

# **MASTER OF BUSINESS ADMINISTRATION, MBA (IB)**

## **COURSE STRUCTURE (w.e.f. 2015 )**

### **FIRST SEMESTER**

<b>S.N.</b>	<b>Name of Paper with code No.</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL</b>
1	MBA(IB) 6591Conceptual Foundations of Management	70	30	100
2	MBA(IB) 6592International Business Environment	70	30	100
3	MBA(IB) 6593Managerial Economics	70	30	100
4	MBA(IB) 6594Accounting for Managers	70	30	100
5	MBA(IB) 6595Export – Import Procedures & Documentation	70	30	100
6	MBA(IB) 6596Computer Applications in Management Practical	50 20	30	100

### **SECOND SEMESTER**

<b>S.N.</b>	<b>Name of Paper with code No.</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL</b>
1	MBA(IB) 6597Financial Management	70	30	100
2	MBA(IB) 6598Organizational Behaviour	70	30	100
3	MBA(IB) 6599International Human Resource Management	70	30	100
4	MBA(IB) 6600International Marketing	70	30	100
5	MBA(IB) 6601International Marketing Research and Statistical Analysis	70	30	100
6	MBA(IB) 6602Marketing Management	70	30	100

### **THIRD SEMESTER**

<b>S.N.</b>	<b>Name of Paper with code No.</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL</b>
1	MBA(IB) 7591Operations Research	70	30	100
2	MBA(IB) 7592International Logistics	70	30	100
3	MBA(IB) 7593Retail Management	70	30	100
4	MBA(IB) 7594Advertising Management	70	30	100
5	MBA(IB) 7595Management Information System	70	30	100
6	MBA(IB) 7596Foreign Trade & Policy	70	30	100
7	MBA(IB) 70597Summer Training & Viva Voce	50	50	100

### **FOURTH SEMESTER**

<b>S.N.</b>	<b>Name of Paper with code No.</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL</b>
1	MBA(IB) 7597Strategic Management	70	30	100
2	MBA(IB) 7598Service Marketing & Customer Relationship Management	70	30	100
3	MBA(IB) 7599International Finance	70	30	100
4	MBA(IB) 7600Sales Management	70	30	100
5	MBA(IB) 7601International Business laws	70	30	100
6	MBA(IB) 7602Industrial Marketing	70	30	100
7	MBA(IB) 70603Comprehensive Viva Voce	100		100

# **MBA(IB)- I SEMESTER**

## **MBA (IB)-6591 CONCEPTUAL FOUNDATIONS OF MANAGEMENT**

**UNIT I - INTRODUCTION:** Management, characteristics of management; functions of management; Approaches to Management.

**PLANNING & DECISION- MAKING :** Nature and significance of planning; the planning process; types of plans; limitations of planning; Making planning effective; why people fail in planning. Decision- Making Process, Problem solving techniques. Aids for planning & decision-making; Management by Objectives.

**ORGANISING:** The organising process; Need of an organization structure; Hackman- Oldham model of work design; Departmentation; Line & Staff relationships; Delegation of Authority; Centralization; Decentralization; Span of Management; Committee; Formal and Informal organization.

**UNIT II - STAFFING & LEADING:** Manpower planning; Recruitment; Selection; Training and Development; TheoryX & TheoryY, Managerial Grid, , Fidler's contingency approach; Hersey & Blanchard's situational theory.

**UNIT III - COMMUNICATION & CONTROL:** Communication- Importance, Process & types of communication. Barriers in communication. Control:- Importance, process & types of Control. Limitations of control & essentials of an effective control system.

### **Reference;**

KOONTZ- Essentials of Management

## **MBA(IB)- 6592 INTERNATIONAL BUSINESS ENVIRONMENT**

**UNIT I** - International Business: Nature, importance, problems, reasons for international business factors affecting international business environment - geographical, economic, socio-cultural, political and legal environment.

