PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)

(MBA-IB)

FOR THE EXAMINATION 2012-13
Note:

1. Examination in each subject will be of 3 hours duration except for Global Strategic Management (MBAIB7101).
2. The duration of Global Strategic Management (MBAIB7101) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters: (except for MBAIB7101: Global Strategic Management)

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

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA (IB)

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MBAIB6101</td>
<td>ORGANISATIONAL BEHAVIOR AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
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<tr>
<td>MBAIB6102</td>
<td>MARKETING MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MBAIB6103</td>
<td>BUSINESS STATISTICS</td>
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<td>MANAGEMENT ACCOUNTING</td>
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<tr>
<td>MBAIB6105</td>
<td>SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT</td>
<td>50</td>
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<td>MBAIB6106</td>
<td>SEMINAR ON MICRO ECONOMICS</td>
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<td>MBAIB6107</td>
<td>WORKSHOP ON BUSINESS COMPUTING</td>
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<td>MBAIB6108</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
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### SECOND SEMESTER

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<td>INTERNATIONAL FINANCIAL MANAGEMENT</td>
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<tr>
<td>MBAIB6203</td>
<td>WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND</td>
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<td>MBAIB6204</td>
<td>OPERATIONS RESEARCH</td>
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<td>MBAIB6206</td>
<td>WORKSHOP ON RESEARCH METHODOLOGY</td>
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<td>MBAIB6207</td>
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**THIRD SEMESTER**

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<td>MBAIB7103</td>
<td>INTERNATIONAL BUSINESS LAW</td>
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<td>MBAIB7104</td>
<td>WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS</td>
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<td>MBAIB7105</td>
<td>SEMINAR ON INTERNATIONAL MARKETING RESEARCH</td>
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<td>MBAIB7106</td>
<td>FOREIGN LANGUAGE- FRENCH</td>
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<tr>
<td>MBAIB7111</td>
<td>SEMINAR ON PROJECT PLANNING AND ANALYSIS</td>
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<tr>
<td>MBAIB7112</td>
<td>SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING</td>
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<td>MBAIB7113</td>
<td>SEMINAR ON ENTREPRENEURSHIP MANAGEMENT</td>
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<td>MBAIB7114</td>
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**FORTH SEMESTER**

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<td>MBAIB7202</td>
<td>INTERNATIONAL BRAND MANAGEMENT</td>
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<td>MBAIB7203</td>
<td>RESEARCH PROJECT***</td>
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<td>MBAIB7204</td>
<td>COMPREHENSIVE VIVA-VOCE****</td>
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<td><strong>ANY TWO OF THE FOLLOWING:</strong></td>
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* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

*** The Research Project will start from 3rd Semester. Though marks of this project will be counted in the 4th Semester only.

**** Comprehensive Viva-voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.
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<td>MBAIB7212</td>
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FIRST SEMESTER
MBAIB6101: ORGANISATIONAL BEHAVIOUR AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: This course emphasizes the importance of Human Capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization. It also provides a comprehensive overview of International Human Resource Management practices being used by IHRM practitioners in multinational enterprises.

UNIT I

Introduction to OB: concepts, role of OB in management practices; challenges and opportunities for OB, human behavior, perception, attitudes and job satisfaction in the context of globalization; leadership, motivation and communication.

UNIT II

Group process: group and intergroup behavior, group decision making, team management, power: concept, bases of power, work stress, organizational culture and organizational effectiveness.

UNIT III

Globalization: an HR perspective, HR challenges and opportunities: national differences facing operations- MNC perspective; ethical and socially responsible behaviour, careers in international business, choosing an international competitive strategy.

UNIT IV

HR policy frame and operations in global setting: distinctive features of HR functions and operations in global set-up; change management model; performance through technology in knowledge based organizations.
MBAIB6102: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to marketing: meaning, nature and scope of marketing; marketing philosophies; marketing management process; concept of marketing mix; market analysis: understanding marketing environment; consumer and organization buyer behavior; market measurement and marketing research; market segmentation, targeting and positioning.
UNIT II

Product planning and pricing: product concept; types of products; major product decisions; brand management; product life cycle, new product development process; pricing decisions; determinants of price; pricing process, policies and strategies.

UNIT III

Promotion and distribution decisions: communication process; promotion tools-advertising, personal selling, publicity and sales promotion; distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

UNIT IV

Marketing organization and control: organizing for marketing, marketing implementation and control, ethics in marketing; emerging trends and issues in marketing – consumerism, rural marketing, societal marketing; direct and online marketing; green marketing, retail marketing, and customer relationship management.

