfair Trade Practices and Restrictive Trade Practices, Consumer Protection Council, Consumer forum.

**Suggested Readings:**

1. Gulshan, S.S. and Kapoor, G.K., *Business Law including Company Law*, New Age International Publication.
2. Macintyre, E., *Business law*, Pearson Education.
3. Tulsian, *Business law*, Tata McGraw Hill.
4. Majumdar A.K. and Kapoor G.K., *Company Law and Practices*, Taxmann Publication.
5. Kothari, V., *Understanding Companies Act, 2013*, Taxmann Publication.
6. Pathak, A., *Contract Law in India*, Oxford University Press.
7. Gogna, P.P.S., *A Textbook of Company Law*, S. Chand Publishing.
8. Nolakha, R.L., *Company Law and Practice*, Vikas Publishing House Private Limited.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

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**MBAIB-303**  
**Time : 3 HRS**

## **E-COMMERCE AND DIGITAL MARKETS**

**M.M:70**

### **Unit –I**

**Introduction to E-commerce:** Meaning, Scope, and Process of e-commerce; E-Commerce Framework; **E-Commerce Business Models:** Business to Business, Business to Consumer e-commerce, C2C, G2C, and various current e-commerce business models; **Electronic Payment System:** Types of e-payment system.

### **Unit-II**

**Internet Advertising:** Models of internet advertising, Banner advertisements, Sponsoring Content, Screensavers and Push Broadcasting, Corporate Web Site. **Securing the Business on Internet:** Types of Threats, Security Issues in E-commerce, Policy, Site Security, Protecting the network, firewalls, security the Web services; **Securing Network Transaction:** Cryptology, Digital Signatures, e-mail security, Security Protocols for web commerce. Cyber Laws including Information Technology Act.

### **Unit-III**

Electronic Data Interchange; Search Engines and Directory Services; **E-Commerce:** Influence on Supply Chain Management, Influence on Marketing. **Online Shopping:** Concept and Role of Confirmation, Perceived Risk, Website Quality, Perceived Ease of Use, Perceived Usefulness, Social Value and Perceived Enjoyment in Online Shopping using E-Commerce platform.

### **Unit-IV**

Nine Pillars of Digital India, DigiLocker, Safe Banking tips, eSign-Online Electronic Signature Service, National Payment Corporation of India, An overview of concepts: e-wallets, UPI, USSP, USSD, NEFT, RTGS, Mobile Banking.

#### **Suggested Readings:**

1. Agarwala, K. N. and Deeksha Agarwala, *Business on the Net: Bridge to the Online Storefront*, MacMillan India Ltd., New Delhi
2. Bajaj , Kamlesh K and Debjani Nag, *\_E-commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
3. Bhasker Bharat, *Electronic Commerce – Framework, Technologies and Applications*, McGraw Hill Education, Chennai.
4. Minoli, Daniel, *Internet and Intranet Engineering*, Tata McGraw-Hill Publishing Co Ltd., New Delhi.
5. Whitley, David, *e-Commerce : Strategy, Technology and Applications*, Tata McGraw-Hill Publishing Co Ltd., New Delhi.

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-304 INTEGRATED MARKETING COMMUNICATION STRATEGY**

**Time : 3 HRS**

**M.M:70**

**Objective:** *The objective of this course is to make the students understand the intricate process of marketing communication and how each tool of communication contribute to the overall communication strategy*

#### **UNIT-I**

The growth of advertising and promotion, the evolution of IMC and a contemporary perspective, Promotional Mix: a tool for IMC, Analysis of the communication process, Role of IMC in the marketing process, Developing Marketing Planning Program, Role of Advertising and Promotion.

#### **UNIT-II**

Participants in the IMC process: The clients Role, Role of advertising agencies, Types of Ad agencies, Agency compensation, evaluating agencies; An Overview of Consumer Behavior: Consumer decision-making process, Environmental influences on consumer behavior, Alternate approaches to consumer behavior

#### **UNIT-III**

Analyzing the communication process: A basic model of Communication, cognitive response approach, elaboration likelihood model; Source message and channel factors; Objectives and budgeting for IMC programs: Establishing objectives and budgeting for promotional programs; DAGMAR: An approach to setting objectives, problems in setting objectives, Establishing and allocating the promotional budget; Developing the IMC program: Creative Strategy: Planning & development, Implementation and evaluation.