GATT/WTO and Global Liberalization— GATT/WTO its objectives and principles, benefits and criticism of WTO, WTO and developing countries, Uruguay round agreements of WTO.

**UNIT II** - International Economic organizations: IMF- establishment, purpose, objectives, resources and financing facilities, World bank-purpose, principles, lending programmes and its affiliates-IBRD,IDA,IFCICSID,MIGA , Regional blocks-reasons for formation, forms of integration, Major regional blocks- ;EU,NAFTA,ASEAN,SAFTA. Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers — importance and types.

**UNIT III** - Foreign Investment: Capital flows – types, theories, significance, barriers, and factors affecting foreign investment. Globalisation: Definition, essential conditions, forms of globalization, globalization of world economy, advantages and implications. Social issues in international Business: Business ethics, social responsibility of business towards different sections.

### **REFERENCES**

1. Adhikary Manab: Global Business Management, Macmillan, New Delhi.
2. Bhattacharya B, Going international response strategies for Indian sectors, Wheeler Publishing, New, Delhi.

# **MBA (IB)-6593 MANAGERIAL ECONOMICS**

**UNIT I** - Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts —incremental principle, opportunity cost principle, discounting principle, equip-marginal principle.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

**UNIT II** - Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.  
Production Theory: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation, of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.  
Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

**UNIT III** - Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.  
Business Cycles: Nature and phases of a business cycle: Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.  
Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost- push factors; Effects of inflation.

Reference: P L Mehta- MANAGERIAL ECONOMICS

## **MBA (IB) -6594 ACCOUNTING FOR MANAGERS**

**UNIT I** - Financial Accounting – Nature, scope & importance. Basics of Accounting. Principles:- Concepts & conventions – GAAP Accounting Cycle, Books of Accounting, Journal, ledger & Trial Balance. Final Accounts – Trading, Profit & Loss Account and Balance sheet, Elementary Knowledge of final accounts

**UNIT II** - Introduction to Management Accounting - Nature, Importance and tools of Management Account. Distinction between Financial Management & Accounting. Responsibility centers and transfer pricing. Standard Costing & Variance Analysis – Kinds of Variances – Material & Labour Variances, Marginal Costing & Break-even Analysis. Cost – volume profit analysis. Decisions regarding sales – mix, Make or Buy Decision & discontinuation of product line. Budgeting :- Objectives of budgeting, Types of budgeting, Budgetary Control.

**UNIT III** - Statement of Changes in Working Capital – Basic understanding of Statement of Changes in financial position. Cash Flow & Funds Flow Analysis. Ratio Analysis – Types of Ratios – Liquidity, Solvency, Activity Turnover & Profitability ratios.

**References** - Bhattacharya SK and Dearden J., Accounting For Management, Text and Cases, N.D., Vikas Pub., Vij Madhu, Financial Management Accounting, N.D. Anmol Publications.

# **MBA(IB)- 6595 EXPORT-IMPORT PROCEDURES AND DOCUMENTATION**

**UNIT I** - Documentation Framework: Export import controls and policy; Types and characteristics of documents; Export contract; Inco terms; Processing of an export order. Export Financing Methods and Terms of Payment: Negotiations of export bills; Methods of payment in international trade; Documentary credit and collection; Pre - post shipment export credits; Bank guarantees; Foreign exchange regulations and procedures. Cargo, Credit and Exchange Risks: Marine insurance- needs types and procedure; ECGC schemes for risk coverage, and procedure for filing claims.

**UNIT II** - Quality Control and Pre-shipment Inspection Schemes: Process and procedures; Excise and customs clearance - regulations, procedures, and documentation. Planning and Methods of Procurement for Exports: Procedure for procurement through imports; Import financing; Managing risks involved in importing - transit risk, credit risk and exchange risk.

**UNIT III** - Export Incentives: Overview of export incentives-EPCG, duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation. Trading Houses: Export and trading houses schemes - criteria, procedures and documentation; Policy and procedures for EOU/ FTZ/ EPZ/ SEZ units.

