

**Proposed Syllabi and the Course Structure**

*For*

**Master of Business Administration – International Business**

**M B A (IB)**

**Faculty of Management**

**Magadh University, Bodh Gaya**

**L.N. MISHRA INSTITUTE OF ECONOMIC DEVELOPMENT AND SOCIAL CHANGE**

**1, JAWAHAR LAL NEHRU ROAD, PATNA**

- 1. The Course:** The Course shall be named as Master of Business Administration (International Business) – MBA - IB.
- 2. Duration and Semester:** Master of Business Administration (IB)  
-Two Yrs. Programme is divided into Four Semesters of six months duration each..

**3. Eligibility:**

- A) Any student who has passed Bachelor Degree Examination in any faculty or equivalent recognized by the University / UGC / AICTE for admission in Master Degree Course, may be admitted to the First Semester subject to the conditions that he / she qualifies all standard conditions laid down by the Institution for Admission.

**4. Commencement of the Session :**

The First Semester Session will normally commence in the month of July every year after completion of all the admission formalities. The Second, Third and Fourth Semester will normally begin in January, July and January of the consecutive years respectively.

**5. Subjects of Examination :**

The Master of Business Administration (International Business) Course is divided into Four Semesters. Each Theory paper will carry 100 Marks, of which the written examination of four hours duration and will carry 70 marks; the remaining 30 marks will be for Sessional performance. The schedule of papers prescribed for the course shall be as follows :

Programme Structure And Marks Allotted To Various Papers

Paper No.	Subjects Semester I	Marks In Paper		
		Written Examination	Internal Assessment	Total
IB – 101	MANAGEMENT CONCEPT & PRACTICES	70	30	100
IB - 102	ORGANISATION BEHAVIOUR	70	30	100
IB – 103	ACCOUNTING FOR MANAGERS	70	30	100
IB – 104	MANAGERIAL ECONOMICS	70	30	100
IB – 105	BUSINESS STATISTICS	70	30	100
IB – 106	COMMUNICATION SKILLS	70	30	100
IB - 107	COMPUTER APPLICATIONS IN BUSINESS	70	30	100
Semester II				
IB – 201	MARKETING MANAGEMENT	70	30	100
IB – 202	OPERATIONS RESEARCH	70	30	100
IB – 203	RESEARCH METHODOLOGY	70	30	100
IB – 204	ENTERPRENEURSHIP	70	30	100
IB – 205	INTERNATIONAL BUSINESS ENVIRONMENT	70	30	100
IB – 206	INTERNATIONAL MARKETING	70	30	100
IB – 207	INTERNATIONAL TRADE AND POLICY FRAMEWORK	70	30	100
Semester III				
IB - 301	INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION	70	30	100
IB - 302	INTERNATIONAL MARKETING RESEARCH	70	30	100
IB – 303	INTERNATIONAL MANGEMENT	70	30	100
IB – 304	SERVICES MARKETING AND COUSTOMER RELATIONSHIP	70	30	100
IB – 305	INTERNATIONAL FINANCIAL MANAGEMENT	70	30	100
IB – 306	E-COMMERCE	70	30	100
IB – 307	LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS	50	50	100

Semester IV				
IB – 401	<b>GLOBAL STRATEGIC MANAGEMENT</b>	70	30	100
IB – 402	<b>CROSS-CULURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR</b>	70	30	100
IB – 403	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	70	30	100
IB – 404	<b>INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT</b>	70	30	100
IB – 405	<b>INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS</b>	70	30	100
IB – 406	<b>BUSINESS ETICS &amp; CORPORATE GOVERNANCE</b>	70	30	100
IB – 407	<b>PROJECT REPORT &amp; VIVA-VOCE</b>	50	50	

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. **Introduction to Management** : Concept, Scope, Significance, Role, Nature, Purpose, Management as Profession, Management & Administration, Functions of Management
2. **Management Thought** : Neo-Classical School, Classical Schools, Systems School, Contingency Approach to Management.
3. **Planning** : Nature, Types, Importance, Steps in Planning Process, Long range and Short-range Planning, Objectives, MBO, Premising, Decision Making, Strategies & Policies, Making Planning effective and Open System Approach to Planning.
4. **Organising** : Span of Management, Graicuna's Theory of Superior-subordinate Relationship, Factors influencing Span of Management, Wide versus Narrow Spans, Decentralisation of Authority, Principles of Delegation, Balancing between Centralisation & de-centralisation, Types of Organisation.
5. **Organisation Structure** : Line, Staff & Functional Authority relationships, Status & Authority. Classification of Organisational Structure : Classification on the basis of Possession of Authority, Classification on the basis of grouping of activities, New Organisational Designs – Project, Matrix, Organic Structure & Mechanistic Structure Challenge of Modern Organisation, Virtual Organisation.
6. **Staffing** : nature & Significance, A brief knowledge of Recruitment, Selection, Training & Development, Performance Appraisal.
7. **Directing** : Nature, Concept of Leadership, Leadership Styles, Theories of Leadership, Charismatic Leadership Theory, Concept of Motivation, Relevance of Communication.
8. **Controlling** : Concept and Importance of Control, Control Process, Types of Control Mechanism, Management by Exceptions.