References


**MBAIB6103: BUSINESS STATISTICS**

**Objective:** The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

**UNIT-I**

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, Skewness-meaning and co-efficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

**UNIT-II**

Correlation analysis- meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation, regression analysis-meaning and two lines of regression, relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

**UNIT-III**

Probability- basic concepts and approaches, addition, multiplication and Bayes’ theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

**UNIT-IV**

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.
Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity.

References


MBAIB6104: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT – I


UNIT – II

Revenue recognition and measurement (AS 9), inventory valuation (AS 2), fixed assets (AS 10), depreciation accounting (AS 6), intangible assets accounting (AS 26), financial statement
analysis, ratio analysis, common size statement, comparative statement analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT – III

Cost accounting - objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet; introduction to methods of costing, techniques of costing, managerial costing and managerial implication, budgetary control, standard costing and variance analysis.

UNIT – IV

Contemporary issues in management accounting – value chain analysis, activity based costing and activity based budgeting, target and life cycle costing, quality costing.

References

MBAIB6105: SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT

Objective: The objective of this course to make students understand set of guidelines and instructions established by the DGFT in matters related to the import and export of goods and services in India.

UNIT I

Global trade and its growth, India’s position in world’s trade, India’s recent trade policy: objectives and features; balance of trade & balance of payments; exchange control, exchange rate and its fixation; current and capital account convertibility and its impact on foreign trade, deemed exports.

UNIT II

Manufacturer exporters, merchant exporters; EOU/SEZ/AEZ biotech parks/food parks; export houses, trading houses, super trading houses and super star trading houses; export incentives including fiscal incentives; export promotional institutional set up; foreign direct investment in India, foreign collaborations; Indian joint ventures abroad; counter trade arrangements; projects and consultancy exports.

References

2. Current Foreign Trade Policy, Government of India.
5. Nabhi`s Board of Editors, How to Export, Nabhi Publications.
6. Nabhi`s Board of Editors, How to Import, Nabhi Publications.
MBAIB6106: SEMINAR ON MICRO ECONOMICS

Objective: The aim of the paper is to acquaint the management students to basic economic principles applied to study behavior of economic agents as consumers and as firms in different markets situations to maximize their objective functions.

UNIT I

Micro economics: meaning; importance and uses; interrelationship and difference between microeconomics and macroeconomics; basic economic problem; Demand analysis: law of demand and its exceptions; study of consumer behavior: utility, indifference curve and revealed preference approaches.

UNIT II

Theory of revenues: concept of average revenue (AR) and marginal revenue (MR); relationship between AR and MR curves; MR, AR and elasticity of demand; concept of costs; market models: price and output determination under perfect competition, monopoly and monopolistic competition with special reference to price discrimination, product differentiation and selling costs; theory of distribution: marginal productivity theory.

References


MBAIB6107: WORKSHOP ON BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-I

Overview of computer applications in public services, business and industry; Microsoft word – mail merge, hyperlinks and bookmark; Microsoft Excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae; introduction to database and operational level of any one corporate database viz. prowess

Unit-II

Network: services and its classification; knowledge management using internet; search engines, techniques to use search engine effectively; use of on-line databases (RBI/WB/IMF etc.) in terms of data extraction and report generation; html – basic html tags, web page designing using any software; application of computers in project management: features, capabilities & limitations of project management software (with reference to popular software viz. MS – project)

References

MBAIB6108: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I

An introduction to business communication; elements of the communication models, types of communication, barriers to communication; an introduction to the case method – steps in case analysis; principles of written communication; business letters – their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters – routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters; internal communication through memos, minutes and notices.

UNIT – II

Principles of oral communication; speeches: speech of introduction, of thanks, occasional speeches, theme speech; mastering the art of giving interviews in the following – selection or placement interview, appraisal interview, exit interview; group communication – meetings and group discussions; report writing; principles of effective presentations including use of audio-visual media; business and social etiquette.

References


SECOND SEMESTER

**MBAIB6201: INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective:** This course is intended to acquaint students with important facts of economics, to familiarize them with analytical tools that economists use to understand the role of International trade in the world economy. Also, to expose the future managers to various environmental factors like Economic, Socio- Cultural, Legal, etc.

**UNIT I**

Nature & scope of international economics; NIEO (new international economic order), India & global economy, theories of international trade in context of global trade, international equilibrium, terms of trade, basis and gains from international trade; world trade organization and India.