## **References**

Customs and Excise Law Times: various issues.  
Export - Import Policy: Ministry of Commerce, Government of India.  
Handbook of Export Import Procedures:

## **MBA(IB)- 6596 COMPUTER APPLICATIONS IN MANAGEMENT**

**UNIT I** - Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; Components of a computer system. Computer languages; Number system; PC — Software Packages — an introduction — Disk Operating System and Windows; Introduction to Word Processor.

**UNIT II** - Introduction to spread sheet software: Creation of spreadsheet applications; range, Formulas, functions, Database functions in spreadsheet; Graphics on spreadsheet.

**UNIT III** - Data files- Types/ Organization; Master & Transaction File; Relevance o Data Base Management Systems and Integration of Applications; Data base model: Relational, Network, Hierarchical, Data base structure. Network Fundamentals: Analog and Digital Signals, Band width, Network Topology, Network Applications.

### **References -**

1. B. Ram, Computer Fundamentals, New Age mt.
2. Douglas, E.Comer, Computer Network and Internet, Pearson Education, New Delhi.
3. Gill ,N.S. Computer Network, Krishna Publishing House, New Delhi.
4. Leon & Leon, Introduction to computers, Vikas Publishing House, N. Delhi.
5. V.Rajaraman, Fundamentals of Computers, PHI, New Delhi.



# **MBA(IB)- SECOND SEMESTER**

## **MBA (IB)- 6597 FINANCIAL MANAGEMENT**

**UNIT I** - Aims & Objectives of Financial management. Financial Goal – Profit Vs. Wealth Maximization: Financial functions – Investment, Financing and Dividend decisions. Concept & Meaning of Time value Money, Capital Budgeting Decisions – Methods of investment evaluation discounting techniques, Net Present Value (NVP), Internal rate of return(IRR), Profitability Index (PI) techniques & non discounting or traditional techniques – payback period and Accounting Rate of Return (ARR) Capital Rationing.

**UNIT II** - Investment of Long term and Short term finance, Weighted Average Cost of Capital (WACC) Its Concept and significance, Meaning & determinants of Capital Structure.

Capital Structure Theories, Significance of Leverages, Types of leverages – financial, operating & combined leverage, Trading on Equity.

**UNIT III** - Management of Working Capital – Meaning, significance and types of working capital – net, gross, permanent, temporary. Operating Cycle; Inventory Management – Types of inventory and techniques of inventory Management – Management of Cash and Receivables – Dividend Policy – Meaning of Significance, forms of Dividend, Relevance & irrelevance theory of dividend – Financial Modeling.

**Readings** - 1. Bhalla, VK Financial Management and Policy 2<sup>nd</sup> ed., New Delhi, Anmol.1998

# MBA (IB) 6598 ORGANIZATIONAL BEHAVIOUR

## Objectives

The objective of this paper is to familiarize the student with basic behavioural concepts and processes.

## Course Contents:

### UNIT I

**Organisational Behaviour** – Concept and its Emergence, Importance of OB, HR Movement and Hawthorne Studies. **Perception** – Nature, Process & Application. Social Perception and its Application. **Learning** – Types of Learned Behaviour, Elements & Processes; Theories: Connectionist and Behaviorist Theories.

### UNIT II

**Values** – Definition and Types. **Attitudes** – Concept, Opinion & Beliefs. Function of Attitude. Theories of Attitude Formation, Measurement and change in attitude. **Personality** – Determinants, Development of Personality, Trait Approaches, Type Approaches. Personality Characteristics. **Stress** – Meaning, Causes, Effect and Coping Strategies

### UNIT III

**Group Behavior**- Formal and Informal Groups, Group Cohesiveness and Deviance. **Power and Politics** – Types of Power, Organisational **Change** and its Process. **Organisational Development (OD)** – Features, Objectives and Models: Sensitivity Training, Grid Training, MBO, Team Building, Process Consultation, Survey Feedback, Third Peace Making. Organisational Culture and Climate. **Management of Organisational Conflict** – Types, Process, Impact, Sources, Resolving Strategies.