#### **UNIT-IV**

Media planning and Strategy: Developing the media plan, Establishing media objectives, Developing and implementing media strategies, Evaluation and follow-up; Evaluation of media: television & Radio, Evaluation of Print Media: Support Media, Direct Marketing, Direct Selling, The internet and interactive media, sales promotion, public relation, publicity and corporate advertising. Measure the effectiveness of the promotional program. International advertising and promotion, regulation of advertising and promotion, evaluating the social, ethical and economic Aspects of advertising and promotion

#### **Suggested Readings:**

1. Blakeman, R. Integrated Marketing Communication: Creative Strategy from Idea to Implementation, Rowman & Littlefield
2. Dutta, K., Integrated Marketing Communication, Oxford Higher Education
3. Belch, G. E., Belch, M. A. and Purani, K., Advertising and Promotion, McGraw Hill Education.
4. Sissors, J. Z. and Baron, R.B. Advertising Media Planning, McGraw Hill.
5. Jethwaney, J. and Jain, S., Advertising Management, Oxford publishing

#### **Note:**

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The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-305**

**INDIA'S FOREIGN TRADE AND POLICY**

**Time : 3 HRS**

**M.M:70**

**Objective:** *To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.*

**Course Contents:**

**Unit - I**

India's Foreign Trade Recent Trends, and Directional Pattern in the Global Context, objectives of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items.

**Unit – II**

Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes : duty free import authorization scheme (DFIA), deemed exports.

**Unit - III**

Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

**Unit - IV**

Special Economic Zones, Agriculture Export Zones, Export Oriented Units electronics hardware technology parks (EHTPS), software technology parks (STPS) scheme and biotechnology parks (BTPS), Ministry of Commerce, organization and Role of DGFT in India's trade policy.

**Suggested Readings:**

1. Foreign trade policy [1st April, 2015 – 31st March, 2020]
2. Datt, Ruddar and Sundaram, K.P.M. (2015); Indian Economy, S.Chand & Co. New Delhi.
3. Mishra and puri, Indian economy, Himalaya Publishing House,
4. *Export-Import Policy*, Nabhi Publications.
5. Paras Ram, *Export: What, Where & How*, Anupam Publications..
6. Bhalla, V.K., International Business Environment and Management, Anmol Publications

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-306**

**GLOBAL MARKETING**

**Time : 3 HRS**

**M.M. : 70**

*Objective: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.*

**UNIT-I**

Global Marketing- Introduction, Drivers towards globalization, global marketing objectives; initial modes of entry; process of international marketing. Culture and Global marketing- cultures across countries, culture and negotiations.

**UNIT –II**

Country attractiveness- environmental research, entry evaluation procedure, country data sources, forecasting country sales and market share. Local Marketing- understanding local customers, local marketing in nature.

**UNIT-III**

Global segmental and positioning- global market segment, targeting segments, global product positioning. Global products- standardization versus adaptation. developing new global products, global brand management.

**UNIT-IV**

Global pricing- pricing policy and strategy, transfer pricing, counter trade. Global distribution- local channels, wholesaling and retailing, global logistics, effects of Parallel distribution. Global Advertising and promotion- global advertising decision, elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

**Suggested Readings:**

1. Warren, J. Keegan: Global Marketing Management: Pearson Edu/PHI, New Delhi
2. Johansson Johny, Global Marketing: Foreign Entry, Local Marketing and Global Management, McGraw Hill.
3. Sak Onkvisit and John Shaw: International Marketing (analysis and Strategy), PHI.
4. Phillip R. Cateora: International Marketing: Tata McGraw Hill.
5. Vern Terpestra and Ravi Sarathy: International Marketing: Thomson
6. R. L. Varshney and B. Bhattacharya: International Marketing: Sultan Chand Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-307**

**INTERNATIONAL LOGISTICS**

**Time : 3 HRS**

**M.M:70**

**Objective:** *This course exposes students to the fundamentals of logistics as applied to international business.*

**Course Contents:**

**Unit – I**

Logistics: Concept, objectives and scope; logistics interface with marketing; Logistics System elements, Relevance of International logistics, logistics as a strategic resource, Principles for logistics excellence.

**Unit II**

General Structure of Shipping Industry: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

**Unit III**

Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Highlights of the Multi-modal Transport of Goods Act 1993, Role of intermediaries including freight forwarders, Shipping agents, freight brokers and Stevedores.

**Unit IV**

Port organization and management: Responsibilities of Port Trust: Major ports of India; International Maritime Organization (IMO), INCOTERMS, Air Transport Management, Air Cargo Tariff Structure.

**Suggested Readings:**

1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
3. Bowersox, Dhohld J. and Closs David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre Davd, *International Logistics*, Biztantra.
6. Bloomberg David J., Stephan Lemay & Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.
8. Krishnaveni, M., *Logistic Management and World Seaborne Trade*, Himalaya Publishing House, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-308**

**INTERNATIONAL ACCOUNTING**

**Time : 3 HRS**

**M.M:70**

**Objective:** *The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.*

**Course Contents:**

**Unit -I**

International dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment.

**Unit - II**

International accounting standards: concept and mechanism of setting international standards, disclosure requirements of international accounting standards.

**Unit - III**

Managing international information systems; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices.

**Unit - IV**

Analyzing foreign financial statements; accounting for environmental protection measures. Transfer pricing.