#### **BOOKS RECOMMENDED**

##### **Name of the Authors**

##### **Name of the Books**

- |                          |                                    |
|--------------------------|------------------------------------|
| 1. Koontz & O-Donnel     | Essential of Management            |
| 2. Neeru Vasistha        | Principles of Management           |
| 3. Kast & R.Seuwing      | Organisation & Management          |
| 4. 5. Singh & T.N.Chabra | Management Concepts & Practices    |
| 6. George R.Terry        | Principles of Management           |
| 7. Peter F.Drucker       | The Practice of Management         |
| 8. Anthony               | Art of Japanese Management         |
| 9. S.K.Bhattacharya      | Achieving Excellence in Management |

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. **Introduction to Organisational Behaviour** : Meaning and Importance of OB, Theories of OB – Definition of Personality, Determinants of Personality, Meaning and process of Learning, Attitude and Behaviour. Definition and Factors affecting Perception; Concept of Group-Meaning & Types of Group, Inter-Group relationship.
2. **Organisation** : Concept, Importance and Characteristics of Organisation GOals, Goals setting process – Behavioural view, Types of Goal, Goal changes – Goal displacement, Goal Succession, Iron Law of Oligarchy, Individual versus Organisational Goals, Models of Man – Rational, Economic man, Social man, Complex man, and Administrative man..
3. **Dynamics of Organisational Behaviour** : Motivation – Definition, Importance, Nature and Theories of Motivation – Maslow’s need priority model, Herzberge’s Two Factory Theory, Mc. Gregor’s Theory X and Theory Y, Theory Z, Vroom’s Expectancy Theory, Financial and Non-Financial Incentives.
4. **Leadership** – Definition and Functions of Leadership. Leavers vs. managers, Leadership Styles \_ Autocratic, Democratic, Free-rein Leadership, Theories of Leadership – Trait Theory, Behavioural Theory, Fiedler’s Contingency Models.
5. **Organisational Effectiveness** : Concept of Effectiveness, Approaches to Organisational Effectiveness – The Goal Attainment Approach, System Approach, Strategic Constituencies Approach, Behavioural Approach, Likert’s variable for Organisational Effectiveness, Diagnosing Organisational Effectiveness, Ecological Impact on Organisational Effectiveness.
6. **Organisational Climate** : Definition, Factors affecting Organisational Climate, Measurement of Organisational Climate, Morale, Factors Influencing Morale, Measurement of Morale, Job-Satisfaction – Importance, Determinants.
7. **Communication** : Importance and Nature of Communication, Effective Communication Skills, Process of Communication, Types of Communication – Written, Oral, Interpersonal; Barriers and Gateways in Communication.
8. **Management of Stress** : An Overview

**BOOKS RECOMMENDED**

<b>Name of the Authors</b>	<b>Name of the Books</b>
1. Hersey & Blanchard	Management of Organisational Behaviour
2. Keith Davis	Human Behaviour at Work
3. Robbins S	Organisational Behavioural
4. Emitai Etzoini	Modern Organisations
5. Luthans F	Organisational Behaviour

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. **Introduction to Accounting** : Meaning, Scope and Role of Accounting, Accounting Concepts & Convention, Accounting as an Information System, Nature of Accounting Information, Recording of Transaction in Journal and Ledger, Trial-Balance, Preparation of Final Accounts. **An overview of Accounting Standard. Difference between Management Accounting, Financial Accounting and Cost Accounting.**
2. **Analysis and Interpretation of Final Statements** ; Meaning and Types, Nature, Limitations of Financial Analysis, Steps involved in Financial Statements Analysis, Tools of Financial Analysis.
3. **Ratio Analysis** : Meaning of Ratio; Classification of Ratio and their Computation; Application of Ratios, Advantages & Limitations of Ratio Analysis.
4. **Fund Flow Statement and Cash Flow Statement** : Meaning, Uses, Limitations, Preparation of Fund-flow Statement and Cash-flow Statement. Difference between Fund-flow Statement and cash-flow Statement.
5. **Cost Concept** : Meaning, Nature, Objective and Importance of Cost Accounting, Concept of Cost, Elements of Cost, Cost Sheet.
6. **Standard Costing & Variance Analysis**: Concept, Standard Cost and other Cost System- Standard Costing and its relationship with Historical Cost, Budgetary Control and Standard Costing, Concept of Variance, Classification of Variance – Material Variance, Labour Variance.
7. **Marginal Costing** : Concept of Marginal Cost and Marginal Costing, basic Characteristics of Marginal Costing, Working of Marginal Costing – Income Determination under absorption and Marginal Costing, Role of Contribution, Practical Application of Marginal Costing, Cost-Volume –Profit Analysis, Key factor, Advantages and limitations of Marginal Costing.
8. **Inflation Accounting** : **Concept methods / techniques of inflating Accounting – limitations.**