## References

1. Luthans F. Organisational Behaviour, New York, Mc Graw Hill
2. Robbins SP, Organisational Behaviour New Delhi, PHI.

## **MBA (IB) - 6599 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**UNIT I** - International HRM; Difference between domestic and international HRM, Environmental variables in International Business, Cross Cultural Difference and their Management, Role of Corporate HR Function, Approaches to staffing, Issues in staff selection, selection criteria, factors moderating performance.

**UNIT II** - Performance Appraisal – Multinational Performance Management (PM), PM & Appraisal of International Employees Training & Development – Components of effective pre departure training programme, Developing Staff through International Assignments. Compensation – Objectives of International Compensation, Components, Approaches to International Compensation

**UNIT III** - Industrial Relation – Key Issues, Trade Unions, Response of Trade Unions to Multinationals. Global HR Issues – Standardization and Adaptation of work practices, retaining, retrenching staff, language standardization.

International Business Ethics and HR.

**References:-** P.J. Dowling, International Human Resource Management, Cengage Learning

## **MBA (IB)-6600 INTERNATIONAL MARKETING**

**UNIT I** - Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; international market orientation - EPRG framework; International market entry strategies. International Marketing Environment: Internal environment; External environment- geographical, demographic; economic, socio-cultural., political and legal environment; Impact of environment on international marketing decisions. Foreign Market Selection: Global market segmentation: Selection of foreign markets; International positioning.

**UNIT II** - Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

**UNIT III** - Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. International Marketing Planning; Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; international marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO.

## **MBA (IB)-6601 INTERNATIONAL MARKETING RESEARCH & STATISTICAL ANALYSIS**

**UNIT I** - Introduction: Importance and nature marketing research; Marketing research in international-context - complexity and issues; international marketing research – process. Problem Definition and Determination of information Needs: Problem identification and definition; Developing a research proposal; Types of research — exploratory, descriptive and experimental researches. Primary data collection methods — questionnaires and observation methods. Attitude Measurement and Scaling Techniques. Sample Design: Determining universe, sampling unit and sampling frame; sampling methods.

**UNIT II** - Data Analysis and Report Preparation: Preliminary data analysis; Univariate and multivariate data analysis techniques; Report preparation and presentation. International Marketing Research Applications: Overseas market opportunity analysis; Sales analysis; Product and advertising research; Consumer research. Measure of central tendency-Mean; Measure of Dispersion- Sampling and Data Collection: Sampling and Sampling methods/Probability and Non- Probability, Sampling and non-sampling errors, Law of Inertia of large numbers and central limit theorem, Sampling Distributions and their characteristics.

**UNIT III** - Statistical Estimation and Testing: Point and interval estimation, Statistical Testing: Hypotheses and errors, Large Sample Test-z Test, Non parametric Test, Chi-square Test, small sample Test-t Test (Test for an assumed mean). Analysis of variance (ANOVA) Correlation and Regression Analysis. Statistical Quality Control: Causes of variation in Quality, Control charts: Purpose, construction types. Index Numbers: Introduction, Characteristics, Uses, Problem in Construction of Index Numbers, Time Series Analysis: Introduction, Utility, components and Analysis of time series.

References.

Douglass, Susan P. and Craig, Samuel: International Marketing Research, Prentice Hall, International Edition.  
Hooda, R.P. Statistics for Business and Economics, Macmillan, New Delhi

## **MBA (IB) -6602 MARKETING MANAGEMENT**

**UNIT I** - Introduction: Importance of Marketing. Marketers' orientation towards the market place. Measuring and forecasting market demand, Buying behavior, Factors influencing consumer behavior, Consumer buying decision process, Industrial buyer behavior Major factors influencing industrial buying behavior industrial buyers decision making process. Marketing information system and marketing research process- an overview. Target marketing — Market segmentation, Market targeting, Product positioning.