**UNIT II**

Trade barriers, international cartels, and international commodity agreements, transfer of technology, international monetary systems, regional trading arrangements, integration theory, foreign exchange markets, and exchange rate determination.

**UNIT III**

Changing dimensions of economic environment in India, economic systems and business environment, techniques of environmental scanning of selected industries, economic ideologies of major political parties.
UNIT IV


References


MBAIB6202: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.
UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

MBAIB6203: WORKSHOP ON FOREIGN TRADE DOCUMENTATION
AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

UNIT I

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative; methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

UNIT II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC; theories and practice of foreign exchange rate determination, floating and fixed exchange rates; exchange control regulations and procedures in India, FEMA.

UNIT III

Processing of an export order: stages in implementing export transaction; procedures and documents related to quality control – ISO 9000, ISO 14000; marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

UNIT IV

Customs and port clearance, Import procedures and documents, Incoterms.
MBAIB6204: OPERATIONS RESEARCH

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman’s problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.
UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

References


MBAIB6205: GLOBAL MARKETING MANAGEMENT

Objective: The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.
UNIT I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT II

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labeling.

UNIT III

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry; social and cultural environment and its influence on international marketing.

UNIT IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References


MBAIB6206: WORKSHOP ON RESEARCH METHODOLOGY

Objective: To develop understanding of business research methodology from a user’s perspective and a researcher’s perspective. The practical aspects of research methodology will be
emphasized. This will help prepare students for their summer training in which students are usually assigned projects that involve use of research methodology including use of computer packages.

UNIT – I

Introduction to research in business, the research process, the research proposal; research design: classifications of research designs; exploratory research design, descriptive research design, causal research design.

UNIT – II

Use of secondary data in research, observation studies, surveys; Measurement, Measurement scales, Designing Questionnaires and Schedules.

UNIT – III

Sampling: determination of sample size; data collection and preparation, data entry; hypothesis testing including one sample tests and two- independent sample tests; report writing.

UNIT – IV

Techniques of multivariate analysis; analysis of variance (one way only), Discriminant analysis (direct method only), factor analysis, cluster analysis, multidimensional scaling, conjoint analysis

References


THIRD SEMESTER

MBAIB7101: GLOBAL STRATEGIC MANAGEMENT

Objective: The course will deal with strategic management issues in the context of the firms that operate in more than one country. Extensive case studies of companies operating at the international level will provide the basis for comprehensive analysis of strategic management issues.

End semester paper: The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two question selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

UNIT I

Concept of strategy including global strategy, an overview of formulation and implementation of global strategy, analyzing the external environment especially the tools of analysis, culture and global strategy, analyzing company resources and capabilities, personal goals of top management, corporate level strategy including vertical integration, diversification, strategic alliance and acquisition

UNIT II

Entering foreign markets, business level strategies, functional level strategies, strategy and technology, evaluation of strategy, implementation of strategy, organization structure and strategy, management of political risk and negotiation, governing the corporation around the world.
References


**MBAIB7102: GLOBAL SUPPLY CHAIN MANAGEMENT**

**Objective:** The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.
UNIT I

Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PL’s, 4PL’s); reverse logistics; international logistics centers.

UNIT II

Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.

UNIT III

Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.

UNIT IV

International forwarding; material requirements planning; economic order quantity (EOQ), Wilson’s formula, silver – meal method, Wagner – within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

References


**MBAIB7103: INTERNATIONAL BUSINESS LAW**

**Objective:** The objective of this course is to expose the participants to the basic legal principles and issues involved in international business and also the laws affecting Indian foreign trade.

**UNIT I**

Legal dimensions of India’s foreign trade; Foreign Trade (Development & Regulation) Act 1992 – its provisions; Indian law of contracts – types of contracts, essential elements of valid contract, performance of contract, discharge of contracts; international contracts: negotiation & its formation; major legal systems of the world.

**UNIT II**

Sale of goods – Indian sales of goods Act – 1930, uniform laws on international sale of goods; law of carriage of goods by land, sea and air; marine insurance

**UNIT III**

Trade related intellectual property rights (TRIPS); trade related investment measures (TRIMS); letter of credit; contracts between agents and principals.
UNIT IV

Issues related to international taxation; double taxation agreements. International arbitration; Indian Customs Act 1962; GST.

