PANJAB UNIVERSITY, CHANDIGARH

SYLLABI AND COURSES OF READING FOR MASTER OF BUSINESS ECONOMICS (MBE) EXAMINATION, 2011-2012

Note: 1. The duration of the examination in each subject will be 3 hours.
       2. Maximum marks for external/written examination or 80 marks and Internal Assessment is 20 marks.

1st SEMESTER

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MBE 6101</td>
<td>Business Economics</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6102</td>
<td>Research Methodology and Business Statistics</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6103</td>
<td>Legal Framework of Business</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6104</td>
<td>Accounting for Managerial Decisions</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6105</td>
<td>Human Resource Management and Organisational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6106</td>
<td>Marketing Management</td>
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Total: 600 marks

2nd SEMESTER

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MBE 6107</td>
<td>Business Environment</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6108</td>
<td>Business Information Management</td>
<td>100</td>
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<tr>
<td>MBE 6109</td>
<td>Business Finance</td>
<td>100</td>
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<tr>
<td>MBE 6110</td>
<td>Direct and Indirect Tax Law</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6111</td>
<td>International Marketing</td>
<td>100</td>
</tr>
<tr>
<td>MBE 6112</td>
<td>Viva-Voce and Summer Training Project</td>
<td>100</td>
</tr>
</tbody>
</table>

Total: 600 marks

Note: 1. After 2nd semester Examination all students will be required to undergo summer training for 6-8 weeks in an organization approved by the Chairman/Head and submit a report thereon.
       2. Summer Training Report will be submitted within two weeks of the commencement of third semester and viva-voce will be fixed within fifteen days thereof.
### 3rd Semester

**Compulsory Papers:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>7101</td>
<td>Operations Research</td>
<td>100</td>
</tr>
<tr>
<td>7102</td>
<td>Business Forecasting &amp; Estimation</td>
<td>100</td>
</tr>
<tr>
<td>7103</td>
<td>Project Management</td>
<td>100</td>
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</table>

**One of the following groups each with three papers:**

**Group-A  Banking and Insurance**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>7104</td>
<td>Decision Making under Uncertainty</td>
<td>100</td>
</tr>
<tr>
<td>7105</td>
<td>Legal Framework of Banking and Insurance in Indian</td>
<td>100</td>
</tr>
<tr>
<td>7106</td>
<td>Financial Markets</td>
<td>100</td>
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</tbody>
</table>

**Group-B  Trade and Marketing**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>7107</td>
<td>Structure, Conduct and Performance of industries</td>
<td>100</td>
</tr>
<tr>
<td>7108</td>
<td>International Trade and International Business</td>
<td>100</td>
</tr>
<tr>
<td>7109</td>
<td>Foreign Language-I (German or French)</td>
<td>100</td>
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</table>

**Total:** 600

### 4th Semester

**Compulsory Papers:**

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>7201</td>
<td>Total Quality Management</td>
<td>100</td>
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<tr>
<td>7202</td>
<td>Strategic Management</td>
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</table>

(ii)
One of the following groups each with three papers:

**Group-A Banking and Insurance**

- 7203 International Finance 
- 7204 Marketing of Insurance and Banking Products 
- 7205 Multinational Banking 

**Group-B Trade and Marketing**

- 7206 Retail and Supply Chain Management 
- 7207 International Business Laws 
- 7208 Foreign Language-II (German or French) 
- 7209 Viva-voce

Total: 600

**INSTRUCTIONS TO THE PAPER SETTERS:**

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

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

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

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

(iii)
Unit-I

Theory of Production – Production Function for a single and multiple products, technological progress and the production functions.

Unit-II
Cost theory, traditional, modern and engineering; the empirical evidence on the shape of the cost; the relevance of cost theories in business decision making; business cost and incremental costs.

Market structure and degree of competition. Profit maximization, price and output in the short run and in the long run in perfect competition, monopoly, monopolistic and oligopoly.

Unit-III
Consumption function and theories of consumption, factors affecting the level of aggregate consumption. Role of investment, Investment Function and its theories.

Keynesian and classical theories of income, employment and output, wages and employment; evaluation of Keynesian Theory of employment. Keynesian theory and underdeveloped countries.

Unit-IV
Profit Management: nature and measurement of profit, profit theories, profit planning and forecasting.

The Location Decision: Factors influencing location, theories of location and regional policy.