**UNIT II** - Product & Price: Product mix decisions Branding, Product life cycle, New product development, Setting the price, Adapting the price. Price discrimination. Product mix pricing, Initiating and responding to price changes. Customers and competitors reactions to price changes.

**UNIT III** - Place & Promotion\_: Type of marketing intermediaries, Reasons for using intermediaries, Marketing channel function. Channel design decisions, Channel management decisions. Channel dynamics,, Major Tools of promotion, Communication process. Development of effective communication and promotion programme. Deciding on the promotion mix.

Reference:

*Kotler P — Marketing Management*

# **MBA(IB)- THIRD SEMESTER**

## **MBA(IB)- 7591 OPERATIONS RESEARCH**

**UNIT I** - Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models. Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem: Assignment problem.

**UNIT II** - Introduction to Other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non-linear programming (introduction only). Waiting Line Models: Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

**UNIT III** - Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies. Simulation: Application of simulation techniques; Monte-Carlo approach. Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

### **References**

Sharma J.K.: Operations Research —Theory and Applications, Macmillan India Ltd.

## **MBA(IB)- 7592 INTERNATIONAL LOGISTICS**

**UNIT I** - Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity - internal transportation, inter-state goods movement; Concept of customer service.

General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

**UNIT II** - Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents; Ship-owner and shipper consultation arrangements.

Air Transport: Air transportation-total cost concept; advantages, freight structure and operations; Carrier consignee liabilities.

**UNIT III** - Port System and Sub-systems: Port organization and management; Responsibilities of Port Track; Growth and status of ports in India; Carriage of goods-legal aspects. Inventory Control and Warehousing: Inventory management - concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

### **References**

Lambert, Detal: Strategic Logistic Management, Tata McGraw Hill, New Delhi.



# **7593 - RETAIL MANAGEMENT**

## **UNIT I -**

- **An overview of Retail Management.**
- **Building & Sustaining Relationships in Relating:** Value and the Value chain, Retailer Relationships, Technology and Relationships in Retailing. Customer services in Retailing and its classification.
- **Strategic Planning in Retailing:** Process -Situation Analysis: Philosophy of Business.
- **Retail Institutions:** By ownership, By Store Based Strategy Mix, By Non-Store Based Strategy Mix, Goods Vs Services Mix

## **UNIT II :**

### **-Choosing a Store Location:**

- Trading Area Analysis.
- Site Selection

### **Retail Organization and Human Resource:**

- Setting up a Retail organization.
- Organizational Patterns in Retailing

### **Merchandise Management and Pricing:**

- The Buying & Handling Merchandise Process
- Pricing in Retailing

## **UNIT III:**

### **– Communicating with the Customer:**

- Establishing and Maintaining a Retail Image: Components, Exterior, Interior store Layout, POP Displays
- Promotional Strategy: Tools & Application,

Retail Audit: Process

## **References**

1. Berman, berry & Evances R. Joel, Retail Management, A Strategic Approach, N.D, PHI.
2. Nair Suja, Retail Management, Delhi, Himalaya Publishing.

## **7594 - Advertising Management**

**Objective:** Designed for students planning to make a career in the field of Marketing. The course objective is to familiarize them with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them with practical exposure to the field through illustrations, case studies, and exercises in various aspects of the craft of advertising and media planning.

### **Unit - I: Introduction:**

Promotion mix and a comparative analysis of promotional tools. Career options in media and advertising. Functions of an Ad. Agency. The 5 M framework for advertising management. Designing a promotional/advertising campaign. Advertising Objectives: Objectives of advertising. DAGMAR approach. Functions, advantages and limitations of advertising. Effects of advertising. Social, Ethical and Legal Issues in Advertising.

### **Unit - II: Message Designing:**

Concept and elements of Ad. Copy. Analyzing and evaluating an Ad Copy. Determinants and features of an effective Ad. copy. The art and techniques of copy writing and layout designing.

