

# CHEME OF EXAMINATION AND SYLLABUS

MAJOR OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS  
; MBA IB

FOR THE EXAMINATION

**SYLLABUS FOR M.A. IN INTERNATIONAL BUSINESS MANAGEMENT**  
**THE EXAMINATION OF MBAIB**

Note:

Examination in each subject will be of one hour duration except for Global Strategic Management MBAIB which will be of two hours duration. Maximum marks for external written examinations are 100 marks and internal assessments are 50 marks except for seminar and workshop courses.

**Instructions to the paper setters, except for MBAIB, Global Strategic Management**

**IF HEAVY** I : 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 HEAVY F** I : 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.

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

**CHEMISTRY OF EXAMINATION FOR MBAIB**

Subject Code	Paper Title	Marks
MBAIB610 1	ORGANISATIONAL BEHAVIOR AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	100
MBAIB610 2	MARKETING MANAGEMENT	100
MBAIB610 3	BUSINESS STATISTICS	100
MBAIB610 4	MANAGEMENT ACCOUNTING	100
MBAIB610 5	SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT	50
MBAIB610 6	SEMINAR ON MICRO ECONOMICS	50
MBAIB610 7	WORKSHOP ON BUSINESS COMPUTING	50
MBAIB610 8	WORKSHOP ON BUSINESS COMMUNICATION	50
<b>TOTAL</b>		<b>600</b>

**ECONOMICS**

MBAIB620 1	INTERNATIONAL BUSINESS ENVIRONMENT	100
MBAIB620 2	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBAIB620 3	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	100
MBAIB620 4	OPERATIONS RESEARCH	100
MBAIB620 5	GLOBAL MARKETING MANAGEMENT	100
MBAIB620 6	WORKSHOP ON RESEARCH METHODOLOGY	100
MBAIB620 7	SUMMER TRAINING AND VIVA-VOCE*	100
MBAIB620 8	COMPREHENSIVE VIVA-VOCE**	100
<b>TOTAL</b>		800

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At the end of the examination of 1<sup>st</sup> semester the students will undergo compulsory summer training for a period of 8 weeks. Every student will submit the summer training report within two weeks from the start of teaching for 1<sup>st</sup> semester. Comprehensive viva-voce of 1<sup>st</sup> semester.

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MBAIB ORGANIZATIONAL 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.

NI 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.

NI II

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

NI 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.

NI I

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.

## References

1. Aswathappa, K. and Sadhna, D., *International Human Resource Management*, Tata McGraw-Hill Publishing.
2. Briscoe, D. R., and Schuler, R. S., *International Human Resource Management: Policy and Practice for the Global Enterprise*, Routledge.
3. Luthans, F., *Organizational Behavior*, McGraw-Hill Inc.
4. Newstrom, J.W. and Davis, K., *Organizational Behavior: Human Behavior at Work*, McGraw Hill Companies, Inc.
5. Nilakant, V., Ramnarayan, C. S., *Change Management: Averting Mindsets in a Global Context*, Response Books.
6. Pareek, U., *Understanding Organizational Behavior*, Oxford University Press, Delhi.

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## NI 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.

## NI 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.

## NI I

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

- Czinkota, M.R., Kotabe, M., *Marketing Management*, Vikas Publishing, New Delhi.
- Douglas, J., Darymple, J., and Parsons, L. J., *Marketing Management: Text and Cases*, John Wiley and Sons.
- Kotler, P., *Marketing Management: Analysis, Planning, Implementation and Control*, Prentice Hall of India, New Delhi.
- Michael, J. E., Bruce, J.W., and William, J.S., *Marketing Management*, Tata McGraw Hill, New Delhi.
- Pride, W.M., and Ferrell, O.C., *Marketing: Concepts and Strategies*, Biztantra Press, Delhi.



## NI I

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

s0.64-243.664 5.92 cBsu ni9 tTJt(e)4satng9( )-41tng9( c-15)-389287.2 Tf 1 0 088 Td [c)24(( )-70(s)-70E)4



## NI 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.

## NI 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.

## NI I

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

## References

1. Horngren, C. T., Sundem, G. L., and Stratton, W. O., *Introduction to Management Accounting*, Prentice Hall of India.
2. Jan, R. W., Haka S. F., Bettner, M. S., and Meigs, F. R., *Financial and Managerial Accounting: The Basis for Business Decisions*, Tata McGraw Hill.
3. Khan, M.Y. and Jain, P.K., *Financial Management Text and Projects*, Tata McGraw Hill.
4. Porwal, L.S., *Accounting Theory An Introduction*, Tata McGraw Hill.
5. Ramachandran, N. and Kakani, R. K., *Financial Accounting for Management*, Tata McGraw Hill.
6. Swamy, R. N., *Financial Accounting : A Managerial Perspective*, Prentice Hall of India

