

MBA (INTERNATIONAL BUSINESS)

E) INSTRUCTIONAL DESIGN
MBA INTERNATIONAL BUSINESS

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
32811	Management – Principles and Practices	25	75	100	4
32812	Organizational Behaviour	25	75	100	4
32813	Managerial Economics	25	75	100	4
32814	Quantitative Techniques	25	75	100	4
32815	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
32821	Research Methods	25	75	100	4
32822	Business Environment	25	75	100	4
32823	Business Laws	25	75	100	4
32824	Management Information System	25	75	100	4
32825	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
32831	Marketing Management	25	75	100	4
32832	Financial Management	25	75	100	4
32833	International Economics	25	75	100	4
32834	International Marketing	25	75	100	4
32835	Export Management and Documentation	25	75	100	4
Total		125	375	500	20
IV Semester					
32841	International marketing logistics	25	75	100	4
32842	Foreign exchange management	25	75	100	4
32843	Management strategies of MNCs	25	75	100	4
32844	WTO – Constitutions and Operations	25	75	100	4
32845	Multinational financial management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

32811- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y),

Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

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10. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
11. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
12. Peter F. Drucker, Management, 2008.

13. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
14. Ricky W. Griffin, Management, South-Western College Publications, 2010
15. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
16. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

32812- ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

8. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
9. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
10. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
11. Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
12. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
13. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
14. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

32813 - MANAGERIAL ECONOMICS

Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

BLOCK I: BASICS OF MANGERIAL ECONOMICS

UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.

UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –

UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.

UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

BLOCK II: DEMAND AND SUPPLY MANGEMENT

UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox

UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.

UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly

- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner’s Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

BLOCK III: COST AND BREAK FROM POINTS

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

BLOCK IV: MACRO ECONOMICS AND REGULATIONS

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

REFERENCES

11. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
12. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
13. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
14. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

15. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
16. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
17. Gupta G S, Managerial Economics, Tata McGraw-Hill.
18. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
19. Mehta P L, Managerial Economics, Sultan Chand and Sons.
20. Joel Dean, Managerial Economics, Prentice-Hall.

32814- QUANTITATIVE TECHNIQUES

Objectives:

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

BLOCK II: LINEAR PROGRAMMING PROBLEMS

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms

- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES

- UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.
- UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.
- UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

BLOCK IV: QUERY AND DECISION TREE ANALYSIS

- UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.
- UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process
- UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

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11. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
12. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
13. Sharma, Operations Research: Theory and Applications.
14. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
15. K. Gupta and D.S. Hira, Operations Research.
16. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
17. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
18. V.K. Kapoor, Operations Research.
19. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
20. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

32815- FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Manual Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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11. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
12. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
13. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
14. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
15. Ravi M. Kishore, Cost Management, Taxman Publications

16. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
17. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
18. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
19. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
20. Hoyle, Advanced Accounting, McGraw Hill.

32821- RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

BLOCK III: TOOLS OF DATA COLLECTION

- UNIT 9 Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11 Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14 Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

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7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.

32822- BUSINESS ENVIRONMENT

Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

BLOCK I: BASICS OF BUSINESS ENVIRONMENT

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.
- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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12. Amarchand D, Government and Business, TMH.
13. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
14. Maheswari & Gupta, Government, Business and Society.

32823- BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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32824- MANAGEMENT INFORMATION SYSTEM

Objectives:

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

BLOCK II: COMMUNICATION USAGE OF MIS

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

BLOCK III: MIS FUNCTIONS AND FEATURES

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS

UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.

UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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32825- HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

BLOCK IV: APPRAISAL AND TRAIL UNION

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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32831- MARKETING MANAGEMENT

Objectives:

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

BLOCK I: BASICS OF MARKETING MANAGEMENT

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

BLOCK II: MARKETING RESEARCH AND PROCESS

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

BLOCK III: DISTRIBUTION MIX

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.
- UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.
- UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS

- UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.
- UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.
- UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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32832 - FINANCIAL MANAGEMENT

Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

BLOCK I: BASICS OF FINANCIAL MANAGEMENT

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

BLOCK II: CAPITAL STRUCTURE

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.

- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

BLOCK III: SOURCES OF FINANCE

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

BLOCK IV: WORKING CAPITAL AND DIVIDEND POLICY

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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32833- INTERNATIONAL ECONOMICS

Objectives:

- Compare alternative theories of international trade
- Analyze and test international trade models
- Evaluate the impact of tariffs and non-tariff barriers
- Estimate the impact of preferential trade arrangements
- Read and analyze the nation's balance of payment
- Understand how a foreign exchange market operates
- Analyze international investment, banking, debt, and risk
- Explain financial crises in emerging economies, their causes and solutions

BLOCK I: BASICS OF INTERNATIONAL ECONOMICS

- UNIT 1** Introduction: Important issues in international trade - History and present state of world trade flows - Indian trade balance - History of the development of trade theory
- UNIT 2** Theories of International Trade: Absolute and comparative cost advantages theories - Essentials: Ricardo and Comparative Advantage - The Ricardian model of trade - Empirical evidence and policy results
- UNIT 3** Factor Price Equalization and Trade: Heckscher-Ohlin model of trade - Stolper-Samuelson effects - Rybczynski effects; Modern theories – Concepts – principles – process and Different approaches- modern Vs Classical theories – System approach – socio – technology approach and contingency/ situational approach
- UNIT 4** BOT, BOP, Tariff & Non-Tariff: Balance of Trade - Balance of Payments - Tariffs and Non-Tariff Barriers to Trade: Economics of Tariffs - Economics of Quotas - Protection and Imperfect Competition.

BLOCK II: INTERNATIONAL PROMOTION MIX

- UNIT 5** Who Wins and Who Loses from Trade? - The “Specific Factors” model of trade - Redistribution aspect of trade policy - International experience; Terms of trade: Concept- measures – Influencing factors – procedure and techniques.
- UNIT 6** Trade and development: Gains from trade – Trade as a substitute for growth Theory of Immiserating growth – Free trade vs Protection – Trade Barriers.
- UNIT 7** Market Imperfections and Trade: Imperfect Competition and trade - Externalities and protectionism - Empirical evaluation of importance
- UNIT 8** International Factor Movements: International Labor Mobility - International Capital Flows - Multinational Firms and Direct Foreign Investment

BLOCK III: MANAGING AND PERSONAL SELLING

- UNIT 9** Government Intervention in Trade: Welfare arguments - Income Distribution - Optimum Tariff; Exchange Rate: Determinants of Exchange Rate – Fixed Rate

Vs Floating Rate systems.

UNIT 10 International agency for trade and economics: International monetary system – IMF and International liquidity – World Bank and International Economics Development

UNIT 11 Strategic Trade Policies: Technology and Externalities - Imperfect Competition and Protection

BLOCK IV: FDI AND PORTFOLIO INVESTMENTS

UNIT 12 Development through Trade Policies - Import Substitution and Infant Industry argument - Export-oriented development strategies - The East Asian Miracle? Trade Blocks: NAFTA, ECM, and ASEAN.

UNIT 13 World Trade Organization & International trade negotiations: Preferential Trading Arrangements, Custom Unions and Economic Integration - Free trade agreements, customs unions - Trade creation vs trade diversion - Trade policy in developing countries: import substitutions, export promotion - International negotiations: GATT, WTO, Doha round.

UNIT 14 International Capital Flows: FDI and Portfolio Investments: Nature, significance and trend – International Labour migration: types and factors involved – Technology transfer: Need, Issues and Trend.

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6. International Economics: J. Sidney Wells
7. International Economics: Ingo Walter

32834- INTERNATIONAL MARKETING

Objectives

- To understand the concepts and function of marketing
- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.