### **Unit - III: Media Selections and Advertising Budget:**

Media alternatives and their comparative analysis. Media history and present status in India viaa-vis its global position. Determinants of media choice. Process of media selection. Media scheduling. Advertising Budget.

### **Suggested Readings:**

1. Chunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH
2. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers

## **7595 MANAGEMENT INFORMATION SYSTEM\_**

**UNIT I** - Information systems : Meaning and need of management information systems, Business perspective of information systems, Approaches to information systems, , Management process and information need, Management levels and Decision making, information characteristics. Introduction of different types of information systems, Different decision making and information systems. Management information system and computers: Meaning, concept and characteristics of MIS, components of MIS, Organization of MIS, Decision making process, Classification of MIS.

**UNIT II** - Decision support system: Characteristics of DSS, Difference between MIS and DSS, Comparison of manuals and computerized information systems, Managerial use of CMIS, Selection of computer systems. Planning of management information systems Meaning, needs and dimension of management information system plan, Strategic planning for management information systems, Steps in planning,

**UNIT III** - Conceptual System Design : Defining the problems, setting system objectives establishing system constraints, determining information needs, determining information sources, developing alternatives, conceptual designs and selecting one; documenting the system concept and preparing the conceptual design report ,Detailed System Design-aim, project management of MIS, detailed design, documenting the detailed design  
Implementation and Evaluation : Methods and tasks in implementation, Planning for implementation, Behavioral implications in management information system, Approaches and process of evaluation of management information system

**References: -**

Robert G.Murdick & Joel E.Ross; Information System for Modern Management

## **MBA(IB)- 7596 FOREIGN TRADE AND POLICY**

**UNIT I** - International Trade: Theories of foreign trade - absolute and comparative advantage theories; Modern theory of trade - Hecksher-Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism. Commercial Policy Instruments: Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non - tariff measures.

**UNIT II** - Trends in World Trade: Direction and composition of world trade. India's Foreign Trade and Policy: Direction and composition of India's foreign trade; Export-Import policy; Export promotion and institutional set - up; Deemed exports; Rupee convertibility; Indian joint ventures abroad; Project and consultancy exports.

**UNIT III** - Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organisations; EPZs and SEZs.

Foreign Investment Policy: Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements.

### **References**

Committee on Export strategy: Ministry of Commerce.  
Economic survey: Ministry of Finance, Govt. of India, various issues.  
Gupta, R.k.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.  
Import and Export Policy: Ministry of Commerce. Govt. of India, various issues.  
Nabhi's Exporter's Manual and Documentation, Nabhi Publication, New Delhi.  
Report of Working Group on Export Houses: Ministry of Commerce, Govt. of India.  
Sociersten, B.O: International Economics, MacMillan, London.  
Varshney R.L. and B. Bhattacharya: IriternationalMarketing Management, Sultan Chand & Sons, New Delhi.

## **MBA(IB)- 70597 SUMMER TRAINING AND VIVA- VOCE**

Each student shall undergo a summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of Viva-Voce, at the end of the third semester for evaluation, each carrying 50 marks.

# **MBA(IB)- IV SEMESTER**

## **MBA(IB)- 7597 STRATEGIC MANAGEMENT**

### **UNIT I –**

Concept of Strategy: Defining strategy, process of strategic management; Approaches to strategic decision making; Mission and objectives; Strategic management in non business organization.

Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; SWOT analysis.

### **UNIT II –**

Generic strategy alternatives: stability, expansion, retrenchment and combination. Strategy variation: internal expansion, internal retrenchment, major approaches for turnaround strategy, External expansion: acquisition, merger and consolidation, External retrenchment , entry/ exit barriers, endgame strategies, Horizontal expansion, horizontal retrenchment, vertical expansion, Captive company strategy, related expansion, unrelated expansion. Generating strategic alternatives & choice of strategy, BCS matrix, Hofer's matrix, Shell's matrix and GE's matrix.