# MBAIB 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:  
objective



# MBAIB    O K HOP ON B    INE    COMP , ING

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

## NI

Overview of computer applications in public services, business and industry; Microsoft

word – mail merge, h7(y)2(c)4(r)-27(l)18(i)18(ko)-20(s)9( )-370(a)-16(n)20(d )-390(b)20(o)-20(a)20(m)

7. Taxali, R., *PC software Made simple*, Tata McGraw Hill.

## **MBAIB      O K HOP ON B      INE      COMM NICA ION**

**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.

### **NI 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.

3. Locher, K. O., Maczmarch, S.K., *Business Communication: Building Critical*  
*Skills*



management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

## NI 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.

## NI 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.

## NI I

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

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.
2. Bekaert, G. and Hodrick, R.J., *International Financial Management*, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.
4. Eun, C. and Resnick, B., *International Financial Management*, McGraw-Hill/Irwin.



5. Madura, J., *International Corporate Finance*, Thomson South-Western.
6. Shapiro, A.C., *International Financial Management*, John Wiley & Sons, Inc.

## MBAIB      O K H O P      O N      F O E I G N      A D E D O C M E N T A T I O N A N D A D E F I N A N C E

**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.

### N I 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.

### N I I I

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.

### N I I I I

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.



## NI 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,



## References

1. Cateora, P. R., Graham, J. L.,

# INDEX

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

## References

1. Cooper, D. R. and Schindler, P. S., *Business Research Methods* Tata McGraw Hill Publishing Co.
2. Malhotra, N. and Dash, S., *Marketing Research : An Applied Orientation*, Pearson Education.
3. Rao, S., *Handbook for Writers and Editors*, Ahmadabad Academic Book Centre.
4. Sekaran, U., *Research Methods for Business: A Building Approach*, John Wiley and Sons., Inc.
5. Zikmund, W. G., *Business Research Methods* Cengage Learning.

MBAIB                      MME TRAINING AND I A OCE  
MBAIB                      COMPREHENSIVE I E I A OCE

MAJESTY OF BINE ADMINISTRATION IN INTERNATIONAL BINE ; (MBA IB)

- Note: 1. Examination in each subject will be of the 3 hours duration except International Management Strategy & Policy (611)
2. The Duration of International Management Strategy

**INSTRUCTION ON THE PAPER :**

**HEA-E O NI :** 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.

**HEA-E HEE NI :** Set 10 questions in all. Three or five questions from each unit. The students are required to answer five questions in all selecting at least one questions and more than two from each unit.

**HEA-E FO NI :** 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 questions from each unit.

**HEA-E FIE NI :** Set 10 questions in all. Two questions from each unit. The students are required to answer five questions in all selecting at least one questions from each unit.





## NI II

Marketing characteristics of trading region-EU, NAFTA, S. America, Africa, ASEAN, W.Asia, Oceania, Japan and selected socialist countries including Russia.

## NI III

Develops marketing strategy for different markets. Submission and presentation of reports.

### Reference

1. J. W. E. ROWE Primary Commodities in international trade.
2. Vadi; a; Dag India Foreign trade
3. I.T.F.T.
  - a) Selected surveys of products and markets.
  - b) Trust sectors in Indian Exports survey and study team reports.
4. T.C.A. Survey and study team Reports.
5. Arial Reports If Exports Promotion councils
6. Survy reports of I.T.C. Geneva
7. Global
8. Studiec done by various chambers of commerce.
9. In Publications.
10. IEG International Business office.

## UNIT II

Technological developments in ocean transportation, containerization, inland container depots multimodal, transportation and CONCOR. Role of intermediaries including freight booking, shipping agents, C&F agents shipowner shipper consultation arrangements. Air transportation total cost concept, advantages, freight structure and operations.

## UNIT III

Post systems and sub-systems, port organization and management, responsibility of port-trust carriage of goods – legal aspects, ware housing and the concept of free trade zones. Inventory management-concepts and application to international marketing. The total cost approach to logistic.

### References

1. Went worth: and Christopher (ED.) Managing International Distribution.
2. Bowersox Total logistics
3. Tockey International.
4. Annual Reports of CONCOR
5. Indian shipping
6. Annual reports of INSA

MBA IB

## INTERNATIONAL FINANCIAL MANAGEMENT

**OBJECTIVE** The orient the students with various tools, techniques and processes of international financial management.

### TOPIC

## UNIT I

### INTERNATIONALIZATION OF FINANCIAL FUNCTION

1. International Financial Management :

↓  
**NI . II**

**FOREIGN EXCHANGE RISK**

1. Foreign exchange market
2. Foreign exchange risk and exposure
3. Exposure information system
4. Strategies for exposure management and techniques for foreign exchange rate projections.
5. Devices for foreign exchange risk and exposure devices.