References


2. Bakshi, P.M., *Drafting of Commercial agreements*, Indian Law Institute


**MBAIB7104: WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS**

**Objective:** The objective of this course is to develop an understanding of the performance of exports in various sectors at the national and international level. The special characteristics of different markets would be identified. The students would be expected to suggest remedies for these problems and evolve appropriate strategies for different products and markets.
UNIT I

Export marketing of thrust products of agricultural and agro based products: tea and value added tea, fresh and processed foods, cashew kernels, coffee, spices, tobacco & tobacco manufacturers, floriculture, jute and jute based manufactures, cotton textiles – mill made and handloom: trends in exports – India & world’s trade, share of India in world exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to the exporters, problems & strategies to increase exports.

UNIT II

Meat & meat products, marine products, woolen fabrics and knitwear, handicrafts and jewellery, leather and leather manufactures including leather garments, minerals and ores, engineering products – capital goods, consumer durables and electronics: trends in exports – India & world, share of India in world’s exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to exporters, problems, strategies to increase exports.

UNIT III

Basic chemicals, pharmaceuticals and cosmetics, services including tourism, shipping, software exports and insurance: trends in exports – India & world, share of India in world exports, role of respective export promotion councils in promoting exports, exports incentives available to the exporters, problems and strategies to increase exports.

UNIT IV

Developing of marketing strategies for select markets - EU, NAFTA, SAFTA, APEC, CIS, select Latin American, West Asian and African countries.

References

1. Annual Reports of Export promotion councils.

3. Economic surveys.


5. Focus WTO – IIFT Publication.

6. I.I.F.T
   a. Selected surveys of products and markets.
   b. Thrust Sectors in Indian Exports Survey and Study team report.

7. World Trade Reports.

8. World Trade Research and Information Report – Published by World Trade Centre, Mumbai.

**MBAIB7105: SEMINAR ON INTERNATIONAL MARKETING RESEARCH**

**Objective**: The course highlights the considerations and issues that are unique to international marketing research. It seeks to familiarize the students with the application of marketing research, especially multivariate analysis, to marketing mix elements.

**UNIT – I**

An overview of international marketing research – scope, importance, process, issues, challenges facing international marketing research; secondary sources of data in international marketing research, uses of secondary data; issues in collecting primary data, non survey data collection; techniques, survey research including instrument design, sampling, data collection.
UNIT – II

Scale development and special issues in multi-country scale development; analysis of multi-country data; assessing differences in the structure of variables; application of marketing research and techniques of multivariate analysis to marketing mix elements; products research, test marketing, advertising research including media research and copy testing; distribution research, pricing research.

References

2. Kumar, V., *International Marketing Research*, Pearson Education

**MBAIB7106: FOREIGN LANGUAGE- FRENCH**

**Objective:** The objective of the course is to introduce to the students to the basics of French Language.

1. Questions on civilization from the prescribed textbook (only objective type 10 marks questions)
2. Comprehension of an easy unseen passage 10 marks
3. Questions on applied grammar pertaining to the prescribed Textbook (Unit 1-6) 20 marks
4. Translation of an essay unseen passage or short sentences from English to French (5 marks) and French to English(5 marks) 10 marks

**50 marks**
References


**MBAIB7111: SEMINAR ON PROJECT PLANNING AND ANALYSIS**

**Objective:** The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

**UNIT I**

Planning and analysis overview: generation and screening of project ideas: corporate appraisal; preliminary screening; project rating index; sources of positive NPV; market and demand analysis, technical analysis, financial analysis

**UNIT II**

Types and measure of risk: simple estimation of risk; sensitivity analysis; scenario analysis; Monte Carlo simulation; decision tree analysis; selection of project; risk analysis in practice.; special decision situations: choice between mutually exclusive projects of unequal life; optimal timing decision; determination of economic life; inter-relationships between investment and financing aspects; project planning and project control; human aspects of project management; prerequisites for successful project implementation; network techniques for project management; development of project network; time estimation; determination of critical path; scheduling when resources are limit; PERT and CPM models; network cost system.
References


**MBAIB7112: SEMINAR ON CORPORATE RESTRUCTURING AND RE-ENGINEERING**

Objective: This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation’s assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

**UNIT I**

Unit II

Reorganization of Assets and Ownership: Concept, financial and legal effects as well as rationale of mergers, acquisitions, and divestitures, rationale and choice of restructuring ownership relationships through spin offs, split-ups, split offs, equity carve-outs, and tracking stock; Reorganization of Financial Claims: Unlocking the corporate value through exchange offers, dual-class recapitalizations, leveraged recapitalizations, financial reorganizations (bankruptcy), liquidation, and revival and restructuring of sick companies; Restructuring through Joint Ventures, ESOPs, LBOs and Share Repurchases: Rationale and the role of joint ventures and alliances, uses and evaluation of ESOPs in restructuring activities, characteristics, stages, and role of LBOs, uses and types of share repurchases.