### **UNIT III –**

Functional area policies: marketing, production, personnel, purchase and financial strategy Implementation, evaluation and control. Strategy implementation process, resource allocation, strategy evaluation and control process.

### **References**

Bhattachary, **S.K.** and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.

Budhiraja, S.B. and M.B.Athreya: Cases *in* Strategic Management, Tata McGraw Hill, New Delhi.

# **MBA (IB)- 7598 SERVICES MARKETING & CUSTOMER RELATIONSHIP MANAGEMENT**

**UNIT I - Introduction to Services :** What are services? Why services marketing ? Differences in goods versus services marketing. The services marketing triangle. The services marketing mix. The gaps model of service quality. Consumer Behavior in services, Services: Search versus experience versus credence properties, Services categories in the decision — making process. Information search. Evaluation of service alternatives. Service Purchase and consumption, Post purchase evaluation. Customer Expectations of Service: Meaning and types of service expectations, Factors that influence customer expectations of service, a model of customer service expectations. Customer Perception of Service: Customer perception, satisfaction versus service quality, Internal & External customer perception. Customer satisfaction, Service quality, Building Blocks of satisfaction and service quality, Strategies for influencing customer perception.

**UNIT II - Service Development and Design:** New service development. Physical Evidence and the Servicescape : Physical evidence — What is it ? Types of servicescapes. Roles of the servicescape. Employee's roles in service delivery: the critical importance of service employees. Boundary-spanning roles. Strategies for closing gap3. Customer roles in service delivery : The importance of customers in service delivery, customers' role strategies for enhancing customer participation, Defining customers' jobs, Recruit, educate, and reward customers. Manage the customer mix. Delivery Service through intermediaries and electronic channels: Direct or company owned channels, Key problems involving intermediaries; Key intermediaries for service delivery. Pricing of Services: Three key ways service prices are different for consumers? Approaches to pricing service, pricing strategies that link to the four value definitions.

## **UNIT III -**

Relationship marketing: Meaning, Nature and Scope: Reasons for relationship marketing- firm and customer perspectives. Relationship Development process: Networking — nature, role and mechanism. Developing and managing relationships: Customer Selection: Relationship Strategies implementing CRM: Mistakes in CRM: Role of Information Technology in relationship building e-CRM.

### **Reference:**

Zenithal. V.A. & Banter, MJ. : Service Marketing ; Tate McGraw Hill

# **MBA(IB) - 7599 INTERNATIONAL FINANCE**

## **Objective:**

To give the students an overall view of the international financial system – instruments and markets.

## **Unit – I**

International Monetary and Financial System Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope. Balance of Payments and International Linkages Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit. International Financial Market and Instruments: International Capital and Money Markets; Money and Capital Market Instruments; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries.

## **Unit - II**

Foreign Exchange Markets Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Information and Communication; Foreign Exchange Trades.

## **Unit – III**

Foreign Exchange Risk Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Marketing, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques. International Capital and Money market Instruments GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits. Current Developments: International Indebtedness; Capital Account Convertibility – Pros and Cons; Innovations in International Financial Instruments.

## **Suggested Readings:**

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York



## **MBA(IB)- 7600 SALES MANAGEMENT**

**UNIT-I** - Selling; Concept objectives and functions of sales management; Buyer-seller dyads; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge. Sales Planning; Importance and types of sales planning; Sales planning process; sales forecasting, Territory allocation; Sales quotas; Sales budget

**UNIT-II** - Sales Organization: Setting up a sale organization; Planning process; Principles of determining sales organization. Sales Force Management Estimating manpower requirements for Sales department, planning for manpower- recruitment and selection, training and development, placement; induction; motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.

**UNIT-III** - Control Process : Analysis of sales volume, costs and profitability; Managing expenses of sales personnel; Evaluating Sales-force performance.