Business cycles and trade cycles.
Unit-V

Balance of payment, Exchange Rate, Capital Flow and the Role of Monetary and Fiscal Policy.

Reference:

1. W. Duncan Reckie and Jonathan N. Crook: Managerial Economics
2. A. Koutsoyiannis: Modern Micro-Economics
3. Jeol Dean: Managerial Economics
5. Mote, Paul, Gupta: Managerial Economics
6. D.C. Hague: Managerial Economics
7. R.L. Varshney & K.L. Maheshwari: Managerial Economics
8. H.L. Ahuja: Advanced Economic Theory
9. Edward Shapiro: Macro Economics
Unit-I

Introduction to research in business
Types of research in business
Choosing the problem for research
General phases and principles of Research procedures

Unit-II

Formulating hypotheses
Use of Bibliographical Data in Research
Field Observation
Designing Questionnaires and schedules

Unit-III

The Interview
Review of Sampling Methods, sampling design
Analysis of research data
Scaling techniques
Preparation of report

Unit-IV

Unit-V

Statistical Decision Theory, Sampling and Sampling Distributions. Hypothesis Testing: Large and Small Sample tests (Z-test, T-test and F-test). Non Parametric Test; Chi square, Run Test, Sign Test and Medium Test. Regression Analysis and Correlation Analysis; (Two Variables only).

Reference:

1. Digby : Business Research Methodology
2. Pauline V. Young : Scientific Social Surveys and Research
3. M.H. Gopal : An Introduction to Research Procedure in Social Sciences
4. Goode and Hatt : Method in Social Research
5. Kathari C.R. : Research Methodology – Methods and Techniques
6. Rao K.V. : Research Methodology in Commerce and Management
UNIT I
Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members.

UNIT II
Management of companies: directors, their appointment, duties, liabilities and powers. Meetings of a company. Borrowing power of the company, charges and their registration. Prevention of oppression and mismanagement, winding up of a company; compulsory winding up and voluntary winding up.

UNIT III
Objectives of Foreign Exchange Management Act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties. Objectives of SEBI, provisions of SEBI and dealing with takeover and substantial acquisition of shares, buyback of shares and investor protection.

UNIT IV

UNIT V

Reference:
1. V.S. Datey : Student’s Guide to Economic Laws
2. Avtar Singh : Company Law
3. V.S Datey : Student’s Guide to Company Laws
MBE : 6104 : ACCOUNTING FOR MANAGERIAL DECISIONS

Time : 3 Hours  Max. Marks : 100
External : 80
Internal : 20

Unit-I


Unit-II

Marginal Costing and Break-even Analysis : Concept of marginal cost, marginal costing and absorption costing; cost volume profit analysis, break-even analysis. Assumption and practical applications of break-even analysis. Decisions relating sales mix, make or buy decisions and discontinuation of a product line.

Unit-III

Budgeting : Definition of Budget, Essentials and budgeting kinds of budgets – Functional Budgets, Master Budget, Fixed and Flexible Budget, Budgetary control, Zero-Base Budgeting, Activity Based Budgeting.

Unit-IV

Standard Costing and Variance Analysis : Standard costing as a control technique, setting, of standards and their revision. Variance analysis – Meaning and importance, kinds of variances and their uses computation of material, labour and overhead variances.

Unit-V


Reference:

UNIT-I

Schools of Management Thought: Scientific, process, human behaviour and social system school; Decision Theory school; quantitative and systems school; Contingency theory of Management; Functions of a manager.

UNIT-II
Human Resource Management: Definition; evaluation and approaches; Challenges to personnel management; Personnel functions of management; Place of personnel department in an organization structure; Changing role of personnel manager and department, Concept of HRD.

Man power planning. Placement career planning; Recruitment and selection. Tests and Interviews; Training methods, Promotion and transfers, Performance Appraisal.

UNIT-III
Organisational Behaviour: Organisational behaviour – concept and significance; Relationship between management and organizational behaviour; Emergence of ethical perspective; Attitudes; Perception; Learning; Personality; Transactional Analysis.

UNIT-IV
Group Dynamics and Team Development: Group dynamics – definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

Leadership: Concept, Leadership Styles; Theories-trait theory, behavioural theory, contingency theory; Harsey and Blanchard’s situational theory; Managerial grid; Likert’s School of leadership.