BLOCK I: BASICS OF INTERNATIONAL MARKETING

UNIT 1 Introduction: Marketing Concept and Functions – Marketing Environment and system – International dimensions of Marketing

UNIT 2 Marketing Concepts: Marketing Mix – Product Mix – Product strategies – New Product Planning and Development - Market segmentation – Product positioning – Product Life Cycle concept in global market context

UNIT 3 International Marketing Approaches: Ethno, Poly, Regio and Geo Centric ` approaches - Scope and Challenge of International Marketing- Dynamic Environment of International Trade Special issues on China & India

UNIT 4 Marketing Research: Emerging Markets - Market Behavior - Consumer Behavior – Theories and Models - Consumer Behavior in the international context – Consumer Decision making process.

BLOCK II: INTERNATIONAL PROMOTION MIX

UNIT 5 International Product Vs National Product: Product standardization Vs product adaptation – National vs International Product – Marketing of services – Brand decisions – Packaging

UNIT 6 Pricing for international marketing: Price mix – Pricing decisions – pricing strategies – dumping - International transfer pricing – Countertrade – price quotation – financing and payment.

UNIT 7 Planning for international marketing: Global Marketing Management - Planning and Organization - Products and Services for Consumers

UNIT 8 Promotion: Promotion mix – Personal selling – publicity – sales promotion - Overseas product exhibitions & trade fairs - Advertising – Advertising media – International Advertising.

BLOCK III: MARKETING CHANNEL AND PERSONAL SELLING

UNIT 9 Marketing Channel: International Marketing Channels - Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions. International

UNIT 10 MIS & Communication medium: Marketing Information System - Integrated Marketing Communications and International Advertising

UNIT 11 Negotiation and sales: Personal Selling and Sales Management – Managing Sales force – Negotiations in international business

BLOCK IV: INTERNATIONAL MARKETING EFFORTS TRENDS

UNIT 12 Competitor analysis: Michael porter model – analyzing competitor cost, price and offers – Counter competitor strategy

UNIT 13 CRM: Function: Challenges – Scope – Significance - Marketing automation through CRM – Geology technology or location based service

UNIT 14 Managing the total international marketing effort: Trends in company organization – Marketing organization – Marketing Implementation – Evaluation and Control

REFERENCES:

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2. Global Marketing Management: Keegan
3. Marketing Analysis, Planning & Control: Philip Kotler
4. Fundamentals of Marketing: Stanton
5. International Marketing: Philip R. Catero

32835- EXPORT MANAGEMENT AND DOCUMENTATION

Objective:

- To Understand about Export Process and Procedure followed in India.
- To know the role of functions of export.
- To understand the framework and documentation of export management.

BLOCK I: BASICS OF EXIM DOCUMENTATION

- UNIT 1** Introduction: Export Documentation – Framework – Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents.
- UNIT 2** Export credit instruments and Procedures: Mode of Payment – Export credits: types – Documents required for export credit.
- UNIT 3** Shipment of Export cargo: By sea, by air and by post – Procedure – and Documents required for shipment of cargo
- UNIT 4** Transport Documents – Financial Documents – Commercial Documents - Procedure and documentation.

BLOCK II: CARGO INSURANCE

- UNIT 5** Export incentives under EXIM Policy – EPCG scheme – Duty drawback – Central excise and sales tax exemption
- UNIT 6** Exemption of export profit from Income Tax – Procedure for availing export incentives – Documents required for export incentives
- UNIT 7** Direction of India's exports: Thrust Products and destinations – Product selection – Destination determination – Agents allocation
- UNIT 8** Cargo insurance – Marine Insurance – Institute cargo clauses – specific Policy – open policy – procedure for cargo insurance

BLOCK III: EXPORTERS POLICY

- UNIT 9** Risk covering Documents: Insurance Policy, Insurance Cover Note - Procedure for marine insurance claims – Necessary documents for filing claim.
- UNIT 10** Export credit insurance – services of Export Credit and Guarantee Corporation in export credit insurance
- UNIT 11** Specific Policy and Small Exporters Policy – Guarantees – Procedure for availing credit insurance and necessary documents.