↓  
**NI . III**

**MBA IB FOREIGN LANGUAGE GERMAN, FRENCH, RUSSIAN**

Total Marks	:	100
Internal Assessment	:	50
Written Paper	:	50
Max. Marks	:	50

Written Paper Time allowed : 3 hrs.

1. Questions on grammar 12  
(3 questions of 4 marks each to be attempted out of 5)
2. Questions on text Studied 9  
(3 questions of 3 marks each to be attempted out of 6)
3. Translation from Russian into English/Hindi/Punjabi. 9  
(about 70 words)
4. Translation from English/Hindi/Punjabi into Russian. 10
5. Composition on one of the following topics 10  
(about 100 words in Russian Language)

1. My Family.
- 2 My Day
3. My native town/Village



**MBA IB**

## **FRENCH – Semester I**

**Objective :** The objective of the course is to introduce to the student to the basis of French Language.

### **Theory Paper**

1. Comprehension of an easy unseen passage. 10 marks
2. General Questions based on the topics covered in the text book including questions on Civilization (objective type or very short type questions) 10 marks
3. Composition of a dialogue/letter 10 marks
4. Grammar from prescribed textbook (Unit 7 to 12) 20 marks

### **Read n**

**marks**

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

**MBA IB**

## **LA FO IN ENA TIONAL B INE**

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

### **UNIT I**

Legal framework of India's foreign trade, Indian Customs Act, 1962 Foreign trade (Development & Regulation) Act. 1962, Indian Law of contracts, Sale of Goods Acts; Export/ Import contracts for products uniform Law on international sale of Goods; project Export Contracts; Service Contracts; Contracts with shipping, Air and overland.

### **UNIT II**

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 Marine Insurance. Foreign Investment Laws, International Taxation and Double Taxation agreements. International conventions and trade laws, International Arbitration.

## **Books and Journals**

1



MBA IB SEMINAR ON EXPORTS PROJECT PLANING AND  
EXPOSURE  
NO. 1

Conceptual framework of project exports. Institutional se

MBA IB

EMINENT MERGERS AND ACQUISITION  
COLLABORATION

**Objective :** The objective of this course is to expose the students to the philosophy and the methodology underlying mergers and acquisitions.

UNIT I

Types of Mergers, Reasons for Mergers, Legal, Tax and Accounting aspects of Mergers, Benefits and Costs of Mergers, Evaluating a Merger within the Capital Budgeting





**MBA IB**

**FOREIGN LANGUAGE**

**RUSSIAN**

Total Marks	:	100
Internal Assessment	:	50
Written Paper	:	50
Max. Marks	:	50

Written Paper                  Time allowed : 3 hrs.

- |    |  |         |
|----|--|---------|
| 1. | Questions on grammar<br>(3 questions out of 5 to be attempted )          | 12      |
| 2. | Questions of Tests Studied<br>(3 questions out of 6 to be attempted )    | 9       |
| 3. | Translation from English/Hindi/Punjabi. into Russian<br>(about 50 words) | 10      |
| 4. | Translation from Russian into English/Hindi/Punjabi.                     | 00147i. |

1. G-Mukerjee-BASIC RUSSIAN  
Publishers: The Macmillan Company of India Ltd., Delhi.
2. A.K. Maurya – ESSENTIAL RUSSIAN -I  
(Publishers :University of Delhi, Delhi.
3. C.N.Chakravarti: The New Russian Reader.  
Publishers: People Publishing House New Delhi (1968) Robinson
- 4.. N.V. Chekhov, M.F. Robinson, H. G. Hakimov : Kartiny slovar  
Usarce Yasyka-1 (Picture Dictionary of Russian Language  
Publishers: UCHPEDIZ-MOSCOW (1956).
5. ILLUSTRATED HISTORY OF THE USSR (Feudalism, Capitalism, Socialism  
Authors: Viadimir Pushute etc.)  
Publishers: Navosti Press Agency Publishing House, 1984.

Note: This course is designed to be covered in about 50 hours during ten weeks of teaching.

**MBA IB**      **OK HOP ON INFORMATIONAL MANAGEMENT**  
**INFORMATION SYSTEMS**

**Objective :** Information in vital for any business enterprise. This Course prepares the

## References

## UNIT II

International comparison regarding corporate planning, organization behavior, motivation, job satisfaction, employee attitudes leadership and styles of management in India, Japan, U.S. Western Europe E.Europe, Africa and America. Marketing management in different cultures. Concept of Efficiency and profitability.

## MBA (B) IN INTERNATIONAL MARKETING LOGISTICS

**OBJECTIVE :** This course develops on the conceptual framework adopted in the first paper of the course. The course would cover detailed aspects with regard to containers, ports, airports and issues related to technology and administration of logistics infrastructure

## UNIT I and II B (1) and (2) J