**Suggested Readings:**

1. Arpon, Jeffrey S. and Radebaugh, Lee H., *International Accounting and Multinational Enterprises*, John Wiley.
2. Choi, Frederick D. S. and Mueller Gerhard G., *International Accounting*, Englewood Cliffs, Prentice Hall Inc.
3. Evans, Thomas G., *International Accounting & Reporting*, MacMillan.
4. Gray, S 1., *International Accounting and Transnational Decisions*, Butterworth.
5. Holzer, H Peter, *International Accounting*, Harper & Row.
6. Prodhan, Bimal, *Multinational Accounting*, Croom-Helm.
7. Rathore, Shirin, *International Accounting*, Englewood Cliffs, Prentice Hall Inc.

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-309 RISK MANAGEMENT IN INTERNATIONAL BUSINESS**

**Time : 3 HRS**

**M.M:70**

**Objective:** *The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment*

**Contents:**

**Unit - I**

The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and Multi National Corporations.

**Unit - II**

Financial risk management, Management of credit risk, Political risk and its management. Foreign Exchange Risk Management.

**Unit - III**

Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models, interest rate derivatives, foreign currency derivatives.

**Unit - IV**

Concept of value at risk, Approaches for calculating value at risk, introduction to assets liability management. Organisational and Accounting issues in Risk Management. Case studies in risk management

**Suggested Readings:**

1. Milind S., *International Financial Management*, John Wiley and Sons.
2. Chance, D.M., *An introduction to Derivatives and Risk Management*, Harcourt College Publishers.
3. Marrison, C, *Fundamentals of Risk management*, TMH Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-310**

## **INTERNATIONAL BANKING OPERATIONS**

**Time : 3 HRS**

**M.M:70**

**Objective:** *The objective of the course is to acquaint the students with the various operations of international banking.*

**Contents:**

### **Unit-I**

Brief history of international banking, characteristics and dimensions, reasons for growth of international banking, size of the international banking market, organizational features of multinational banking.

### **Unit-II**

Causes of globalization, consequences of globalization, special characteristics of globalization in financial services industry, bank mergers- industry consolidation and convergence, Securitization- Definition, origins, typical structures, assets suitable for securitization, credit enhancement and risks in securitization, benefits, pitfalls and caveats to securitization, securitization in Indian perspective. Forfaiting- An export finance option, operating procedure and role of EXIM bank. International factoring, types, profitability and prospects of international banking.

### **Unit-III**

International wholesale banking, broad product category, retail banking- introduction, definition, organizational considerations, Risks in international banking: credit risk, market risk, settlement risk, liquidity risk, operational risk, legal risk, need and importance of credit rating, rating agencies.

### **Unit-IV**

International investment banking services, mergers and acquisitions, advisory services, profitability of investment banking. Factors in the growth of correspondent banking, clearing house functions, payments and collections, letters of credit and banker's acceptances, foreign exchange services, travel services, Euro's challenge to correspondent banking.

### **Suggested Readings:**

1. International Banking Operations, International Institute of Banking and Finance, Macmillan.
2. Kim, Suk and Kim, Seung, *Global Corporate Finance: Text and Cases*, Miami.
3. Shapiro, Alan C., *Multinational Financial Management*, Prentice Hall of India.

### **Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**MBAIB-311**

**MARKETING OF FINANCIAL SERVICES**

**Time : 3 HRS**

**M.M:70**

**Objective:** *This subject aims to develop knowledge and understanding of the factors affecting marketing in the financial services sector.*

**Unit I**

Management of financial services, understanding the financial products, overview of various financial services in India, Marketing of Financial services: concept and need, marketing environment, consumer behaviour and marketing research. Problems and challenges in marketing of financial services.

**Unit II**

Identifying marketing segments and targets, positioning of financial services, product design and development, product mix: , different types of loans, credit cards, debit cards, pension funds, fixed deposits, mutual funds, insurance products etc. Pricing strategies for financial and banking services, types of pricing, Attracting, Developing and Retaining customers.

**Unit III**

Marketing Communication, communication mix for financial services: Advertising, Sales Promotion, Public relation, Personal selling, and On-line marketing. Distribution strategies of financial services, Multiple channel strategies, problems and challenges.

**Unit IV**

Customer care: The dimensions of customer care; Service quality and Service recovery. Ethical issues in the marketing of financial services: Ethics in relation to the individual and society as a whole, Unethical behaviour in marketing of financial services: Misrepresentation, Misleading information, Discrimination, Use of IT – pros and cons.

**SUGGESTED READINGS:**

1. Ennew, C., Watkins, T. & Wright, M., *Marketing Financial Services*, Butterworth-Heinemann Ltd.
2. Harrison, T., *Financial Services Marketing*, Pearson Education.
3. Meidan, A., *Marketing Financial Services*, Macmillan Press Ltd.
4. Meidan, A., Lewis, B. & Moutinho, L., *Financial Services Marketing*, The Dryden Press.
5. Lovelock Christopher. "Services Marketing 4<sup>th</sup> Edition". Pearson Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-312**  
**Time 3 Hours**

**INTERNATIONAL BUSINESS LAWS**

**M.M:70**

**Unit-I**

Legal Framework of International Business: Nature and complexities; Major laws and their implications to business; International business contract- legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors; Contract of Affreightment (carriage of goods by sea, air and overland).