BLOCK IV: CENTRA EXCISE AND CUSTOMS

- UNIT 12** Role and functions of Export Promotion Councils, Commodity Boards, Directorate of commercial Intelligence and Statistics
- UNIT 13** Indian Trade Promotion Organization, Indian Institute of Foreign Trade and Director General of Foreign Trade – Role of Export Processing Zones, Special Economic zones and 100% Export Oriented units.

UNIT 14 Central Excise and Customs clearances of export cargo – Procedure and documents – Export Promotion Schemes

REFERENCES:

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4. Foreign Exchange Manual, RBI
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32841- INTERNATIONAL MARKETING LOGISTICS

Objective:

- To know the basic concepts and scope of marketing logistics
- To understand the function and development in transportation in logistics
- To understand various international logistics modes and methods.

BLOCK I: BASICS OF INTERNATIONAL MARKETING LOGISTICS

- UNIT 1** Marketing Logistics System: Concept, objective and scope –Challenges – Current issues and Cost approaches
- UNIT 2** Marketing Logistics System: importance and relevance to export marketing management – supply chain management.
- UNIT 3** Transportation: In-land and Ocean transportation – characteristics of shipping transport – liner operations and tramp operations
- UNIT 4** Organization and functions of Tranchart - International supply chain management and logistics - Transportation activity–internal transportation, inter-state goods movement - Concept of customer service

BLOCK II: DEMURRAGE AND INTERMEDIARIES

- UNIT 5** Conference system – freight structure and practice – Multi-model Transport system – MTD Vs CTD.
- UNIT 6** Role of intermediaries – Functions and services of clearing and forwarding agents, freight brokers, stevedores, shipping agents and surveyors.
- UNIT 7** Port – Types of Port – Structural and cargo handling facilities – Warehousing and storage imports – Alternative Warehousing
- UNIT 8** Demurrage – Definition – merits – scope - Characteristics loading and unloading in warehouses

BLOCK III: HOUSE STUFFING & TERMINAL STUFFING

- UNIT 9** Chartering principles and practices – Arrangement for shipment of Cargo – Bill of Lading – Mate receipt
- UNIT 10** Technological developments in ocean transportation – containerization – Standards & Standardized Dimensions
- UNIT 11** Concept – house stuffing – terminal stuffing and stripping – container freight – types of containers

BLOCK IV: IATA & TACT

- UNIT 12** Inland container depots – Problems and prospects; Inland container handling technique – International container terminal service
- UNIT 13** International Air Transport – international set up for air transport – standards – certification – maintenance – safety and security systems – ATC

UNIT 14 IATA TACT rules – Air freight rates – Air transport problems and prospects – Warehousing in airline transportation – tariff and exchange rate in airway transportation

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32842- FOREIGN EXCHANGE MANAGEMENT

Objective:

- To know the strategies and contracts of foreign exchange
- To understand the concept and significance of foreign exchange
- To understand the role of foreign exchange in trade negotiation

BLOCK I: BASICS OF FOREIGN EXCHANGE MANAGEMENT

- UNIT 1 Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter-bank and Merchant rates.
- UNIT 2 Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market
- UNIT 3 Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model.
- UNIT 4 Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

BLOCK II: FEATURES OF FOREIGN EXCHANGE

- UNIT 5 Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts.
- UNIT 6 Options: Meaning, Features –Types: Put option, Call option – Mechanism – Merits and Demerits.
- UNIT 7 Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting.
- UNIT 8 External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps.

BLOCK III: ROLE OF FOREIGN EXCHANGE

- UNIT 9 Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk.
- UNIT 10 Economic consequences of Exchange rate changes – managing economic exposure risk.
- UNIT 11 Exchange management in India: Fixed and fling rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.