References


MBAIB7113: SEMINAR ON ENTREPRENEURSHIP MANAGEMENT

Objective: The objective of the course is to provide an introduction to entrepreneurship and its development process. It also aims at motivating the participants for taking up entrepreneurship as a career.
UNIT I

Nature of entrepreneurship, entrepreneurial motivation; entrepreneurial organization: characteristics and cultures, nurturing / developing entrepreneur; theories of entrepreneurship; entrepreneur vs. professional manager, women entrepreneurs. Entrepreneurship Development - entrepreneurship and environment; policies governing entrepreneurs, entrepreneurial; development programs; institutions for entrepreneurship development; entrepreneurship development in other countries.

UNIT II

Role of consultancy organizations, role of financial institutions, bank finance to entrepreneurs; incentives and subsidies offered by the central and state government; concept of projects and their classification, project identification project formulation, project report, project design, project appraisal, profitability appraisal, project planning, social cost benefit analysis.

References


Objective: The recent proliferation of Free Trade Areas (FTA’s) and Customs Union in the world trading system has led to revival of interest in the economic analysis of such Preferential Trading Agreements (PTA’s). This paper attempts to make students aware of major regional economic groupings in the world and also their trade relations with India.

UNIT I

Regional economic groupings – objectives & rationale; forms of regional economic groupings – free trade area, customs union, common market, economic union; regional economic groupings & its impact on world trade; trade creation and trade diversion; regionalism vs multilateralism; regional integration and foreign direct investment (FDI); concept of optimum currency areas; European Union (EU) – its formation, performance, introduction of euro and trade relations with India; EFTA (European free trade area); ECOWAS (economic community of west african states).

UNIT II

SAFTA (south Asian free trade area), ASEAN (association of south east Asian nations), APEC (Asia pacific economic council), gulf co-operation council (GCC), Arab common market – their set up, performance and trade relations with India; NAFTA (north American free trade area), ANCOM (Andean common market), LAIA (Latin American integration association), CACN (central American common market), CARICOM (Caribbean community and common market), - their set up, performance and trade relations with India.
References


4. UNCTAD, WTO, IMF publications.

FOURTH SEMESTER

MBAIB7201: CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS

Objective: The objective of the course is to acquaint students how cultural factors influence behavior in the workplace and to examine the skills needed to manage across national borders. Also, to address the ethical challenges of International Business for corporate decision making.

UNIT I

Introduction: international management culture, meaning and its dimensions; managing cultural diversity; organizational culture; intercultural communication, various frameworks for examining cultural differences.

UNIT II

Strategy for managing across cultures, culture and structure, motivation across cultures, leadership across cultures, culture and dispute resolution, culture and ethics, international staffing policy.
UNIT III

International business negotiations: meaning, features, managing the negotiation process, negotiating within groups, negotiating between groups.

UNIT IV

Cross cultural dimensions in negotiations, ethics in negotiations, human rights – UN charter and corporate social responsibility.

References


MBAIB7202: INTERNATIONAL BRAND MANAGEMENT

**Objective:** To facilitate an understanding of the importance of branding in consumer choice and how the value of brands may be developed, protected or lost. Participants are expected to develop an ability to measure brand equity in the context of International Markets and identify main challenges facing international brands.
UNIT I

Branding concepts: introduction to brand, importance and characteristics of the brand, international terminology of brand: brand symbols; brand character, brand logo, brand extension, shared and co-operative branding, corporate name as a brand name, brand association, brand image, brand loyalty; standardization vs. adaptation; characteristics of successful international brand, strategic brand management process, importance of brand planning, issues influencing brand potential, developing brand identity across the globe.

UNIT II

Brand selection criteria of consumers: brands and the consumer’s buying process, brand personality, meaning of brand share and brand communication; service brands and retailer issues in branding: retail branding

UNIT III

Brand positioning, components of positioning: brand positioning strategies, consumer segmentation, brand architecture and portfolio, perceptual mapping, repositioning, differential advantage; brand equity: measuring and interpreting brand performance: brand value chain, qualitative, quantitative and comparative methods of measuring brand strengths, managing brands over time through reinforcements, revitalization and adjustment in portfolio.