**Unit-II**

Enforcement and Settlement: Enforcement of contracts and dispute settlement; International commercial arbitration.

Regulatory Framework of WTO: Basic principles and charter of WTO; Provisions of WTO relating to preferential treatment of developing countries, custom valuation and dispute settlement; Implications of GATS, TRIPs and TRIMs.

**Unit-III**

Regulations and Treaties relating to Technology Transfer: Licensing; Franchising, joint ventures, patents and trademarks; Regulatory framework relating to commerce.

**Unit-IV**

Indian laws and regulations governing international transactions; Taxation of foreign income; Foreign investments; setting up offices and branches abroad.

**SUGGESTED READINGS:**

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business. Environments and operations.
2. GATT/WTO, various publications.
3. Journal of World Trade Law.
4. Kapoor ND; Commercial Law; Sultan Chand & Co., New Delhi.
5. Lew, Julton D. M. and Clive Standbrook: (eds.), International Trade Law and Practice, Euromoney Publications, London.
6. Ministry of Commerce, (Govt. of India )Handbook of Import- Export Procedures.
7. Motiwal OP, Awasthi HIC: International Trade –the law and practice; Bhowmik and Company, New Delhi.
8. Patrick, Hearn: International Business Agreements, Gower Publishing Co. Pvt.
9. Rao, Suba, Joint Ventures, Vikas Publication, New Delhi
10. Schmothoff C.R: Export Trade- The Law and Practice of International Trade,

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-313**  
**Time 3 Hours**

**SALES AND DISTRIBUTION MANAGEMENT**

**M.M:70**

**Objective:** *To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.*

**UNIT-I**

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

**UNIT-II**

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests.

**UNIT-III**

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

**UNIT-IV**

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

**Suggested Readings:**

1. Still, Cundiff, Govoni , Sales Management: Decisions, Strategies & Case,– Prentice Hall, India.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, Management of a Sales Force, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev , S., Sales And Distribution Management, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, Sales Management: A Career Path Approach, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. & Rogers, M., ‘The short way to long-term relationships’. Sales and Marketing Management

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

## **MBAIB-314 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Time : 3 HRS**

**M.M:70**

**Objective:** *The objective of this course is to impart knowledge to students regarding the theory and practice of international human resource management.*

### **Course Contents:**

#### **UNIT-I**

Culture Diversity - Meaning , factors, Hofstede's model of cultural dimension, workforce diversity, Strategies for managing workforce diversity.

#### **UNIT-II**

International human resource management– Meaning, Domestic vs international HRM, Global human resource planning, Issues in supply of international human resources, recruitment and selection.

#### **UNIT-III**

International performance management, Reasons for global training, Areas of global training and development, compensation management.

#### **UNIT-IV**

Industrial Relations management, Collective negotiations, Quality circles and participative management, international strategic human resource management, Major shifts in HRM and industrial relations in global context.

### **Suggested Readings:**

1. Subba Rao, P., *International Human Resource Management*, Himalaya Publishing ` House, New Delhi.
2. Adler, N J., *International Dimensions of Organizational Behaviour*, Kent Publishing.
3. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
4. Dowling, P J., *International Dimensions of Human Resource Management*, Wadsworth.
5. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
6. Marcie, D and Puffer, M., *Management International: Cases, Exercises and Readings*, West Publishing.
7. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass.  
Mendenhall, M., *Global Management*, Massachusetts.Blackwell.

### **Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**OE - 301**

**COUNSELING SKILLS FOR MANAGERS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.*

**Course Contents:**

**UNIT-I**

Introduction to Counseling- Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counselor and Counselee, Difference between Counseling and Psychotherapy, and General Principles of Counseling.

**UNIT-II**

Approaches to Counseling- Psycho-analytical (Sigmund Freud Theory), Therapeutic (Alfred Adler Theory), Behaviouristic (B. F. Skinner Theory), Cognitive (Albert Ellis Model) and Humanistic Approaches (Carl Rogers Approach);

**UNIT-III**

Counseling Process- 5-D Model, the Phases of Counseling Process, Counseling Environment and Procedure, and the Core Conditions of Counseling; Counselor's Attitude and Skills of Counseling- Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers;

**UNIT-IV**

Organizational Applications of Counseling Skills- Identifying Problems and Coping Strategies with regard to Occupational Stress and Performance Management; Special Problems in Counseling- Selection of Counseling Strategies and Interventions, Changing Behaviour through Counseling; Ethical and Legal Aspects of Counseling, and Current trends in Counseling.

