

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)(MBA-IB) FOR THE EXAMINATION OF 2015-2016

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 two 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)

Subject Code	Paper Title	Marks
FIRST SEMESTER		
MBAIB6101	ORGANISATIONAL BEHAVIOR AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	100
MBAIB6102	MARKETING MANAGEMENT	100
MBAIB6103	BUSINESS STATISTICS	100
MBAIB6104	MANAGEMENT ACCOUNTING	100
MBAIB6105	SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT	50
MBAIB6106	SEMINAR ON MICRO ECONOMICS	50
MBAIB6107	WORKSHOP ON BUSINESS COMPUTING	50
MBAIB6109	WORKSHOP ON BUSINESS RESEARCH	50
	TOTAL	600
SECOND SEMESTER		
MBAIB6201	INTERNATIONAL BUSINESS ENVIRONMENT	100
MBAIB6202	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBAIB6203	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND	

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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, personality, perception, attitudes and job satisfaction in the context of globalization;

UNIT II

Leadership, motivation and communication, power: concept, bases of power, work stress, organizational culture and organizational effectiveness.

UNIT III

Globalization: an HR p

UNIT II

Product planning and pricing product concept; types of products; major product decisions and 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

MBAIB6103: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint 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 of central tendency, Skewness meaning and coefficient 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 coefficient, 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

1. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay
3. Bhardwaj, R.S. Business Statistics, Excel Books
4. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Son, Delhi.
5. Levin & Rubin, Statistics for Management, Prentice Hall of India, New Delhi.

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 III

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, FOU/SEZ/AEZ biotech parks/food parks, export

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 cost; market models: price and output determination under perfect competition, be6.ve ect c1pro;32.48019(e)-16.8

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 -1

Overview of computer applications in public services, ~~business~~ and industry; Microsoft word mail merge, hyperlinks and bookmark; Microsoft ~~Excel~~

MBAIB6109: WORKSHOP ON BUSINESSRESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I

Introduction to business research: definition, characteristics, research process

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

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 volume 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 financing 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.

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 SouthWestern.
6. Shapiro, A.C., Multinational Financial Management, John Wiley & Sons, Inc.

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 and 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

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 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 tradeoff, 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 systems, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

References

1. Kalavathy, S., Operations Research, Vikas Publishing House, New Delhi.
2. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
3. Paneerselvam, R., Operations Research, Prentice Hall of India, New Delhi
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. Taha, H.A., Operations Research: An Introduction, Prentice Hall of India, New Delhi.
6. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Ltd.

MBAIB62 09: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students with written communication and oral communication. The students will also learn 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 business letters, bad news letters, persuasive letters, sales letters, collection letters 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 field 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

1. Bore e Courtland, L. and Thill,J. V., Business Communication Today Pearson Education.
2. Lesikar, R. V. and Flately,M. E., Basic Communication: Skills for Empowering the Internet Generation Tata McGraw Hill.
3. Locher,K. O., MaczmarchS.K., Business Communication: Building Critical Skills The McGraw Hill Companies.

4. Murphy, H. A., Hildebrandt, H. W., and Thomas, Jane P. Effective Business Communication, The McGraw Hill Companies.
5. O'Rourke IV, J.S., Management Communication: A Case Analysis Approach, Pearson Education.
6. Rao, S.S., Handbook for Writers and Editors, Ahmadabad Management Association.

MBAIB6210: WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES

Objective: To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis. The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

UNIT I

Introduction Classification of statistical techniques, Classification of multivariate techniques, Application of multivariate techniques in research in different functional areas of business.

Specific Techniques of MVA Analysis of Variance, Discriminant Analysis

UNIT II

Specific Techniques of MVA contd. Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis

References

1. Carver Robert H. and Jane Gradwohl Nading. Doing Data Analysis with SPSS 10.0, Duxbury Thomson Scanning.
2. Cooper, D. R. and Schindler, P. Business Research Methods, Tata McGraw Hill Publishing Co.
3. Hair, Joseph, F., Jr. M. Rolph E. Anderson, Ronald L. Tatham, William C. Black . Multivariate Data Analysis, Pearson Education.
4. Johnson, Richard A. and Dean W. Wichern (2003) Applied Multivariate Statistical Analysis, . Prentice Hall of India Ltd., Eastern Economy Edition.
5. Malhotra, N. and Dash, S. Marketing Research: An Applied Orientation, Pearson Education.
6. Sharma, Subhas Applied Multivariate Techniques, John Wiley and Sons Ltd.

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 832(m)16.5578(s)8.2788862(73 0 0 12 90 470.88 Tm (6.) Tj ET /F117 1 Tf BT 11.9

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

1. Deresky, H., International Management: Managing across borders and cultures, Pearson Education
2. Hill, C. W. L. and Jones, G. R., Strategic Management: An Integrated Approach, Biztantra
3. Hill, C. W. L. and Jain, A. K., International Business, Pearson Education

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;

References

1. Coyle, J. J., A logistic Approach to Supply Chain Management, Cengage Learning.
2. Coyle, J. J., Bard, E. J., and Langley C. J., The Management of Business Logistics Thomson SouthWestern.
3. Lambert D. M., Stock, J.R., Ellram, L.M., Fundamental of Logistics Management McGraw-Hill.
4. Mangan, J., Lalwani, C., and Butcher, Global Logistics and Supply Chain Management John Wiley & Sons, Ltd.
5. Mohanty, R. P., and Deshmukh S. G., Supply Chain Management: Theory and Practice Britzania.
6. Pierre, D., International Logistics Bizantra.
7. Wisner, J. D., Leong G.K., and Tan K. C., Principles of Supply Chain Management Cengage Learning.
8. Wood, D.F., Barore, A., Murphy, P., and Ward I7.3 0 0 12 263.52 c.-190.835(P.)-174586(,) TJ E