BLOCK IV: IMPACT OF FOREIGN EXCHANGE

- UNIT 12 Exchange control measures: Need, Forms and relevance.
- UNIT 13 Foreign Exchange Reserves of India: Trend, composition and management.
- UNIT 14 Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

REFERENCES:

1. Multinational Financial Management : Alan C Shapiro
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6. Foreign Exchange Management : Rajwadi
7. Rupee Convertibility : BibekDebroi

32843- MANAGEMENT STRATEGIES OF MNCs

Objective:

- To know the concept and factors are MNCs
- To distinguish functions and operations of MNCs over international and global business
- To understand the strategies and planning of MNCs

BLOCK I: BASICS OF MANAGEMENT STRATEGIES OF MNC'S

- UNIT 1** Concepts of MNCs – Emergence and growth of MNCs – Process of internationalization – Types of MNCs
- UNIT 2** Factors behind growth of MNCs – Problems and benefits from MNCs – Special Problems of MNCs.
- UNIT 3** Strategic Management of MNCs – SWOT Analysis – components of Strategies – Levels of Strategies
- UNIT 4** Corporate level strategies - business level strategies - functional level strategies – Operational level strategies

BLOCK II: PLANNING IN COMPETITIVE ADVANTAGE

- UNIT 5** Ownership Strategy of MNCs – International Joint Ventures – International Strategic Alliances – Foreign subsidiary
- UNIT 6** Mergers and acquisition. Concept, process, problems, prospects and patterns of each form – Case Studies.
- UNIT 7** Strategic Planning in MNCs – Concept of Strategic Planning – Need – Focus modes – Planning for expansion
- UNIT 8** Planning for competitive advantage and market leadership - Planning for core – competence – Environmental scanning and planning – Case Studies.

BLOCK III: ORGANISATIONAL ASPECTS OF MNC'S

- UNIT 9** Organizational strategies of MNCs – Organizational theories applicable to MNCs – Structure of MNCs
- UNIT 10** American, European and Japanese organizational designs of MNCs – Designing appropriate strategy
- UNIT 11** Organizational aspects of Integration of subsidiaries – International, global business Vs MNCs – Concept, Scope, Significance.

BLOCK IV: CONFLICT OF MNC'S

- UNIT 12** Strategic adaptation to local conditions – MNC culture – Challenges among different industries – Challenges within industries
- UNIT 13** Business Ethics – Issues – international and domestic level – Implementation – law and regulation - Social responsibility.
- UNIT 14** Conflict in MNCs – Sources and types of conflicts – Role of International agency – Ethical issues in MNCs business – Ethical decision making

REFERENCES:

1. International Business : S. Shiva Ramu
2. Management : Griffin
3. International Business : James H Taggart
4. Strategic Management – Strategy formulation and implementation : John A Pearce II & Richard B Robinson
5. Strategic Planning for Corporate Success : V.S. Ramasamy& S. Namakumari
6. Cases in Strategic Management : S.B. Budhiraja& M.B. Athreya.

32844 - WTO – CONSTITUTION AND OPERATION

Objective:

- To know the frame work and trade on WTO
- To understand the concept of world trade organization
- To understand its functions and role in international trade

BLOCK I: BASICS OF WTO

- UNIT 1** WTO Frame Work: Principle of WTO Trading Systems – Overview of Trade Rounds & decisions and agreement
- UNIT 2** GATT – WTO: Establishment Agreement – Key subjects in WTO – WTO members and privileges – Articles of WTO – Ministerial conferences.
- UNIT 3** Trade in Goods: Basic Principles – Quantitative Restrictions – Tariff binding and schedule of concession
- UNIT 4** Regional trading agreements and WTO – Special and Differential Treatment for Developing Countries.