**Suggested Readings:**

1. Cormer, L.S., and Hackney, H., *The Professional Counselor's Process Guide Helping*, Englewood Cliffs, Prentice Hall Inc.
2. Moursund, J., *The Process of Counseling and Therapy*, Englewood Cliffs, Prentice Hall Inc.
3. Munro, C A, *Counseling: A Skills Approach*, Methuen.
4. Reddy, Michael, *Counseling at Work*, British Psychological Society and Methuen.
5. Rao, S. Narayana, *Counselling and Guidance*, Tata McGraw Hill.
6. Gladding, S. T, *Counseling- A Comprehensive Profession*, Pearson.
7. Singh, Kavita, *Counselling Skills for Managers*, Prentice Hall of India.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *Econometrics is concerned with quantifying economic relations, with the provision of numerical estimates of the parameters involved and testing hypotheses embodied in economic relationships. This course aims to provide a basic introduction to econometric analysis, to enable students to examine existing theories with empirical data. In doing so, it examines the difficulties inherent in confronting theory with business data in order to quantify relationships, in dealing with errors and problems in variables which can be only observed but not controlled, and the means of compensating for uncertainty in data.*

**Course Contents:****UNIT-I**

Nature, scope and methodology of econometrics; Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method.

**UNIT-II**

Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficients, R<sup>2</sup> and adjusted R<sup>2</sup>; Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity.

**UNIT-III**

Dummy variables-Nature and uses, Regression on dummy variables, Regression on Dummy Dependent Variable-The basic idea of the Linear Probability Model (LPM), Probit and Logit Models. Dynamic Econometric Models: Koyck distributed lag model, the adaptive expectation model, and the partial adjustment model.

**UNIT-IV**

Simultaneous Equation Models: Structural, Reduced and final forms, Identification-Order and rank conditions, Methods for estimating the simultaneous models-Basic idea of Indirect Least Square (ILS) and Two Stage Least Square (2SLS) methods. Seemingly Unrelated Regressions (SUR), SUR versus OLS.

**Suggested Readings:**

1. Greene, William H., *Econometric Analysis*, Macmillan.
2. Johnston, J., *Econometric Methods*, McGraw-Hill.
3. Gujarati, Damodar N., *Basic Econometrics*, McGraw-Hill.
4. Stock J. H. and Watson M.W. *Introduction to Econometrics*, Addison-Wesley Series in Economics, 2nd Edition (2006).
5. Koutsoyiannis, A., *Theory of Econometrics*, Harper & Row.
6. Kmenta, J., *Theory of Econometrics*, Macmillan.
7. Maddala, G.S., *Introduction to Econometrics*, Macmillan.

**Note:**

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**OE - 303**

**PERSONAL FINANCE**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The main objective of this course is to make students learn the various aspects of personal finance.*

**Course Contents:**

**UNIT-I**

Personal Finance: Meaning and importance. Financial planning: meaning, process and role of financial planner. Risk profiling: client data analysis, life cycle, wealth cycle. Asset allocation: Strategic, Tactical, Fixed and Flexible.

**UNIT-II**

Risk Management: Meaning, process and importance. Distinguish between risk assessment, risk management and risk avoidance. Assessment of requirement of Health Insurance, Life Insurance and General Insurance. Choice of products for risk coverage.

**UNIT-III**

Investment Management: meaning and importance. Investment avenues: equity, debt, gold, real estate, mutual funds, exchange traded funds. Portfolio management: meaning, construction, evaluation and revision. Loan management: meaning, types, importance and assessment, personal, car loan, home Loan etc.

**UNIT-IV**

Tax planning: basics terms of income tax, advance tax, tax deduction at source, deductions under section 80C, 80 CCC, 80 D and 80 G. Taxation of investment products. Retirement planning. Management of nomination, power of attorney and will.

**Suggested Readings:**

1. Kapoor Jack R, *Personal Finance*, The McGraw-Hill companies.
2. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*. Allyn and Bacon.
3. Gaungully, Ashok, *Insurance Management*, New Age Publishers, New Delhi.
4. Ahuja, G K & Gupta Ravi, *Systematic Approach to Income Tax*, Allahabad, Bharat Law House.
5. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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**OE-304**

**APPLICATIONS OF MARKETING**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The main objective of this course is to acquaint the students with the various aspects of applications of the marketing principles in corporate world.*

**UNIT-I**

**Consumer Behaviour:** Introduction to consumer behaviour, Understanding the role of internal and external influences on consumer behavior, Consumer Decision Making Process.

**Sales and Distribution:** Introduction to Sales, Its Importance, objectives and functions; Sales forecasting & designing sales territories; Distribution Channels: purpose & types of distribution channels

**UNIT-II**

**Retailing:** Introduction to Retailing; Organised Vs Unorganised retailing, Types of Retail formats. Internet marketing: Relevance of Internet Marketing, Web analytics, SEO, Social Media Marketing.

**UNIT-III**

**Marketing of Services:** Introduction to Services, Characteristics of Services compared to Goods, Service Mix, Gap model of Service Quality, Service classification. Marketing Communication: Elements of Marketing Communication, Relevance of IMC, Designing a Marketing Communication Program

**UNIT-IV**

**Industrial Marketing:** Meaning and Concept of Industrial Marketing, Types of Industrial Customers, Classification of Industrial Products, Industrial Buying Process. Rural Marketing: Introduction to rural markets in India, Classification of products and services in rural marketing, Analysis of rural demand, Marketing Practices in rural market.