UNIT-V
Organisational Conflict: Dynamics and management; Sources, patterns, levels of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organization conflicts; Resolution of conflict.
Interpersonal and Organisational Communication: Concept of two-way communication, Communication Process; Barriers to effective communication; Types of organizational communication. Improving Communication; Transactional analysis in communication.

Reference:


3. Wendell, L. French: Organisation Development, PHI.

4. James, A.F. Stover, R. Edward Freeman Daniel X. Gilbert, Jr.: Management, PHI.


7. J.D. Aggarwal: Organisational Behaviour, Indian.

Unit-I

Marketing tasks and Philosophies; marketing system and marketing environment; the consumer market and buyer behaviour, Strategic Marketing Process : Industrial Markets; Market Segmentation. Concept of green marketing.

Unit-II

Market Measurement and forecasting, marketing of Services, Marketing Mix in Services, Concept of relationship marketing, Multi level marketing.

Unit-III

Decisions relating to product policy including branding and packaging; price policies and strategy channel decisions; management of physical distribution.

Unit-IV

Promotional decisions including management personal selling, management of advertising and sales promotion; planning and organizing marketing; Marketing Control; International Marketing Tasks.

Unit-V


Reference :

3. Hunt, Shelby : Modern Marketing Theory
<table>
<thead>
<tr>
<th></th>
<th>Author(s)</th>
<th>Title</th>
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<tbody>
<tr>
<td>10.</td>
<td>Subhash C. Mehta</td>
<td>Indian Consumers</td>
</tr>
<tr>
<td>13.</td>
<td>Hanson Wad</td>
<td>Principles of Internet Marketing.</td>
</tr>
<tr>
<td>15.</td>
<td>Zimmerman, Jan</td>
<td>Marketing on Internet.</td>
</tr>
</tbody>
</table>
SECOND SEMESTER
BUSINESS ENVIRONMENT

M.B.E. – 6107

Unit-I
Nature, Role and changing profile of business environment; Micro & Macro environments and their significance for business.

Unit-II
Social responsibility of Business, Social Audit; Role of business pressure groups in changing Business Environment.

Unit-III
Indian Economic Environment; Indian Economic System – its basic features, promotional and regulatory role of State; Economic planning process in India; Current central budget plan and implications of economic policies for business.

Unit-IV
Institutional infrastructure for Export in India. India’s export performance; India’s export-import policy. Trade liberalization and incentives, Role of SEZ.

Unit-V
Global business environment : Significance of Foreign Investment in India; Opportunities and threats in WTO and the New International Trading Regime; Tariff and non-tariff barriers in global trade.

Book Recommended :
7. Ramchandran, K.S. : Global Trade-Challenges and Opportunities.
UNIT-I

**Information Age:** Importance of Information as an economic and business resource.

(i) Organisation, Information and Decision.

(ii) Information and Management.

(iii) Computer as a tool for managing information.

UNIT-II

**Computer Fundamentals**

(i) Hardware: Basic computer structure and various hardware concepts associated with it.

(ii) Software: Operating Systems (OS, DOS, MS, Office, SPS.)

UNIT-III

**Computer applications in a modern office (with Practicals)**

(i) Handling Documentation
   
   (a) Document creation and presentation.
   
   (b) Publishing.
   
   (c) Desktop publishing and computer related presentation.

(ii) Handling Data Bases

   (a) Need for organization Information Database.

   (b) Overview of Database approach.

   i.e. (I) Creation, modification and Edition of database in the context of PC environment.

   (II) Spreadsheet and their role in Decision Making.

UNIT-IV

**Handling Communication.**

(i) E-mails, Internet, Intranet and their application in modern business.

(ii) Communication: Data Communication concepts.

(iii) Local Area Network (LAN) and Wide Area Network (WAN).
Unit-V

Management Information Systems

(i) Introduction to MIS
   (a) MIS vis-a-vis computer systems and organizational systems
   (b) Logical Foundation of MIS
   (c) Future of MIS

Book Recommended:


M.B.E. – 6109

BUSINESS FINANCE

Unit-I

Unit-II

Unit-III
Working Capital Management: Need for Working Capital: Determinants of Working Capital Requirements and their Estimation; Sources of Working Capital Finance; Management of Cash and Inventory.

Unit-IV
Dividend Decisions: Forms of Dividends; Objectives of Dividend Policy; Dividend Theories (Walter, Gordon and Modigliani and Miller Models).

Unit-V
Emerging Areas of Corporate Finance: Lease Financing; Venture Capital Financing; Corporate Restructuring – Mergers, Acquisitions, Takeovers and Privatisation (Motives behind them and their cost-benefit analysis).