BLOCK II: GATT AND TBT

- UNIT 5** Agreement on Agriculture: Market Access – Sanitary and Phytosanitary (SPS) measures – Tariff Binding – Trade Distorting subsidies – Export Subsidy – Technical Barriers to Trade (TBT) – TBT Vs SPS – Agreement on SPS and TBT.
- UNIT 6** Agreement on Subsidies and Countervailing Measures (SCM): Concept – Types of subsidies – Articles of agreement on SCM – Agreement on Anti-dumping.
- UNIT 7** Customs Valuation: Rules of customs valuation – Agreement on Pre-shipment Inspection – Agreement on Rules of origin – Agreement on Import Licensing Procedure.
- UNIT 8** Trade in Services: General Agreement on Trade in services (GATS) – GATT and GATS – Services supply – General obligation – Articles of agreement.

BLOCK III: TRIPS & TRIMS

- UNIT 9** Trade Related Aspects of Intellectual Property Rights (TRIPS): Scope of TRIPS – Basic Principles – Minimum Standards – Enforcement and TRIPS – Agreement on TRIPS.
- UNIT 10** Dispute Settlement System (DSS): Elements of DSS – Rules & Procedure – Dispute settlement.
- UNIT 11** Agreement on Trade Related Investment Measures (TRIMs): Scope of TRIMs – National Treatment – permitted exceptions

BLOCK IV: TPRM TECHNOLOGY

- UNIT 12** TRIMs disputes – Committee on TRIMs.- Exceptional provisions – Legal frame work – TPRM – Agreement on TPRM

UNIT 13 Emerging Issue: Trade Labour – Movement of natural person – Trade & environment

UNIT 14 Trade facilitation – Govt. Procurement – Trade and Competition policy – Technology transfer and trade.

REFERENCES

1. WTO in the Third Millennium : Arun Goyal

32845 - MULTINATIONAL FINANCIAL MANAGEMENT

Objective:

- To know the concept of multinational financial management
- To understand the cash operation management of Multinational firm
- To learn to estimate and evaluate Risk and return trade off.

BLOCK I: BASICS OF MULTINATIONAL FINANCIAL MANAGEMENT

- UNIT 1** Concept of multinational financial management – Functions – Risk Return trade off – Aspects of multinational financial environment and system
- UNIT 2** Global financial markets. - Foreign Direct Investment by MNCs – Need, strategy and opportunities – Economic and political risk
- UNIT 3** Planning – operating policies to deal with risk. - Capital budgeting: Basics – NPV – IRR – Increment Cash flows
- UNIT 4** Parent Vs Project Cash flows Taxes – Exchange rate changes and inflation – transfer Pricing – APV and CAPM. Working Capital Management of MNCs

BLOCK II: EXPOSURE OF GLOBAL FINANCIAL MARKETING

- UNIT 5** International Cash management: Objectives Functions – Techniques: Netting – Leading and Lagging – Intercompany loans – Transfer pricing
- UNIT 6** Working Capital Management - Cash Planning and budgeting – Management of Short term Investment Portfolio
- UNIT 7** Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort – Credit extension - Exchange rate implications
- UNIT 8** Exposure of global financial markets - globalization of the economy - The liberalization of international markets - national economic environment on financial management of enterprises.

BLOCK III: DEPT INSTRUMENTS AND BONDS

- UNIT 9** Inventory management – Concepts and tools – Risk and Uncertainty Models – Off shore production Vs Local Purchase.
- UNIT 10** International financing: Long Term Financing: Equity Instruments: International Depository Receipts and Direct equity participation
- UNIT 11** Debt Instruments: Bonds Notes and Syndicated loans - Dividend policy of the company - Financial risks and their moderation - Management of business risk. Analysis, measurement and evaluation of business risk

BLOCK IV: COST OF CAPITAL MNC'S

- UNIT 12** Short term financing: Sources – Euro notes and Euro commercial paper Inter firm financing methods.
- UNIT 13** Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back

financing - International flow of funds - International financial markets.

UNIT 14 Overall cost of Capital structure of MNC: Theory, Practice and determinants – Debt Vs Equity Flow analysis.

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1. Multinational Financial Management: Shapiro.A.C.
2. International financial Management : Rodrigule and Carter
3. International Business Finance : Wood.D, Byrne.J
4. International Capital Markets : Watson, Marwell