**Suggested Readings:**

1. Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
2. Still, Richard R., Edward W. Cundiff, and Norman A.P. Govoni: *Sales Management*, Prentice Hall, New Delhi.
3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, *Services Marketing*, Pearson Education
4. Bowersox and Others, *Physical Distribution Management*, Tata McGraw Hill, New Delhi.
5. Levy Micheal, Weitz Barton A. And Pandit Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
6. Havalder, Krishna K., *Industrial Marketing*, TMH, New Delhi.
7. George E. Belch, Michael A. Belch and Keyoor, Purani, *Advertising and Promotion*, McGraw Hill Education.
8. Charlesworth, A., *Internet Marketing: A Practical Approach*, BH Publications.
9. Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.

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**OE-306**

**CORPORATE GOVERNANCE AND BUSINESS ETHICS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to sensitize the students about the various ethical and corporate governance issues in business management in the current environment.*

**Course Contents:**

**UNIT-I**

Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines on corporate governance; reforms in the Companies Act.

**UNIT-II**

Corporate management vs. governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO.

**UNIT-III**

Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21<sup>st</sup> Century.

**UNIT-IV**

Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management.

**Suggested Readings:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Manuel G. Velasquez, *Business Ethics*, Pearson Prentice Hall.
6. Ravindranath B. & Narayana B., *Business Ethics*, Vrinda Publications Pvt. Ltd

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3Hours****M.M:70**

**Objectives:** *The course aims to help student appreciate the significance of Indian Ethos and Values along with its relevance and implications to managerial decision making.*

**Course Contents:****UNIT I**

Indian Ethos: Meaning of Bharat, relevance of Indian ethos, role of Indian ethos in managerial practices; Sources of Indian Ethos in Management: Vedas, Ramayana, Bible, Quran, Kautilya's Arthashastra, Ethics v/s Ethos; Indian Management v/s Western Management

**UNIT II**

Modern Approach towards Indian Ethos : Introduction, Indian Management Thoughts, Holistic Approach to Management; Sadhana –In Management context, The Tatwas in Indian Ethos; Management Thoughts and Practice: Harmony with Environment, Dharma, Swadharma and Detachment, Holistic approach to Personality, Managerial Purusharth Karma yoga & enlightened leadership

**UNIT III**

Learning and Education System in India: Learning concept, Gurukul System of Learning, The beginning of modern education system, Achievements of the Indian education system; Law of Karma, Law of creation, law of humility, law of growth, law of responsibility

**UNIT IV**

Human Values: Meaning, significance, Vedic literature and values, formation of values, Aristotle's view on value inculcation, Objectives of value-based system, Interrelation of Values and Skills, Values and the workplace, Value-based Human response management, Need of value-based holistic management, Value-driven management, Indian culture and wisdom, The ethical and spiritual values and Methods of heart and mind purification

**Suggested Readings:**

1. Agarwal, T. & Chandorkar, N., *Indian Ethos in Management*, Himalaya Publishing House
2. Nandgopal, R. & Sankar, R.N.A., *Indian Ethos & Values in Management*, Tata McGraw Hill Education
3. Ganjre, A.K., Pawar, P. & Laxman R., *Indian Ethos - Modern Management Mantra*, Himalaya Publishing House
4. Bansal, I., *Management Concept in ancient India psycho-philosophic thoughtand their significance in present day organization*, Jaipur, Narayan Publication
5. Sharma. S., *Management in New Age: Western Windows Eastern Doors Management*, New Age International

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**FINAL YEAR**  
**IV Semester PAPERS**

**INTERNATIONAL**  
**BUSINESS AREA PAPERS**

**MBAIB-401**

## **ENTREPRENEURSHIP DEVELOPMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.*

### **Course Contents:**

#### **UNIT-I**

Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship.

#### **UNIT-II**

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.

#### **UNIT-III**

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

#### **UNIT-IV**

Govt support to new Enterprise; Role of Government and Promotional agencies in Entrepreneurship Development, Entrepreneurship Development Programmes in India.

### **Suggested Readings:**

1. Clifton, Davis S and Fyfe, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur & Environment.*, Ashish Publications.
3. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
4. Jain Rajiv., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C and Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook on Learning Systems*, Learning Systems.

### **Internet Modules:**

1. <http://nptel.ac.in/courses>

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**MBAIB-402**

**STRATEGIC MANAGEMENT**

**M.T: 3 HRS.**

**M.M:70**

**Objective:** *The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

**Course Contents:**

**UNIT-I**

An introduction to business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

**UNIT-II**

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

**UNIT-III**

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

**UNIT-IV**

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

**Suggested Readings:**

1. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw-Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Pearson
3. Michael Porter, *Competitive Advantage of Nations*, Free Press.
4. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building Successful Alliances*, SAGE Publications

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-405**

**FOREIGN EXCHANGE MANAGEMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *To acquaint the students with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk. Upon successful completion of this paper, Students should expect to learn the nature and purposes of foreign exchange management under the new financial order evolving higher degree of vulnerability in a highly borderless financial world.*

**Course Contents:**

**UNIT-I**

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates Arbitrage profit in foreign exchange markets, Swift Mechanism.