Book Recommended:
M.B.E. – 6110

**Unit-I**


**Unit-II**

Income from business and profession, capital gains, income from other sources.

**Unit-III**

Customs Act, 1962 – An overview, levy, Collection & Exemptions from custom duty, date of determination of duties and tariff valuation. Prohibitions/restrictions of export and import, determination of duty where Goods consist of articles of different rate of duties, warehousing, duty drawback u/s 74 & 75, special provisions regarding baggage, postal goods.

**Unit-IV**

Valued Added Tax – Its features, terms, definitions, procedure of assessment, filling of returns.

**Unit-V**

Central Excise Act, 1944 – Its meaning, definitions, levy and collection, classification of goods, valuations, assessment, payment of duty and removal of goods refund of duties, Appeals and Penalties and CENVAT, Service Tax.

**Book Recommended:**

3. Dubey, V.S. : Indirect Tax Law and Practice
4. Dr. Mehrotra and Dr. Goyal : Indirect Taxes.
M.B.E. – 6111

UNIT-I


UNIT-II


UNIT-III

International Economic Environment – Regional Economic Cooperation; World Trade Trends, Tariffs and non-tariff restrictions.

UNIT-IV

The selection of export markets, planning of export marketing strategy-product, pricing, promotion and distribution channels. Preparation of Export Marketing Plan.

UNIT-V


Book Recommended:

4. R. Vernon : Manager in the International Economy.
5. G.S. Lall : Finance of Foreign Trade and Foreign Exchange.
Master of Business Economics (MBE)

Third Semester

MBE : 7101 : OPERATIONS RESEARCH

Time : 3 Hours
Max. Marks : 100
External Exam. : 80
Internal Assessment : 20

Objective: The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I
Formulation of LPP, Graphical Method, Simplex method, Duality, Sensitivity Analysis (use of software package) Transportation model, least time transportation Assignment model.

Unit-II
Break even analysis, Decision Theory, Decision Making under uncertainty, Decision Trees.

Unit-III

Unit-IV
Game Theory, Dominance Graphical Method 2x2 games. Saddle point, Pure and Mixed strategies, Sequencing.

Unit-V
Queuing Theory Single Server, Multiple Server, Simulation Monte Carlo Simulation to Business solution.

References:
1. H.A. Taha : Operations Research
**Objective**: The objective of this course is to expose the participants to the concept and methods of business forecasting.

**Unit-I**


*Smoothing Techniques*: Trends, Moving Averages, Exponential Smoothing, Holts Linear Exponential Smoothing, Holt-Winters’ Forecasting Technique, Forecasting by Z chart and Decomposition Analysis.

**Unit-II**

*Causal Modeling and Forecasting*: Modeling the Causal Series, Planning and Development of Linear Models, Estimation of Regression Models, Testing Hypothesis, Problems of OLS methods (Basic introduction), and Forecasting by Regression Analysis.

**Unit-III**

*Probabilistic Models*: Use of Logit, Probit and Tobit Models in Business Forecasting.


**Unit-IV**

*Econometric and Time Series Models-I*


*Multivariate Approach*: Co-integration-Concept and Test; Co-integration Regression, Error Correction Mechanism.

**Unit-V**

Volatility Modeling: ARCH and GARCH Models.

Suggested Readings:


Objective: The course aims at acquainting the students with the subject of project management and also nature, significance and problems of small business with special reference to India.

Unit-I
Private commercial criteria for project choice, project cycle, feasibility, marketing feasibility, financial feasibility.

Unit-II
Brief outline of social cost benefit analysis: rationale, UNIDO and little Mirrlees approaches, UNIDO-IDCAS manual, shadow3 prices and conversion factors, applications in India.

Unit-III
Planning and scheduling networks, critical path, PERT model, CPM model, PERT/cost, resource leveling and allocation.

Unit-IV
Small Business: Concept and definition, Nature and characteristics, Rationale and objectives of small business, Role of small business in modern Indian economy, Organizational structure and ownership pattern of small scale business, Growth of small business in India, Small entrepreneur in International business.

Problems of small business, Industrial sickness in S.S.I. – Causes, consequences and remedial measures.