### **References:**

1. Selling Dynamics by Allen R.Y.
2. Professional Sales Management by Anderson & Hair
3. Selling and Sales Management by Lancaster GL

## **MBA(IB)- 7601 INTERANTIONAL BUSINESS LAW**

**UNIT-I** - International Law: Concept and nature, Basis of international law and its theories. Functions of international law, Public International law arid Private International law-origin and comparison. Sources, Treaties & Sanctions of International Law: Direct and Indirect sources Custom- Customary rules, Treaties, Collective sanctions, Economic and Financial sanctions, Military and Political sanctions.

**UNIT-II** - International Arbitration Law: Objectives, General provisions regarding arbitration, Arbitration agreement essentials of Arbitration Agreement Advantages and Disadvantages of arbitration conditions for stay of legal proceedings. Arbitral tribunal Powers and duties of arbitrator, Award-essentials of a valid Award. Law of Contract- Nature and Objectives & Definition. Essential elements of valid Contract, Classification of Contract on the criterion of validity, formation, and performance, Provisions related to— Offer, Acceptance, consideration, Capacity of partries- Minors. Persons of Unsound mind, other persons, Free Consent- Coercion, Undue Influence, Misrepresentation, Fraud, Legality of Object, Void agreements Performance of Contract, Remedies for Breach of Contract.

**UNIT-III** - Law of Negotiable Instrument Act — Definition and Nature of Act Types of negotiable instrument, Promissory notes, Bills of Exchange Cheque, Capacity of Parties, Transfer by Negotiation, Transfer by Assignment, Endorsement, Dishonor of a negotiable instrument, Discharge of a Negotiable Instrument, Hundis — Kind of hundis.

### References:

1. International Law and Human Rights by A. Agarwal
2. Commercial Law by ND Kapoor
3. Mercantile Law by M.C. Kuchhal
4. International Trade Law and Practice by Lew, D.M. Julton

## **MBA (IB) 7602- INDUSTRIAL MARKETING**

**Objective:** The paper is designed to serve the twin objectives of (i). exposing the students to the rural market environment and the emerging challenges in the globalization of the economies; and (ii). Laying a foundation for an understanding of the complex dimensions of the industrial marketing.

**UNIT – I - Rural and Industrial Marketing** – Nature and Importance, Emerging Scenario. Rural Marketing Mix: Challenges. The Rural Marketing Environment. , Consumer Behavioural Issues. Factors Influencing Consumer Behaviour, The Buyer, Decision Process.

**UNIT – II - Rural Marketing Management:** Rural Market Segmentation, Targeting and Positioning, Rural Marketing Strategy, Defects and Lines of Improvement in Agriculture Marketing.

**Decision Areas** – Rural Product, Concept & Classification, Pricing Objectives and Techniques, Rural Distributions Channel, Criteria for Channel Selection, Rural Communication, Media Planning Sales-force Management.

**UNIT – III - Industrial Marketing Management:** Meaning and Features of Industrial Marketing, Marketing Environment, Classification of Industrial Products, Buying Behaviour, Segmentation, Targeting and Positioning, Market Planning and Strategy.

Industrial Product Planning and Development, Pricing Policy and Decisions, Advertising and Sales Promotion, Project Marketing, Logistics and Marketing Control Channel, Decision and Alternatives.

### **Suggested Readings:**

1. Corey, E Raymond: Industrial Marketing: Cases and Concepts, 3rd ed. Englewood Cliffs, New Jersey, PHI
2. Webster, F. E.: Industrial Marketing Strategy, 2nd Ed., John Wiley, New York
3. Arora, EC: Integrated Rural Development, S. Chand, New Delhi
4. Desai, Vasant: Rural Development, Himalaya, Mumbai 8. Mishra, S. N.: Politics and Society in Rural India, Inter India, Delhi 9.
5. Kashyap, Pradeep: Rural Marketing, 2<sup>nd</sup> Pearson, New Delhi

Evolution, The Rural Environment, Rural Economic Environment & The Rural Economic Structure.

**MBA(IB)- 70603 COMPREHENSIVE VIVA VOCE**

Each student shall appear for a comprehensive viva voce at the end of fourth semester.