**UNIT-II**

International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects.

**UNIT-III**

Foreign Exchange exposure:-Management of Transaction exposure (**Case Study: Airbus Dollar Exposure**); Management of Translation exposure- Management of Economic exposure (**Case study: Exporter's/Importer's Position: Hedge or Hedge Not**).

**UNIT-IV**

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing.

**Suggested Readings:**

1. Eun and Resnick, *International Financial Management*, Tata McGraw Hill.
2. Eiteman, Moffett and Stonehill, *Multinational Business Finance* –, 12/e, Pearson.
3. Jeff Madura, *International Corporate Finance*, Cengage Learning.
4. Alan C. Shapiro, *Multinational Financial Management*, 8/e, Wiley India
5. Apte, P. G *International Financial Management*, 6/e, TMH.
6. Maurice Levi *International Finance* –, 5/e, Routledge.
7. Paul Einzip, *A Textbook on Foreign Exchange*
8. Paul Roth, *Mastering Foreign Exchange and Money Markets*, Pitman.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-406**

**REGIONAL ECONOMIC BLOCKS**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.*

**Course Contents:**

**Unit - I**

Regionalism in the World Economy, Theory of Economic Integration, Levels of economic integration.

**Unit - II**

Selected Regional Blocks - NAFTA, EU, ASEAN, SAARC.

**Unit - III**

Globalization Vs. Regionalization; Building Blocks or Stumbling Blocks, Benefits and cost of economic integration, Economic integration schemes.

**Unit - IV**

Ongoing challenges - Environment Volatility, Rise of Global Mania; Regional Alternatives; India's Free Trade Agreements.

**Selected Readings:**

1. Gerber James, *International Economics*, Pearson Education.
2. Balassa, Bela., *Theory of Economic Integration*, George Allen & Unwin Ltd..
3. Bhalla, V.K., *World Economy in 90s: A Portfolio Approach*, Anmol Pub. Pvt. Ltd..
4. Dreze, Jean and Sen, Aamrtya, *Indian, Development: Selected Regional Perspective*, Oxford University Press.
5. Jackson, J., *The World Trading System*, Mass: MIT Press.
6. Krugman, Paul R. and Obstfeld, M., *International Economics*, Harper Collins Pub.
7. Machlup, F. A., *History of Thought on Economic Integration*, Macmillan.
8. Trivedi, Sonu, *Regional Economic Cooperation and Integration*, New Century Publications.
9. Chhibber, Bharti, *Regional Security and Regional Cooperation*, New Century Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-407**

**INTERNATIONAL FINANCIAL MANAGEMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *This course is designed to provide an understanding of international financial products, financial markets, and institutional structures necessary to be effective financial managers in modern corporations. Upon successful completion of this paper, Students should expect to learn the nature and purposes of financial management in the international context under the new financial order evolving higher degree of vulnerability in a highly borderless financial world. .*

**Course Contents:**

**UNIT-I**

International financial Environment- Importance, rewards & risk of international finance Goals of MNCs; Globalization & Multinational firm: finance functions in MNCs, structure of international financial Market; Cost and availability of international financial flows; Corporate Governance around the World; International monetary system

**UNIT-II**

The markets for foreign exchange (case study: St. Bury Herbal products Ltd)  
Futures and options on foreign exchange  
Management of Transaction & Economic exposure (case Study: Airbus Dollar exposure); Management of translation exposure.

**UNIT-III**

International Banking & Money market; forward rate Agreements (FRAs) International bond markets; International equity markets and Instruments: ADR, GDR, ECBs etc.

**UNIT-IV**

Interest rates and currency swaps  
FDI and cross-border acquisitions

**Suggested Readings:**

1. Aliber, R.Z., *Exchange Risk and Corporate International Finance*, Macmillan.
2. Apte P G, *International Financial Management*.
3. *International Financial Management* - Eun & Resnick, 4/e, Tata McGraw Hill.
4. Luca Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.
5. Shapiro, A.C., *International Financial Management*.
6. Utton, W.H., *Trading in Currency Options*, New York Institute of Finance.
7. Eiteman, Moffett and Stonehill, *Multinational Business finance*.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**MBAIB-408**

**GLOBAL STRATEGIC MANAGEMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in global Business.*

**Course Contents:**

**Unit - I**

Introduction: Definition, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy, CSR Strategies.

**Unit - II**

Global Strategic Analysis: External macro environment – PEST analysis, Diamond model, Industry environment – Five force model, phases of international product life cycle, Analysis of internal environment – analyzing firm resources and capabilities, global value chains and value systems, comparative analysis.