Unit-V
Books Recommended:


4. IMD little and J.A. Mirrlees : Project Appraisal and Planning in Developing Countries.


MBE : 7104 : DECISION MAKING UNDER UNCERTAINTY

Time : 3 Hours  Max. Marks : 100
External Exam. : 80
Internal Assessment : 20

Objective : The aim of this course is expose the students to the concept of uncertainty and how to take decisions under uncertainty.

Unit-1 : Choice under Uncertainty
Probability, expected value, deviation from it; attitude towards risk : risk aversion, preference, neutrality (representation through indifference curves), coping with risk : diversification, insurance; role of information, choice between risk and return, the consumer’s optimum decision.

Unit-2 : Strategic Behaviour (Game Theory)
Importance of strategic behavior in economic decision making, co-operative and non-co-operative games; different equilibrium concepts : dominant strategy equilibrium, Nash equilibrium in pure and mixed strategy; repeated games, sequential games, subgame perfect Nash equilibrium and non-credible threats; applications : Cournot and Bertrand models, entry deterrence and commitment models.

Unit-3 : Market Failure

Unit-4 : Asymmetric information and Markets

Unit-5 : Stochastic Process
Random variables, random vectors, dependence and independence, definition of stochastic process, Brownian motion, Bernoulli process, Markov chain and continuous time Markov processes; application in finance, exchange rate markets.
References:


Objective: The objective of this paper is to study the legal framework for carrying Banking and Insurance operations in India

Unit-I
Negotiable Instrument Act 1881, Banking Regulation Act 1949 (study to be based on case law).

Unit-II

Unit-III

Unit-IV
IRDA Act, Insurance Act (1938) (Section 2, 40, 64 (b) 102, 103, 104, 114, Regulations issued by IRDA under Section 114 of Insurance Act.) Public Liability Insurance Act 1991.

Unit-V
Selected Sections : of Motor Vehicle Act 1988 (Section 140, 141, 142, 14) Indian Railways Act 1989 (Section 124, 124A & 125) Indian Post Office Act (Section 30 to 33) Workmen’s Compensation Act 1923 (Section 2 & 4) Employee State Insurance Act 1948 Consumer Protection Act, 1986
Law related to Marine Insurance

Introduction to FEMA 2000

References:

1. Taxmann’s : Insurance Act 1938
2. IRDA : IRDA Act
5. Varshney, P.N. : Banking Law and Practice
Objective: The aim of this course is to expose the students to financial system of the country, capital markets, money markets and derivative markets.

Unit-I


Unit-II

Capital market I: Introduction functions and types of capital market. Primary market: Introduction, regulatory framework, free pricing regime, IPOs (SEBI provisions including look building on line IPOs, green shoe option). Brief about GDRs, ADRs, FCCBs, ECBs. Recent trends in IPOs.

Unit-III


Unit-IV

Money Market: Introduction, steps to develop money market in India, call money market, treasury bills market, commercial bills market, markets for commercial papers and certificate of deposits. Players in money market. DFHI. Money market and monetary policy.

Unit-V

Markets for future, option and other financial derivatives foreign exchange markets, introduction to mortgage markets.
References:

5. Discount and Finance House of India : Annual Reports Discount & Finance
Objective: The paper aims to study the structure, conduct performance, Market Performance, Public Policy towards Market Structure, Conduct and Performance of Modern corporate firms.

Unit-I
Ownership and Control Structure of Modern Corporate Firms:

Unit-II
Market Structure of an industry: Concept, measurement and determinants of Sellers Concentration; Concept of Countervailing Power and Buyer’s Concentration; Barriers to Entry; Stochastic Determinants of Market Structure. Government Policies and Market Structure. Seller’s Concentration and Market Power.
Firms Structure and determinants of Firm’s Market Power: Market Share, Vertical Integration; Diversification; Mergers; Multi-plant operations; Product Differentiation and advertisement.

Unit-III

Unit-IV

Structure, Conduct and Technological Performance of an industry: Research & Development and innovations under different Market Structures.

Unit-V


Evolution of Government of India’s policy towards Monopolistic, Restrictive & Unfair Trade Practices; Mergers, Amalgamations and Takeovers.

Competition Policy in the UK, USA and India.

References:


**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.

**Unit-I**


**Unit-II**

Modes of international business – merchandise exports and imports, trade in services, investment including direct and portfolio investment. Environment facing business – cultural including language, religion, behavioural practices, Calvin and Hobbes study, Hofstede and culture. Political and legal environment including WTO, Economic Environment.