UNIT IV

Challenges in international branding: protecting brands through trademark registration, brand falsification and protection; online branding categories, e-branding, global brand strategy managing international brands.

References


**MBAIB7205: FOREIGN LANGUAGE- FRENCH**

**Objective:** The objective of the course is to introduce the students to the basics of French Language.

**Theory Paper**

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

**50 Marks**

**References**


**MBAIB7206: SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES**

**Objective:** Participants are expected to comprehend economic effects of international trade policies under WTO laws, its various constituent agreements, and prospects or its further
evolution. It seeks to provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices.

UNIT I

WTO agreements: WTO - its objectives and principles; ministerial conferences and declarations; Singapore, Geneva, Seattle, Doha agenda, Cancun round & Hong Kong, its implications on international trade; trade in goods, trade related investment measures, subsidies and anti dumping safeguards, quantitative restrictions, agreement on agriculture including sanitary and phytosanitary measures, trade in services including movement of natural persons & gats.

UNIT II

Trade related intellectual property rights: protection of copyrights, trademark, geographical indicators, industrial designs, patents, integrated circuits; labor and environmental issues; competition policy. investment and trade facilitation; WTO and India’s trade policy regime; impact of WTO on key sectors of Indian economy: agriculture, pharmaceuticals, textiles, software, and engineering goods; dispute settlement mechanism.

References

MBAIB7211: INTERNATIONAL BANKING

Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.

UNIT-I

Introduction to international banking; organizational features of international banking; intermediation and resource allocation, policy implications of international banking, correspondent banking-bank accounts–NOSTRO and VOSTRO accounts– SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT-II

Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism; settlement system followed in US, UK, France, Germany, Switzerland and Japan; global trends and developments in international banking, international financial center’s offshore banking units, SEZs; financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT- III

The eurocurrency market, international debt management, factors determining exchange rates – national / international, political and economic- direct and indirect quotations- spot rates, forward rates premium and discount and cross rates; basics of derivatives-forward exchange rates, contracts, currency options, swaps and interest rate swaps. major recommendations of the various expert group on forex markets; letter of credit mechanism and UCPDC/ URC/ buyer’s /sellers credit, bilateral trade, counter trade, high seas sales.
UNIT-IV

Various facilities to exporters and importers including forfeiting and factoring; NRI accounts – Indian rupee and foreign currency accounts; risk and credit analysis, management of foreign exchange risk, current banking practice in the analysis and control of foreign portfolio risk; a modern portfolio theory oriented approach to assessment of the riskiness of bank’s foreign claims; loans to government and sovereign risk.

References

3. Compendium on Policies, Incentives and Investment opportunities for Overseas Indians-Govt. of India.

MBAIB7212: TECHNOLOGY AND STRATEGIC CONSULTING

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Strategies for Managing Technology in Business.

UNIT I

Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.
UNIT II

Technology forecasting, technology development, technology acquisition and transfer; technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

UNIT III

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and WTO - its impact on Indian economy.

UNIT IV

Technological environment in India - technology policy, role of various government organizations such as DST, CSIR in development and dissemination of technology; technology development at organization level, role of information system, quality systems and market feedback.

References


MBAIB7213: INTERNATIONAL ACCOUNTING

**Objective:** This course aims at broadening students’ knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.
UNIT I

Introduction to International Accounting: Worldwide accounting diversity, international convergence, international financial reporting standards (IFRS), international sources of authority and the standard setting process, progress towards international harmonization, national standard setting authority and timetable for convergence with IFRS, accounting standards, interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications.


UNIT II

Income: Revenue and construction contracts; Assets: Inventories, property, plant and equipment, accounting for government grants and disclosures of government assistance, borrowing costs, leases, intangible assets, investment properties, agriculture, impairment of assets, exploration for and evaluation of mineral resources; Liabilities: Provisions, contingent liabilities and contingent assets, employee benefits, share-based payments, income taxes, financial instruments.

UNIT III

Group Accounts: Regulatory framework, consolidated statement of financial position, consolidated statement of comprehensive income, investment in associates, interests in joint ventures, the effects of changes in foreign exchange rates.

UNIT IV

Disclosure and Analysis: Earnings per share, statement of cash flows, operating segments, non-current assets held for sale and discontinued operations, events after the reporting period, related party disclosures, interim financial reporting.
References


**MBAIB7214: TOTAL QUALITY MANAGEMENT**

**Objective:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**UNIT I**

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, 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, 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 team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, 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, 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.

UNIT IV


References