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; India Customs Act 1962; GST

References

1. Ashwathappa, K., Legal Environment for Business, Himalaya Publications, Delhi
2. Bakshi, P.M., Drafting of Commercial agreements, Indian Law Institute
3. Carr, I. and Kidner, R., Statutes & conventions in International Trade HF137 1 Tf B3 ET BT 11

MBAIB7104: WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS

Objective: The objective of this course is to develop an understanding of the performance of

UNIT I

An overview of international marketing research scope, importance, process, issues, challenges facing international marketing research; secondary sources of data in international marketing

MBAIB7106 : FOREIGN LANGUAGE FRENCH

Objective :The Course intends to enable the candidate to interact in a simple way and handle

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 st

4. Little, I.M.D. and Mirrlees J.A., Project Appraisal and Planning for Developing Countries, Oxford and IBH Publishing Co.
5. Nevitt, P.K. and F.J. Fabozzi, Project Financing Euromoney Books.
6. Raghuram, G., Jain R., Sirha, S., Pangotra P., and Morris S. Infrastructure Development and Financing: Towards a Public-Private Partnership Macmillan.
7. UNIDO, Guidelines for Project Evaluation Oxford and IBH Publications.

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 corporate assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

UNIT I

Introduction:

alliances, uses and evaluation of ESOPs

Role of consultancy organizations, role of financial institutions, bank finance to entrepreneurs

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), MERCOSUR

UNIT II

SAFTA (south Asian free trade area), ASEAN (association of south Asian nations), APEC (Asia Pacific Economic Council), Gulf Cooperation Council (GCC), Arab common market their set up, performance and trade relations with India, NAFTA (north American free trade area), ANCOM (Andean common market), LAIAL (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

1. Bhagwati, J., Krishna, P., Panagariya, A., Trading blocs: Alternative approaches to analyzing preferential trade agreements, Massachusetts Institute of Technology.
2. Frankel, J. A., Stein, E., Wei, S. J., Regional trading blocs in the world economic system, Institute of International Economics.
3. Schiff, M. W., and Winters, L. A., Regional Integration and development, World Bank Publications.
4. UNCTAD, WTO, IMF publications.

2. Hodgetts, R. M. and Luthans, F. International Management Culture, Strategy and Behavior, Tata McGraw Hill.
3. Hiltrop, J.M., and Udall, S. The Essence of Negotiation, Prentice Hall of India Pvt. Ltd.
4. Mathur, U.C., Corporate Governance and Business Ethics, Macmillan India Limited.
5. Rao, S.L., Negotiation Made Simple: Everyone Must Win, Excel Books.
6. Raiffa, H., Richardson, J., Metcalfe, D., Negotiating Analysis: The Science and Art of Collaborative Decision Making, PHI Learning Pvt Ltd.
7. Richard, A.M., International Management Cross Cultural Dimensions, Blackwell Business.
8. Rugman, A. M. and Hodgetts R. M., International Business A Strategic Management Approach, McGraw-Hill, International Edition.

MBAIB7202: INTERNATIONAL BRAND M ANAGEMENT

Brand measurement and valuation: brand value chain ; qualitative tools of research used for measuring brands; Quantitative tools of research used for measuring brands; Application of select MVA techniques to brand related decisions; Cluster analysis, conjoint analysis and perceptual mapping; brand valuation

UNIT IV

Brand Applications: Services branding, retail branding, corporate branding

Challenges in international branding : protecting brands through trademark registration; brand falsification and remedies; organization structure for international branding.

References

1. Aaker, D.A, Brand Portfolio Strategy Free Press, New York.
2. Aaker, David A. Brand Relevance: Making Competitors Irrelevant, Jossey bass
3. Drawbaugh, K. Brands in the balance: meeting the challenges in commercial identity Pearson Education New Delhi.,
4. Ellenwood I. The Essential Brand Book Kogan Page Limited, London.
5. Hollis, N. The Global Brand Palgrave, Macmillan
6. Keller, K.L. , Parameswaran, M.G., Jacobson Strategic Brand Management Pearson Education , New Delhi
7. Upshaw, L.B Building Brand Identity John Wiley New York. ****

MBAIB7205 : FOREIGN LANGUAGE FRENCH

Objective

The Course intends to enable the candidate to interact in a simple way and handle comfortably the situations related to everyday life. The candidate is able to use the acquired knowledge through simple phrases, questions and answers.

Internal assessment (including VivaVoce) 20 marks

External assessment 30 marks

External assessment pattern:

Sr. no.	Contents		Marks
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Unit 1

Reading comprehension questionnaires

dealing with one or more simple

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MBAIB7211: INTERNATIONAL BANKING

Objective

modern portfolio theory oriented approach to assessment of the riskiness of foreign claims, loans to government and sovereign risk.

References

1. Baye M.R., and Jansen D.W., Money banking and financial markets (Indian Edition)
2. Bose, R. N., Fundamentals of International Banking, Macmillan India Pvt Ltd.
3. Compendium on Policies, Incentives and Investment opportunities for Overseas Indians Govt. of India.
4. Less, F. A.,

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

Framework for the Preparation and Presentation of Financial Statements: Presentation of financial statements, accounting policies, changes in accounting estimates and errors.

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, contingencies 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:

