

तार : विश्वविद्यालय
Gram : UNIVERSITY



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बुन्देलखण्ड विश्वविद्यालय, झाँसी BUNDELKHAND UNIVERSITY, JHANSI

झाँसी (उ.प्र.) 284128

संदर्भ...IMS/2228

दिनांक...14.07.2022

CERTIFICATE

With reference to the BOS Meeting of Institute of Management Studies held on 24.7.2017, it is hereby certified that CBCS has been introduced in the MBA & MBA IB Programmes from the session 2017-18 onwards. In the view of the same 100% syllabus revision may be considered.

HOD

MINUTES OF BOS MEETING HELD ON 24.07.2017

MINUTES OF BOS MEETING HELD
ON 24.7.2017.

A meeting of the Board of Studies in Management has been organised today on 24th March 2017 at 11:30 am and the following Members attended

1. Prof. Pankaj Atri - Convener
2. Prof. Poonam Puri - Member
3. Prof. Archana Verma - Member
4. Prof. Umesh Holani - Subject Expert

AGENDA & DECISION

1. MBA & MBA (IB) Syllabus of Sales & Distribution Management was revised.
 2. MBA & MBA (IB) Syllabus of Strategic Management was revised.
 3. Syllabus of Industrial Law BBA(H)-3918 of 5th sem & Labour Law BBA(H)-3930 of 6th sem of BBA(H) was revised.
 4. Syllabus of Industrial Marketing of MBA (IB) was revised and the title of this paper was changed to Rural & Industrial Marketing.
 5. In BBA(H) the paper International Financial Institutions BBA(H)-3920 was shifted from 5th semester to 6th semester and the paper Management of Financial Services BBA(H)-3934 was shifted from 6th semester to 5th semester.
 6. In BBA (H) the paper Sales & Distribution BBA(H)-3919 was shifted from 5th semester to 6th semester and the paper Retail Management BBA(H)-3924 was shifted from 6th semester to 5th semester.
- The meeting ended with the vote of thanks to the chair.

[Signature]
DR. POONAM PURI

[Signature]
DR. ARCHANA VERMA

[Signature]
DR. PANKAJ ATRI

[Signature]
DR. UMESH HOLANI

A meeting of the Board of Studies in Management has been organised today on 24th July 2017 at 11:00 am and the following members attended.

1. Prof. Pankaj Atri - Convener
2. Prof. Poonam Puri - Member
3. Prof. Archana Verma - Member

AGENDA & DECISION

1. The minutes of the last meeting held on 09th March 2017 were confirmed.
 2. It is approved in the meeting of BOS held on 23rd Jan 2016 and subsequently approved by the appropriate bodies it was decided to implement CBCS for MBA & MBA (IB) programme from the session 2017-18 onwards.
 3. Syllabus of Rural and Industrial Marketing MBA-7954 was revised in MBA-VI Semester.
 4. Syllabus of Rural and Industrial Marketing BBA(H)-3928 of BBA(H)-VI semester was revised.
- The meeting ended with the vote of thanks to the chair.

[Signature]
DR. ARCHANA VERMA

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DR. POONAM PURI

[Signature]
DR. PANKAJ ATRI

COURSE STRUCTURE
MASTER OF BUSINESS ADMINISTRATION (International Business)

Duration: Two Years

The two year MBA (IB) Programme has a Course Structure comprising of four Semesters. The first and second year comprises of two semesters each. In the first year the first and second semester have six compulsory papers each. In the second year there are seven compulsory papers in the third semester and fourth semester each.

PROGRAMME OBJECTIVES

The world trade and economy have become interdependent and people are looking for ways to understand how to achieve success in business. MBA (IB) course mainly focuses on developing a capable workforce within the country who has a complete understanding of the changing International business scenarios so that they can weigh and analyze the impact of those changes in domestic market. The International Business course focuses on the understanding of the behavior and planning of International operations.

Specifically:

MBA in International Business is a Post Graduate programme which equips the students with sufficient knowledge and training for all the needed basic knowledge of International business.

The programme opens up the path to a career in global trade and Business.

It curtails the students to the needs of the International firms and prepares them to be able to exploit the resources that exist in the best possible manner.

The Programme imparts extensive knowledge in the field of business and management and equips students with skills required to get adopted to the multidisciplinary nature of the global market.

In the course curriculum of MBA (IB), the students are taught about the procedure, documentation, methods of approaching customers in foreign countries, export & import, fluctuation ,raising capital from International market and distribution market.

Students get to know about the knowledge of International marketing, Foreign exchange management and logistics.

It is designed to develop the resources and capability of managers in the global economy.

Programme Outcomes

Upon completion of the MBA Programme, the students will be able to:

- PO1** To explore and offer knowledge on global business environment.
- PO2** To explore knowledge on international institutions involved in promotion of global business.
- PO3** To have a better understanding of the functioning and objectives of various world organizations.
- PO4** To make future global managers.
- PO5** To introduce and enhance skills on global market, instruments and strategies.
- PO6** To provide the analytical framework for understanding the supply chain techniques, marketing, sources of finance etc. in International perspective.

Specific Programme Outcomes

- An MBA (IB) pass out student can work for either private or government sector organizations. The nature of work requires to work under global assignments.
- After completion a student can opt to work for MNCs in department/division handling overseas business, import and export department of companies, global logistic companies like shipping or airlines, global tourism sector, International consultancy and International courier companies.
- Students get opportunities to work as Export managers, Project manager, International logistics manager, business consultant, Brand manager etc.
- A student can work in the field of Teaching and research and build career in academics.

FIRST YEAR

FIRST SEMESTER **Compulsory Paper**

S.N.	Name of Paper	Paper Code	External	Internal	Total Marks	Nature	Credit
1	Conceptual Foundations of Management	MBA(IB) 6591	70	30	100	Core	3
2	International Business Environment	MBA(IB) 6592	70	30	100	Core	3
3	Managerial Economics	MBA(IB) 6593	70	30	100	Core	3
4	Accounting for Managers	MBA(IB) 6594	70	30	100	Core	3
5	Export – Import Procedures & Documentation	MBA(IB) 6595	70	30	100	Core	3
6	Computer Applications in Management Practical	MBA(IB) 6596 60597	50 20	30	100	Core	3
	TOTAL						18

SECOND SEMESTER **Compulsory Paper**

S.N.	Name of Paper	Paper Code	External	Internal	Total Marks	Nature	Credit
1	Financial Management	MBA(IB) 6601	70	30	100	Core	3
2	Organizational Behaviour	MBA(IB) 6602	70	30	100	Core	3
3	International Human Resource Management	MBA(IB) 6603	70	30	100	Core	3
4	International Marketing	MBA(IB) 6604	70	30	100	Core	3
5	International Marketing Research and Statistical Analysis	MBA(IB) 6605	70	30	100	Core	3
6	Marketing Management	MBA(IB) 6606	70	30	100	Core	3
	TOTAL						18

SECOND YEAR

THIRD SEMESTER

Compulsory Paper

S.N.	Name of Paper	Paper Code	External	Internal	Total Marks	Nature	Credits
1	Operations Research	MBA(IB) 7591	70	30	100	Core	3
2	International Logistics	MBA(IB) 7592	70	30	100	Core	3
3	Retail Management	MBA(IB) 7593	70	30	100	Core	3
4	Advertising Management	MBA(IB) 7594	70	30	100	Core	3
5	Management Information System	MBA(IB) 7595	70	30	100	Core	3
6	Foreign Trade & Policy	MBA(IB) 7596	70	30	100	Core	3
7	Summer Training & Viva Voce	MBA(IB) 70597	50	50	100	Core	3
	Total						21

FOURTH SEMESTER

Compulsory Paper

S.N.	Name of Paper	Paper Code	External	Internal	Total Marks	Nature	Credits
1	Strategic Management	MBA(IB) 7601	70	30	100	Core	3
2	Service Marketing & Customer Relationship Management	MBA(IB) 7602	70	30	100	Core	3
3	International Finance	MBA(IB) 7603	70	30	100	Core	3
4	Sales Management	MBA(IB) 7604	70	30	100	Core	3
5	International Business laws	MBA(IB) 7605	70	30	100	Core	3
6	Digital Marketing	MBA(IB) 7606	70	30	100	Core	3
7	Comprehensive Viva Voce	MBA(IB) 70607	100				3
	Total						21

The above ordinance is based on Choice Based Credit System of UGC and is subject to amendments by the State Government / University.

MBA(IB)- I SEMESTER

MBA (IB)- 6591 CONCEPTUAL FOUNDATIONS OF MANAGEMENT

COURSE OBJECTIVES:

The objective of this paper is to familiarize the student with basic management concepts and processes. It covers an exhaustive and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management.

Course Outcomes:

After completion of the course, the students shall be able to:

- Describe fundamental concepts and principles of management
- Understand the role and responsibilities of managers and adapt to the various styles of management across organizations.
- Apply various tools that would simplify the decision-making process in the organisation.
- Use the effective Leadership styles & Motivational techniques in the organization.

UNIT I - Management – Characteristics of Management. Nature and Tasks of Manager. New look at the tasks of the CEO. Evolution of Management Thought and different approaches to management. Scientific and Operational Management. Behavioural Science Systems and Contingency approaches.

Planning & Decision Making – Nature and significance of Planning; the Planning Process; Types of Plans, Limitations of planning, making planning effective. Decision Making Process; Problem Solving techniques. Aids of Planning and Decision Making. Management By Objectives. (Case Study/ Caselets / Articles)

UNIT II - Organising - The organizing process, need of an Organization Structure, Basis of organizing; departmentation; Line and Staff relationships; Delegation of Authority; Centralization, Decentralization, Span of Management; Committee System. Leading – McGregor's Theory X and Y, Management Grid, Likert's Four Systems of Management. Authentic leadership style (Case Study/ Caselets / Articles)

UNIT III - Motivation – Hierarchy of Needs Theory, Motivation-Hygiene Theory, Immaturity-Maturity Theory, ERG Theory of Needs Expectancy Theory, Equity Theory, Goal Setting Theory, Hackman & Oldham Theory, Porter's Lawler's Theory and Reinforcement Theory.

Communication – Importance, Process, types and Barriers. Dos and Don'ts of Business Writing, Business Letters, Writing Business Reports. Oral Communication – Business Presentations and Public Speaking.

Control– Importance, Process and Types of Control; Limitations of Control; essentials of an effective Control system. (Case Study/ Caselets / Articles)

Reference;

- 1.L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
2. Heinz Wehrich & Harold Koontz, Essentials of Management, TMH,7th edition.
3. Robbins. P, Essential of Organizational Behaviour, 10 Ed, PHI, 2010.
- 4..Meenakshi Gupta,Principles of Management , PHI learning Private limited,2012
- 5.J.S.Chandan,Management Concept and Strategies,Vikas Publishing house pvt ltd

MBA(IB)- 6592 INTERNATIONAL BUSINESS ENVIRONMENT

COURSE OBJECTIVES: -to familiarize students with the cross cultural environment for successful operation of international business.

Course Outcomes:—students will be able to

1. understand complexities of international business.
2. Get familiarized with cross cultural issues
3. Visualize problems of international 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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

REFERENCES

1. Adhikary Manab: Global Business Management, Macmillan, New Delhi.
2. Bhattacharya B, Going international response strategies for Indian sectors, Wheeler Publishing, New, Delhi.
3. Bhalla,V.K., and Shivaramu.S.,International Business environment ,Anmol publications
4. Daniel.John, andRadebanh Lee, International Business ,Addision Wesley
5. Eiteman ,D.K.andStopnehillAI,MultinationalBuisnessFinance,AddisionWelsey

MBA (IB)- 6593 MANAGERIAL ECONOMICS

COURSE OBJECTIVES:

The objective of this course is to acquaint the participants with concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes:

Student will be able to understand the tools and techniques of managerial economics.

- Students shall understand the nature and Scope of Managerial Economics, Concept of Demand-Law, Determinants, Elasticity of Demand.
- Students shall explore nature, phases and theories of Business Cycle and understand the Concept of Inflation.
- To enable them to understand its relevance in decision making.

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

Reference:

1) Trivedi, M.L. , Managerial Economics - Theory and Application, McGraw Hill

2) Manglani, Hemlata , Managerial Economics, Neelkanth Publishers Pvt. Ltd.

3) Keat, Paul.G | Young, Philip K.Y |
Erfle, Stephen E | Banerjee, Sreejata, Managerial Economics, Pearson

4) Mithani, D.M, Managerial Economics, Himalaya Publishing House

5) Singh, Sandhya & Sharma, Neeshu, Managerial Economics, Vayu Education of India

MBA (IB) - 6594 ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES:

The basic objective of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control.

Course Outcomes:

Student will be able to understand the basic concepts of financial accounting, cost accounting and management accounting.

To enable them to analyze the financial position of the business and take decisions based on tools and techniques.

Students will have an understanding of the Financial Statements.

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 (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

References -

1. Roy & Singhal, Accounting For Managers, PHI.
2. S. Jayapandian, Accounting For Managers, Himalaya Publishing House.
3. M.N. Arora, Cost & Management Accounting, Himalaya Publishing House.
4. Shah, Basic Financial Accounting for Management, Oxford Press.
5. Narayanswamy, Financial Accounting A Managerial Perspective, PHI.

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

References

- 1) Prof. Rama Gopal, C , Export Import Procedures - Documentation and Logistics, New Age International (P) Ltd, publishers
- 2) Jaiswal, Bimal & Kamal, Yusuf, EXPORT IMPORT- Procedure and Documentation, New Royal Book Company
- 3) Kochhar, Sudhir , Export Import Procedures and Documentation, and Gullybaba Publishing House
- 4) Export - Import Policy: Ministry of Commerce, Government of India.
- 5) Jain R K, Customs Tariff of India, Volume 1 & 2 Centax Publication.

MBA(IB)- 6596 COMPUTER APPLICATIONS IN MANAGEMENT

COURSE OBJECTIVES:

Objective of course is to offer understanding of basics of computer and IT application in day to day running of business. Be able to understand the importance of information management in business and management, provide hands on learning of applications on Spreadsheet and database software.

Course Outcomes:

- Be able to apply the theory and concepts in practical with help of software applying.
- Understand the concept of Office Automation.
- To gain knowledge of pivot table and understand the validating & auditing techniques.
- Learn to use different charting techniques in MS Excel.
- Learn to use different formatting techniques in MS Excel.

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. (**Case Study/ Caselets / Articles**)

UNIT II - Introduction to spread sheet software: Creation of spreadsheet applications; range, Formulas, functions, Database functions in spreadsheet; Graphics on spreadsheet. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

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)- II SEMESTER

MBA (IB)- 6601 FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

The objective of this course is to provide conceptual knowledge of the tools of financial analysis and management and various long-term and short term sources of finance.

Course Outcomes:

Students will understand the investment, financing and dividend distribution activities of business.

They will be able to use various tools and techniques in the area of finance.

Students will develop analytical skills required for decision making in 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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

Reference books:

1. I.M. Pandey, Financial Management, Vikas Publishing House.
2. Preeti Singhal, Fundamentals of Financial Management Anu Books Pvt. Ltd.
3. R. M. Srivastava Shubhra Verma, Essentials of Bus
4. Prasanna Chandra, Financial Management Theory & Pactice, Mc Graw Hill Education.
5. Taxmann's Fundamentals of Financial Management

MBA (IB)- 6602 ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES:

The objective of this paper is to familiarize the student with basic behavioural concept and processes and develop an understanding of their own as well as behavior of the others.

Course Outcomes:

After completion of the course the students shall;

1. Develop skills to analyse “real life” problems and situations concerning human behavior.
2. Develop an understanding of group behavior, teams and its dynamics and be able to handle challenging situations with smart handling of the human element in organisation.
3. Develop skills to identify the need and to introduce change in organizations and implement strategies for organisational development in the dynamic environment.
4. Develop an understanding of human behavior thus enabling them to be effective leaders **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. (**Case Study/ Caselets / Articles**)

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(**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

References

1. Luthans F. Organisational Behaviour, New York, Mc Graw Hill
2. Robbins SP, Organisational Behaviour New Delhi, PHI.
3. Ashwathappa K. Organisational Behaviour, Mumbai, Himalaya Publishing House.
4. Singh Kavita. Organisational Behaviour, Chennai, Pearson
5. Gupta C.B. A text book of organizational Behaviour, Delhi, S. Chand

MBA (IB) - 6603 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

It aims to develop students' awareness of the challenges and issues concerning International HRM (IHRM) in order that they acquire a balance of theoretical and practical skills allowing intellectual, personal and professional development in the field.

COURSE OUTCOMES:

On completion of this syllabus, students will be able to

1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM.
2. Obtain, an in-depth knowledge of specific IHRM-related theories, skills and practices.
3. Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to IHRM in multinational corporations
4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.
5. Identify and analyse problems in the field of IHRM and provide innovative solutions for these.

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. (**Case Study/ Caselets / Articles**)

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 (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

References:-

- 1) P L Rao, International Human Resource Management: Text and Clases, Excel books 1st edition 2012
- 2) K Ashwathappa, Sadhna Dash, International Human Resource Management, McGraw Hill Publications
- 3) Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE Publications India Pvt Ltd 4th edition 2017
- 4) Challenges and Changes: Carolina Machado , International Human Resource Management , Springer 2015th edition
- 5) A Critical Text: Hugh Scullion, Margaret Linehan, International Human Resource Management, Palgrave McMillan 2005

MBA (IB)- 6604 INTERNATIONAL MARKETING

COURSE OBJECTIVES:

To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms. To help the students understand the peculiarities of international marketing. Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.

Course Outcomes:

- Understand the concept and technique of international marketing
- Develop plans and marketing strategies for entering into international markets and managing overseas operations.
- Apply the key terms, definitions, and concepts used in marketing with an international perspective. Compare the value of developing global awareness vs. a local perspective in 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. (**Case Study/ Caselets / Articles**)

UNIT- II - Product Decisions: Product: product levels & Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, New product development; Adoption and Diffusion of New Products, Branding Strategies. Standardization vs. product adaptation, International product life cycle. Management of international brands-branding strategy, levels and alternatives; Packaging and labelling; Provision of sales related services.

Pricing Decisions: International pricing policies and strategies-Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing .Pricing models, non-price factors.

Global promotion: Promoting Products / Services in Overseas Markets-Complexities and issues. Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, Industry Self-Regulation. Creative challenges, advertising appeals, message strategy and advertising effectiveness. Designing and selecting sales force, personal selling, sales promotion and public relations.: (**Case Study/ Caselets / Articles**)

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; (**Case Study/ Caselets / Articles**)

References -

1. Rakesh Mohan Joshi, international marketing second edition, oxford university press
2. Sak Onkvisit, John J Shaw, International Marketing Strategy and Theory, Routledge Publishers, 2009
3. Philip R Cateora and Mary C Gilly and John L Graham, International Marketing , McGraw Hill, 16TH EDITION
4. R Shrinivasan, International marketing, PHI Learning, 4th edition
5. Kristiaan Helsen, International Marketing, John Wiley Publishers, 6th edition

COURSE OBJECTIVES

1. identify and discuss the role and importance of international research in the social sciences.
2. identify and discuss the issues and concepts salient to the research process.
3. identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
4. identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

Course Outcomes:

Students who successfully complete this course will be able to:

1. Explain key research concepts and issues
2. Read, comprehend, and explain research articles in their academic discipline

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

References.

1. C R Kothari Research Methodology , Wishwa Prakashan
2. K N Krishnaswamy Management Research Methodology, Appa Iyer Sivkumar, Pearson
3. G C Ramamurthy Research Methodology, Kogent Dreamtech Press
4. Douglass, Susan P. and Craig, Samuel: International Marketing Research, Prentice Hall, International Edition.
5. Hooda, R.P. Statistics for Business and Economics, Macmillan, New Delhi

MBA (IB) -6606 MARKETING MANAGEMENT

COURSE OBJECTIVES

The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes:

At the end of the course, the student will be able to:

- Able to develop marketing strategies based on product, price, place and promotion objectives
- To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.
- Students will be able to relate Marketing Mix as a framework for Marketing Decision making.

UNIT I - Introduction to Marketing: Nature Scope & Importance of Marketing, Marketer's Orientation

Towards the Market place. Measuring and forecasting Market Demand.

Buying Behaviour - Factors Influencing Consumer Behavior, Consumer Buying Decision Process, Industrial Buyer Behaviour - Major factors influencing Industrial Buying Behavior, Industrial Buyers' Decision Making Process. Marketing Information System and Marketing Research Process- An overview (**Case Study/ Caselets / Articles**)

UNIT II- Market Segmentation, Targeting, Positioning: Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation, developing a positioning strategy.

Product Decision: Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning .Branding -introduction and factors contributing the growth of packaging, introduction of labeling.

Pricing - Factors affecting price, pricing methods and strategies. Setting the price, adapting the price. Price discrimination.

Product Mix Pricing, Initiating and Responding to Price Changes. Customers' and Competitors' reactions to price changes. (**Case Study/ Caselets / Articles**)

UNIT III - Promotion Decisions – Promotion-Mix elements: Advertising, Sales Promotion, Publicity, Public relations and Personal Selling. Developing effective communication Program, Channel Management – Types of Marketing Intermediaries, Reasons for using Intermediaries, Marketing Channel functions, Channel Design Decisions, Channel Management Decisions. Channel Dynamics. New Issues in Marketing –Green Marketing. Multi level Marketing/ Network Marketing, and EVENT marketing.

Rural Marketing : Introduction, 4 A's integrated with 4 Ps, profile of Rural Consumers. (**Case Study/ Caselets / Articles**)

Reference:

1. Philip Kotler ,Marketing Management,Marketing cases in the Indian context Fifteenth Edition , Pearson Education
2. V.S. Ramaswamy ,Marketing Management: A Strategic Decision Making Approach Sage Publications India Pvt Ltd
3. A.Sherlekar, Marketing Management, Himalaya, Publishers, 2001.
4. Kumar Arun and Meenakshi N ,Marketing Management ,Vikas Publishing House
5. J.Stanton, Fundamentals of Marketing, TMH, 2000.

MBA(IB)- III SEMESTER

MBA(IB)- 7591 OPERATIONS RESEARCH

COURSE OBJECTIVES:

The basis objective of this subject is to identify and develop Operational research models from the verbal description of the real system.

Understand the mathematical tools that are needed to solve optimization problems.

Course Outcomes:

Formulate and solve problems as networks and graphs.

Develop linear programming models for shortest path, minimum cost and transportation problem.

Use CPM and PERT techniques.

Prepare the best strategy using decision making methods under uncertainty and game theory.

UNIT I - Operations Research: Development of Operations research, Definition of operations research; Characteristics of Operations Research.

Linear Programming- Introduction, Formulation of Linear programming problem, Graphical method of solution, Theory of simplex method (Technique / Algorithm)

Artificial Variable Technique- The Big-M Method

Duality in linear programming- Concept of Primal, Dual & Algorithm to convert primal into its dual. (**Case Study/ Caselets / Articles**)

UNIT II – The Transportation Model – Introduction to the Model, Formulation & Solution of Transportation Models, Initial basic Feasible solution methods, THE MODI METHOD FOR OPTIMAL SOLUTION, Variation in transportation problem.

The Assignment Model – Definition of Assignment Model, Mathematical representation of the Assignment Model, Solution of the Assignment Model, The HUNGARIAN METHOD FOR SOLUTION OF THE Assignment Model, Variation of the Assignment problem. (**Case Study/ Caselets / Articles**)

UNIT III - Decision Theory – Steps in decision theory approach, Decision making environments, Decision making under condition of certainty, Decision making under condition of uncertainty, Decision making under condition of risk,.

The theory of Games – Characteristics of Game models, Definitions, rules for game theory, pure strategy (saddle point), reduce game by DOMINANCE, Mixed Strategy, Solution of 2X2, 2XN or MX2 games, N Person Zero sum games (**Case Study/ Caselets / Articles**)

References

1. Sharma J.K, Operations Research - Theory and Applications, Macmillan India Ltd.
2. Agarwal S C, Operations Research, V K Global Publications Pvt. Ltd.
3. Gupta P K, Operations Research, S Chand New Delhi
4. Frederick S. Hillier, Introduction to Operations Research, Tata Mc Graw Hill
5. A. Ravi Ravindran, Operations Research and Management science, CRC Press

MBA(IB)- 7592 INTERNATIONAL LOGISTICS

COURSE OBJECTIVES:

Developing an understanding of the key concepts applied in Global Logistics and Supply Chain Management, emphasising the significance of water transportation in the in offshore and inshore logistics.

Course Outcomes:

1. On completion of this syllabus, the students will be able to
1. Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains.
2. Manage International Logistics & Supply chain partners and service providers
3. Deploy knowledge of regional and international trading blocs in solving problems of International logistics.

COURSE CONTENT

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

References

- 1) Alen E. Branch, Global Supply Chain Management and International Logistics, Routledge 1st edition
- 2) Robert Chira, International Logistics, AuthorHouse
- 3) Alan Rushton, Steve Walker, International Logistics and Supply Chain Outsourcing, Kogan Page, 1st edition 2007
- 4) Pierre A David, International Logistics, Wiley, 1st edition 2003
- 5) Stephen Gong, Kevin Cullinane, Finance and Risk Management for International Logistics, Elsevier 1st edition 2018

MBA (IB) – 7593 RETAIL MANAGEMENT

COURSE OBJECTIVES:

Designed to help students develop acumen and competence in retailing and provide an insight to the concepts of store layout, trading areas, operation, merchandising and retail promotion.

Course Outcomes:

After the completion of the course the students would be able to :

- Identify the concepts of organised retailing and various employment opportunities in retailing.
- Analyse and frame retail marketing strategies and plan marketing operations of a retail business organization.
- Understand the different retailing formats
- Understand the use of marketing tools in retailing.

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 (**Case Study/ Caselets / Articles**)

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 (**Case Study/ Caselets / Articles**)

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 (**Case Study/ Caselets / Articles**)

References:-

1. Berman Barry & Vans R. Joel. Retail Management – A Strategic Approach, New Delhi, Pearson Education.
2. Levy Michael, Weiz Barton & Grewal Dhruv. Retailing Management, New York, McGraw Hill.
3. Nair Suja. Retail Management, Nagpur, Himalaya Publishing House.
4. Sheikh Arif & Fatima Kaneez. Retail management, Nagpur, Himalaya Publishing House.
5. Pillai Madhisoodan P. & Pillai Vijayachandran B. Retail Marketing, New Delhi, Sonali Publications

MBA(IB) - 7594 Advertising Management

COURSE OBJECTIVES:

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.

Course Outcomes:

After going through the course a student shall be able to:

- Identify the significance of communication to the customer.
- Develop an understanding of the marketing communication programme derived from the marketing world
- Develop an understanding of various promotional tools and its logical application.
- Develop an insight into the reach of media and its role in achieving the promotional objectives keeping competition in mind.
- Create the strategy and execution of an ad campaign

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. (**Case Study/ Caselets / Articles**)

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. (**Case Study/ Caselets / Articles**)

Unit - III: Media Selections and Advertising Budget:

Media alternatives and their comparative analysis. Media history and present status in India via- vis its global position. Determinants of media choice. Process of media selection. Media scheduling. Advertising Budget. (**Case Study/ Caselets / Articles**)

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
3. Mathur, U. C.: Advertising Management, New Age International Publishers
4. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.
5. Batra Rajeev. Advertising Management, Financial Times, Imprint of Pearson

MBA (IB)- 7595 MANAGEMENT INFORMATION SYSTEM_

COURSE OBJECTIVES:

- The objective of this course is to acquaint the participants with the latest developments in the field of Information Technology and the impact of IT in managing business organization.

Course Outcomes:

- Student will be able to understand the impact of information technology on firms..
- Students shall have a working knowledge of concepts and terminology related to IT.

Course Contents:

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. (**Case Study/ Caselets / Articles**)

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, (**Case Study/ Caselets / Articles**)

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 (**Case Study/ Caselets / Articles**)

References: -

- 1.Nitin C kamal, Management Information Systems,Himalaya Publishing house
- 2.Carol W.Frenszel &John . C Frenzel, Management of Information Technology, Thomson Technology Course
- 3.James O'Brien : Management Information Systems, Tata-McGraw Hill, New Delhi.
4. Murdick, Ross & Clagget : Information Systems for Modern Management, Prentice Hall, New Delhi.
5. Sadagopan, S : Management Information Systems, Prentice Hall, New Delhi.

MBA(IB)- 7596 FOREIGN TRADE AND POLICY

Course Objectives-

Students should be able to critically explore issues and policies in international trade and are equipped to apply theoretical principles of international trade to the prevailing global economic environment. Students should be imbued with skill sets to comprehend the critical issues involved in framing and implementation of foreign trade policies.

Course Outcomes-

1. To gain conceptual clarity of the theoretical aspects and foundations of Foreign Trade Policy.
2. To examine the broad pattern of changes in the arena of foreign trade Policy and the evolving international environment.
3. To comprehend the complexities of theories, problems and policies in international trade.
4. To gain fundamental exposure to the role, structure and functioning of international institutions/organizations

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

References

1. Committee on Export strategy: Ministry of Commerce.
2. Economic survey: Ministry of Finance, Govt. of India, various issues.
3. Gupta, R.k.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.
4. Import and Export Policy: Ministry of Commerce. Govt. of India, various issues.
5. Nabhi's Exporter's Manual and Documentation, Nabhi Publication, New Delhi.
6. Report of Working Group on Export Houses: Ministry of Commerce, Govt. of India.

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)- 7601 STRATEGIC MANAGEMENT

Course Objectives: Strategic management is central to the operation of a variety of businesses in different sectors and environments. In a competitive global environment, understanding strategic principles, tools for analysis and techniques for implementation are of great importance to managers, to assist them in enhancing firm performance.

Course outcomes-

- Students are encouraged to analyse and think critically as well as apply some of the introduced concepts and tools.
- An intellectual application of these theories together with the self-development of your own ideas will be utilised to demonstrate transferability of skills via a series of practical case applications.
- Develop skills for applying these concepts to the solution of business problems and Create mastery in analytical tools of 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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

References

- 1.P Subba Rao ,Business Policy And Strategic Management ,2017, Himalaya Publishing House
- 2.Azhar Kazmi,Strategic management,4th edition,Mcgraw Hill education India pvt ltd
- 3.V Ramaswamy, S Namakumari,Strategic planning Formulation of corporate Strategy,Text and cases Indian Context ,Macmillan Publishers
- 4.CB Gupta, Business Policy and Strategy,S Chand Publishers
5. Francis Cherunilam Garg, Business policy and strategic management,4th revised edition.Himalaya Publishing house

MBA (IB)- 7602 SERVICES MARKETING & CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVES:

The objectives of this course is to develop an understanding of the service sector and its marketing implications and accordingly to equip the students with requisite knowledge and enable them with skills required to excel in the area of services marketing.

Course Outcomes:

After completion of the course, the students shall be able to:

- Describe fundamental concepts and principles of services marketing.
- Deduce customer expectations of the service and ascertain quality perception and satisfaction.
- Develop ability to design and execute effective services marketing strategies

Course Contents:

UNIT I

Introduction to Services : Introduction to Services and Service Sector. Differences in goods versus services marketing. The services marketing triangle. Extended Services marketing Mix. The gaps model of service quality. **Consumer Behavior in service**: Search versus experience versus credence properties. Services categories in the decision making process. **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. (Case Study/Caselets / Articles)

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, Recruiting, educating, and rewarding customers. Managing the customer mix. **Delivering Service through intermediaries and electronic channels**: Direct or company owned channels, Key problems involving intermediaries; Key intermediaries for service delivery. Self Service technologies. **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. (Case Study/Caselets / Articles)

UNIT III

Relationship Marketing: Meaning, Nature and Scope **Relationship Development process**: Networking — nature, role and mechanism. **Developing and managing relationships**: Customer Selection, Relationship Strategies & implementing CRM. CRM in Web2.0 World: definition, goals, Process Role, Applications Customer Lifecycle, e-crm. (Case Study/Caselets / Articles)

References:

1. Zeithaml A. Valerie, Bitner Jo Mary, Gemler D. Dwayne & Pandit Ajay. Services Marketing- Integrating Customer Focus Across the Firm, Chennai, Mc Graw Hill.
2. Lovelock C., Wirtz J & Chatterjee Jayanta. Services Marketing, People. Technology, Strategy, Delhi, Prentice Hall.
3. Gay R. Alan C. & Esen R. Online marketing – A Customer led Approach, Noida, Oxford.
4. Shainesh g. & Sheth N Jagdish. Customer Relationship Management – A strategic Perspective, Delhi, Mcmillan.
5. Srinivasan R. Services marketing: The Indian Context, New Delhi, PHI.

MBA(IB) - 7603 INTERNATIONAL FINANCE

COURSE OBJECTIVES:

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

To provide an insight of Foreign Exchangemarkets and transactions.

Course Outcomes:

Student will be able to understand the basics of International financial management i.e. foreign investments and various financial instruments.

Students shall understand the Foreign currency and their conversion in domestic currency for evaluation purposes.

Students will have an understanding of the opportunities, difficulties in International Finance and Statement analysis.