**Unit-III**

Foreign Direct Investment – Growth, Direction, Source, Horizontal and Vertical direct Investment. Product life cycle theory, location specific advantages (Dunning), Michael Porter’s Diamond model and national competitive advantage. Regional economic integration – Free Trade Area, Customs Union, Common Market, Customs Union.

**Unit-IV**


**Unit-V**


**References:**

1. International Economics – Bo Sodersten and Geoffrey Reed.
3. International Business – Charles W. Hill.
Objective: The objective of the course is to introduce to the students to the basis of French Language

1. Questions on civilization from the prescribed textbook (only objective type questions) 15 marks
2. Comprehension of an easy unseen passage 15 marks
3. Question on applied grammar pertaining to the prescribed textbook (Unit 1-6) 35 marks
4. Translation of an easy unseen passage or short sentences from English to French (5 marks) and French to English (5 marks) 15 marks

80 marks

Courses of Reading

Campus-I: Methode de francais, Jacky Giradet, Jacques Pecheur, CLE International, Pais 2002 (Unit 1 to 6).
Objective: The objective of the course is to introduce to the students to the basis of German Language

Theory Paper

Unit-1 Comprehension (Question on an easy unseen text to be answered in ones own words in German) 8 marks

Unit-2 Essay 15 marks

Unit-3 Civilization (Knowledge acquired from text book or information material on Germany given by Teacher) 7 marks

Unit-4 Applied Grammar 35 marks

Unit-5 Translation of an easy unseen passage from German into English 15 marks

80 marks

Prescribed Text-book

Deutsche Sprache fur Auslander

Dora-Schulz

Max Hueber Verlag

Chapter 01 to 08 i.e. from page No. 01 to 35

Supplementary readings: Material to be supplied by Teacher from

- Deutsch als Fremdsprache Teil 1
- Moment Mal Teil 1

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Objectives: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

Unit-I

Introduction to TQM: History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM.

Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM.

Introduction to Tools and Techniques: Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why Diagrams.

Total Quality Control, Quality Assurance: Practices and Techniques, TQM and Management: New Management challenges and trends and contribution of TQM.

Unit-II

Customer Focus: Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

Continuous Improvement Process: What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM’s control and improvement process.

Designing for Quality: Opportunities for improvement in product design, early warning concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance.

Workforce Teams: Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to teamwork.

Benchmarking: Definition, importance and benefits, types, basic steps, pitfalls.

JIT: Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.
Unit-III
TQM for Marketing Function : Quality in marketing and sales, Factors for excellence.
BPR and IT : Business Process Management
Quality Control SQC/SPC : Statistical Process Control
Change Management
Technology and Product Quality :
Quality of After Sales Services : Quality measurement in customer service.

Unit-IV
Organization for Quality : Quality Circles, Self-managing teams, Quality Director
Reliability of Quality Characteristics
Quality Leadership : Developing a quality culture, Technology and culture, Motivation
Quality Linked Productivity
Total Employee Involvement : Awareness of quality, Recognition and rewards, Empowerment and self-development, Education and training.
Cost of Quality : Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control.
Supporting Technologies : Overview of Supplier Quality Assurance System.

Unit-V
TQM Implementations & barriers to implementation
Six Sigma : History, Structure, Application, Keys to success and failure

Books Recommended :
Objective: This course focuses on organizational strategy and managing for sustained competitive advantage. It is based on the premise that companies can become and remain successful if managers have an appropriate vision and plan for running the organization, and if they carry out the plan proficiently.

Unit-I
Strategic analysis and choice – Environmental Analysis (ETOP, PEST analysis) Industry analysis and Competitive analysis (Organizational Capability Profile, Strategic Advantage Profile, industry Life cycle, Porter’s Five Forces Model, Mc Kinsey’s 7s Framework), Creating competitive advantage, Internal resources analysis and identification of “core competencies” of the firm (VRIO framework, Porters Value Chain, Resource Capability Profile, Financial Analysis), Developing a vision for the firm.

Unit-II

Unit-III

Unit-IV

Unit-V
References:


Objective: To orient the students with various tools, techniques and processes of international financial management.

Unit-I

International Financial Management: An Overview, Objectives of International firm, concept of Risk and wealth maximization, Financial Function in Multinational Corporation, the nature and measurement of exposure and risk, Global financial markets and interest rates.