**Unit - III**

Global strategic Development: Managing the internationalization process, international strategic alliances through partnership and cooperation, strategy at subsidiary level, headquarter level strategy.

**Unit - IV**

Global strategic Implementation: Global structures and designs, managing change in global context, global management of innovation and knowledge, Global R&D Networks.

**Suggested Readings:**

1. Dunning, J.H., *Explaining International Production*, Harper Collins.
2. Garpand, J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.
3. Ansoff, H. I. *Corporate Strategy*, McGraw Hill.
4. Porter, M. E., *Competitive Strategy*, Free Press.
5. Frynas, J.G. and Mellahi, K., *Global Strategic Management*, Oxford University Press.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
1. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## **MBAIB-409 CROSS CULTURAL AND GLOBAL MANAGEMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.*

### **Course Contents:**

#### **Unit - I**

Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications, Complexities of international firms, staffing policy, Process of recruitment and training.

#### **Unit - II**

Cross Cultural Research Methodologies and Hofstede's Study, Structural evolution of Global Organizations; Cross Cultural Leadership and Decision Making.

#### **Unit - III**

Cross Cultural Communication and Negotiation, Human Resource Management in Global Organizations, Management of industrial relations.

#### **Unit - IV**

Ethics and social responsibility in international business, Western and Eastern Management thoughts in the Indian Context, Management of cultural diversity.

### **Suggested Readings:**

1. Adler, N J., *International Dimensions of Organizational Behaviour*, Kent Publishing.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling, P J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcie, D and Puffer, M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass.
7. Mendenhall, M., *Global Management*, Massachusetts.Blackwell.

### **Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-410**

**GLOBAL BRAND MANAGEMENT**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The aim of this paper is to acquaint the students with concepts and Practical aspects of brand management in the field of International Business.*

**Course Contents:**

**Unit - I**

Product planning decision, product hierarchy, internationalization of product development process, country of origin and global brands, standardization v/s customization.

**Unit - II**

Branding concept: Branding, salient features of global brand, brand image ,brand personality, brand loyalty , global brand building, brand resonance, global brand equity, brand elements, brand extension, global brand positioning, brand value.

**Unit - III**

Globalization of brands: geographical extension, sources of opportunities for global brands, barriers of globalization, quality and global standards, global brand awareness.

**Unit – IV**

Brand portfolio, brand growth in global markets, socio-cultural factors and global brands, brand reinforcement and revitalization, corporate brand and destination brand, celebrity endorsement, global branding research.

**Suggested Readings:**

1. Kapferer , J.N, *Strategic Brand Management*, Free Press.
2. Kelvin lane Keller, *Strategic Brand Management*, Prentice Hall of India.
3. Aaker, David, A., *Managing Brand Equity*, Free Press.
4. Philip.R.Cateoria & John L.Gram, *International Marketing*, Tata McGraw Hill.
5. Justin Paul & Ramneck Kappor, *International Marketing: text and cases*, Tata Mc Graw Hill.
6. Rafi , A. & Mohammed,Rober.J.Fisher, *International Marketing*, Tata McGraw Hill.
7. Jeannet/Hennessey, *Global Marketing Strategies*, AIPD.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MBAIB-411                      INTERNATIONAL ADVERTISING**

**Time: 3 HRS.**

**M.M:70**

**Objective:** *The aim of this paper is to acquaint students with concepts, techniques and give experience in the application of concept for developing effective advertising programme in the international business environment .*

**Course Contents:**

**Unit - I**

International Advertising: concept and nature; difference between national advertising and global advertising; changing nature of international landscape and its impact on advertising. Cross cultural and cross national differences and consumer behavior segmentation and positioning in relation to advertising .

**Unit - II**

Advertising planning framework, process of setting advertising objectives, DAGMAR approach. Methods of determining advertising budget, role of creativity in copy writing, messages strategy and tactics; Media strategy and tactics, selecting media for international campaigns, evaluation of advertising effectiveness.

**Unit - III**

Advertising agency –functions, types, methods of compensation, agency client relationship, agency media relationship, case study of leading international Ad agencies

**Unit - IV**

Special international consideration: laws and regulations, customs and culture, time, inertia resistance, rejection and politics, Adoption Vs Standardization

**Suggested Readings:**

1. Belch, George E. and Belch, Michael A., *Introduction to Advertising and Promotion*, Irwin.
2. Wells Burnett Moriarty, *Advertising Principles and Practice*, Pearson.
3. Arens and Bovee, *Contemporary Advertising*, Irwin.
4. Sandage and Fryberger, *Advertising*, AITBS.
5. Batra, R., Myers, Johan G. and Aaker, David A., *Advertising Management*, Prentice Hall of India.
6. Guinn, *Advertising & Integrated Brand Production*, Vikas Publishing House.
7. Kleppner, Otto. *Advertising Procedure*, Englewood Cliffs, Prentice Hall Inc.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

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