Course Contents:

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 Markets, Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries. (Case Study/ Caselets / Articles)

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; Foreign Exchange Trades. (Case Study/ Caselets / Articles)

Unit – III - Foreign Exchange Risk Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Matching, 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. (Case Study/ Caselets / Articles)

References:

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. V. Sharan, International Financial Management,
4. Levi, Maurice D.: International Finance, McGraw Hill, International Edition
5. Henning, C. N., W. Pggot and W. H. Scott: International Financial Management, McGraw Hill, International Edition.
6. Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition

: Multinational Business Cash Finance, Addison Wesley, New York

MBA(IB)- 7604 SALES MANAGEMENT

COURSE OBJECTIVES:

The basic objective of this course is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Outcomes:

Post Study, Students will

- i) understand the concept of Sales Management,
- ii) types and Process of Personal Selling,
- iii) explore elements of Sales Force Management

Course Contents

UNIT-I

Sales management- meaning and objectives, Role of sales executive, Qualities of good sales persons. Theories of selling, Appropriate situations for personal selling. Sales organization- Purpose, Development and basis. Functions of Sales Manager. The Selling Process. Distributive Network Relations- Objectives and methods of manufacturer – distributive network cooperation. **(Case Study/ Caselets / Articles)**

UNIT-II

Sales Force Management - Sales manpower planning, recruitment , selection, training, promotion, motivation and compensation. Sales force Control – process, performance standards and problems. Sales budget. Quotas. Sales territories - purpose and procedure for setting or revising sales territories, Sales audit. Sales analysis. **(Case Study/ Caselets / Articles)**

UNIT-III

Channel design decisions and management- establishing channel objectives and constraints, identifying and evaluating major channel alternatives, selecting, motivating, evaluating channel members, conflict and cooperation among channel members. Physical distribution- objectives, warehousing and transportation **(Case Study/ Caselets / Articles)**

References:

1. Sales Management by Still, Cundiff and Govoni
2. Selling Dynamics by Allen R.Y.
3. Professional Sales Management by Anderson & Hair
4. Selling and Sales Management by Lancaster GL

MBA(IB)- 7605 INTERNATIONAL BUSINESS LAW

COURSE OBJECTIVES:

To help students acquire specialized knowledge in International business, law, procedure and practices covering various aspects of different corporate laws.

Course Outcomes:

On completion of this syllabus, students will be able to

1. Demonstrate an understanding of the basic doctrines of international law.
2. To provide an in-depth analysis of the rules of arbitration as a dispute settlement mechanism regarding both domestic disputes, and disputes with international elements.
3. Identify the principles and doctrines that guide business contracts and exhibit an understanding of the legal concepts involved in such contracts.
4. Understand various provisions of negotiable instrument Act, 1881 regarding negotiation, assignment, endorsement, acceptance, etc. of negotiable instruments.

UNIT-I - International Law: Concept and nature, Basis of international law and its theories. Functions of international law, Public International law and 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. **(Case Study/ Caselets / Articles)**

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 parties- 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. **(Case Study/ Caselets / Articles)**

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. **(Case Study/ Caselets / Articles)**

References: -

- 1) Ray August, International Business Law: Text , Classes, Readings, Pearson 2nd edition 1996
- 2) Peter Gillies, Gabriel Moens, International Trade and Business Law and Policy, Routledge-Cavendish 1st edition 1998
- 3) Indira Carr, Peter Stone, International Trade Law, Routledge 6th edition 2017
- 4) S Krishnamurthi Aiyar, Law relating to Negotiable Instrument Act, Books
- 5) Gary Born, International Arbitration: Law and Practice, Kluwer law International 3rd edition 2021

MBA(IB) – 7606 DIGITAL MARKETING

Course objectives:

Course Outcomes:

Contents:

Unit I: Internet Penetration And Digital Commerce; Social Media; Similarities And Differences Between Online And Offline marketing; Internet Marketing In India; Business Response To Emerging Digital Revolution; Digital Devices, Platforms, Media, Data And Technology . (**Case Study/ Caselets / Articles**)

Unit II: Digital Marketing Strategy: Digital Conversion Funnel: Customer Acquisition, Conversion And Retention; Acquisition: Search Engine Optimization; Paid Advertising, Search Advertising, Display Advertising, Social Media Marketing, Email Marketing; Measuring Success Of Search Engine Optimization, Mapping Search Engine Journey; On Page And Off page Search Engine Optimization; . (**Case Study/ Caselets / Articles**)

Unit III: Online Consumer Behaviour: Decision Making Process; Problem Recognition, Information Search, Evaluation, Choice And Post Purchase Behaviour; Online Consumer Segmentation; Online Marketing Mix; Consumer Segments And Targeting, User Experience.

Social Media Analytics: Data Type And Collection, Structured And Semi-Structured data, Social Media Metrics, Social Media ROI, Social Networks And Social Network Analysis; Social Media Analytics With Unstructured Data: Text Mining, Social Customer Relationship Management, Text Mining For Communication And Reputation Management; Big Data, Internet of Things

Mobile Marketing, E-Marketing; Internet Marketing Strategy: Content Marketing . (**Case Study/ Caselets / Articles**)

Suggested Readings:

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press
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Each student shall appear for a comprehensive viva voce at the end of fourth semester.