Unit-II

Foreign exchange market, structure of Foreign exchange market, mechanism of currency trading, types of transactions and settlement dates, Exposure information system, Exchange rate determination and forecasting, corporate exposure management policy, hedging, speculation and management of transactions exposure, management of operating exposure, management of interest rate exposure.

Unit-III

International working capital management, Investments and International money market, Euro currency and other important international money market, International ranking and payment settlement mechanism, International equity investment.

Unit-IV

International financial instruments and markets, Country risk analysis

Cost of capital and capital structure of multinational corporations, Sources of long term finance for a multinational corporation, International investment management, International mergers, acquisitions and divestitures.

Unit-V

Changes in international trade and business and their impact on International Finance, Recent changes in International Money and Capital Markets.
Taxation in International Finance, Foreign Investment in India; trends and regulations.
References:

Objective: The objective of this course is to help the participants to understand the conceptual framework of marketing management in banking and insurance sector.

Unit-I

Unit-II


Unit-III

Unit-IV
Banking Products and Services: Deposit Products Credit Products, Fee Based Products, Bank Marketing Features of Retail Banking, Cooperate Banking and Core Banking. Market Planning and Strategies in Banks Vis – A-Vis Banking Regulations Covering Structural and Prudential Regulations and Investor Protection. Service Marketing Mix for Banks.

Unit-V
Channels of Distribution for Banks, Direct Selling In Banks Types of Branches, Electronic Banking, Internet Banking, Online Banking, Segmentation of Banking Services, Product and Pricing Strategy In Banks, Principles of Customer Relations In Banks. Relationship and Transaction Banking.
References:

Objective: The objective of this course is to expose the students to the operations and working of multinational banks.

Unit-I
Introduction To International Banking; Organizational Features of International Banking; Contributory Factors for Growth of International Banking; Intermediation and Resource Allocation, Policy Implications of International Banking, Correspondent Banking, Resident Representatives, Bank Agencies, Foreign Branches, Foreign Subsidiaries and Affiliates, Consortium Banks.

Unit-II

Unit-III

Unit-IV

Unit-V
International and Regional Financial Centers Offshore Banking, Growth, Features and Functioning, Major Offshore Centers, Supervision of Offshore Banking. International Monetary Fund International Bank for Reconstruction and Development. India in international Banking; operations of Indian banks.

References:
1. International Banking Principles and Practice, edited by Emmanuel N. Roussakis.
**Objective**: The objective of this course is to help the participants to understand the concept of retailing and supply chain management.

**Unit-I**
Retailing and types of retailers – Specialty Store, Department Store, Supermarket, Convenience Stores, Discount Store, Importance of Retailing in the marketing strategy. Types of Retail Organizations – Chain Store, Co-Operatives, Franchise, Conglomerates.

**Unit-II**

**Unit-III**
Concept of logistics, physical distribution and supply chain. Importance of supply chain for retail outlets, Systems approach to supply chain, activity centers. Concept of service package, service quality – concept and measurement.

**Unit-IV**

**Unit-V**

**Books**:
2. Logistics Business Management – Ballou Ronald H.
4. Supply Chain Management – Chopra Sunil and Meindl Peter.
MBE : 7207 : INTERNATIONAL BUSINESS LAWS

Time : 3 Hours  Max. Marks : 100
External Exam. : 80
Internal Exam. : 20

Objective: The objective of this course is to expose the participants to the basic legal principles and issues involved in international business.

Unit-I

Unit-II
Export/import contracts for products, uniform law on international sale of goods: project export contracts; service contracts; contracts with shipping, air and overland. The carriage of goods and the liability of air and sea carrier.

Unit-III
Issues regarding methods of payments and overseas distribution; technology imports; laws regarding protection to intellectual property rights, patents trade marks, inventions, WTO and intellectual property rights.

Unit-IV
Marine insurance, foreign investment laws, international taxation and double taxation agreements international conventions and trade laws, international arbitration.

Unit-V

Books and Journals:
Objective: The objective of the course is to introduce to the students to the basis of French Language

Theory Paper

1. Comprehension of an easy unseen passage 15 marks
2. General Questions based on the topics covered in the textbook including questions on civilization (objective type or very short type questions) 15 marks
3. Composition of a dialogue/letter 15 marks
4. Grammar from prescribed textbook (Units 7 to 12) 35 marks

80 marks

Courses of Reading

Campus-I : Methode de francais, Jacky Giradet Jacques Pecheur, CLE International, Paris 2002 (Unit 7 to 12)