#### BOOKS RECOMMENDED

Name of the Authors	Name of the Books
1. Hingorani Ramnathan & Grewal	Management Accounting
2. Betty, J.	Management Accounting
3. Anthony, Robert, N.	Management Accounting
4. Manmohan Singh & Goel	Management Accounting
5. Horngren, Charles, T.	Accounting for Management Control - An Introduction
6. Solemen, Lanny M and Vargo, Richard J and Welther Larry M.	Financial Accounting
7. T P Ghosh	Accounting & Finance for Managers
8. Patric S camp	Accounting for the managers
9. Maheshwari S.N.	Financial Control

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. **Introduction to Managerial Economics** : Nature and Scope, Five Fundamentals Concepts; Difference between Economics and Managerial Economics and related disciplines like Accounting, Mathematics and Statistics.
2. **Economics of the Firm** : The Objectives of the Business Firms, Profit Concepts and Analysis – Measurement of Profit, Alternatives to profit maximization.
3. **Demand Analysis** : Concept of Demand, Demand schedule, Demand Curve and Demand Function. Individual vs. Market Demand, Types of Demand – Price Demand, Income Demand and Cross Demand. Elasticity of Demand and Determinants of elasticity of Demand. Forecasting of Demand – Concept of Forecasting. Types of Forecasting – Firms vs. Industry, Micro vs. Macro, Short run vs long run, Techniques of Forecasting – Mechanical Extrapolation, Barometric approach survey method – survey of buyers intention, Opinion Polling, Statistical and Mathematical Models.
4. **Cost Analysis** : Cost Concept and Analysis – Actual Cost and Opportunity Cost, Past and Future Cost, Short-run and Long-run Cost, Direct and In-direct Cost, Historical and Replacement Cost, Urgent Cost and Postponable Cost, Explicit and Implicit Cost, Total Average and Marginal Cost and their relationship – Breken ven Analysis.
5. **Production Functions** – Law of diminishing return – Concept, Assumptions, Characteristics, Total Product, Average Product and Marginal Product. Three stages of Production and Least Cost Combination. Law of Returns to Scale – Concept, Characteristics, Optimum Combination of inputs and Identification of Price Effect, Output Effect and Substitution Effect.
6. **Market Decisions**: Perfect Competition – Features, Price Determination by the Industry, Short and Long Period Equilibrium of a Firm, Monopoly – Characteristics, Price and Output Determination, Price Determination – Definition, Conditions and Techniques, Dumping Price, Oligopoly – Characteristics, Types of Oligopoly Price and Output Determination. Price Leadership, Monopolistic Competition – Features, Price and Output Determination in Short and Long run.
7. **Finance Decisions** : Capital Budgeting – Techniques of Capital Budgeting – merits and limitations.
8. **Profit Planning and Management** : Profit Policy – Effects of Depreciation, Taxation and Inventory Valuation on Profit.

### BOOKS RECOMMENDED

Name of the Authors	Name of the Books
1. Varshney R.L. & Maheshwari K.L.	Managerial Economics
2. Joel Dean	Managerial Economics
3. Sundaram K.P.M.	Principles of Economics
4. Haynes, Mote, Paul	Managerial Economics
5. Stonier Hague	Economic Theory
6. Jhingam	Micro Economic Theory.
7. Mithani D M	Managerial Economics
8. Dwivedi D N	Managerial Economics

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Application of Quantitative Methods in Managerial Decision Making; Data Processing and Analysis: Classification, Summerisation of Data, Frequency Distribution; Measures of Central Tendency- Arithmetic Mean, Median-Measures of Dispersion- Range, quartile Deviation, Standard Deviation, Coefficient of Variation.
2. Probability Concepts, Revision of Probabilities using Bayes' Formula, Commonly used Probability Distributions, Binomial, Poisson, Normal and Exponential and their characteristics;
3. Statistical Decision Theory: Risk and uncertainty; Expected value approach; Marginal analysis; Decision tree analysis.
4. Sampling and Sampling Distributions: Methods of sampling; Sampling distribution and its standard error; Point estimation and interval estimation; Properties of an estimator.
5. Hypothesis Testing: Power of test; Large sample tests for proportions, mean and standards deviation; Small sample tests - t and F tests; Design of experiments and analysis of variance.
6. Non-parametric Test: Chi – square test, sign test, median test and rank correlation test.
7. Regression Analysis: Simple and multiple linear regression analysis up to three variables.

#### 8. Introduction to SPSS.

#### Suggested Readings:

1. Statistics for Business and Economics, 6<sup>th</sup> ed., Pearson Education, Pvt. Ltd., New Delhi.
2. Aczel, Amir D., Complete Business Statistics, McGraw Hill, 1999.
3. Freud, J. E. And F. J. Williams, Elementary Business Statistics – The Modern Approach, Prentice Hall of India Private Ltd., New Delhi.
5. Hooda, R. P., Statistics for Business and Economics, 2<sup>nd</sup> ed., Macmillan India Ltd., New Delhi, 2001.
6. Johnson, R. D. and B. R. Siskin, Quantitative Techniques for Business Decisions, Prentice Hall of India Private Ltd., New Delhi.
7. Bajpai, Business Statistics, Pearson Education, Pvt. Ltd., New Delhi.
8. Levine, D. M., et al., Business Statistics, Addison Wesley, 2000.
9. Neter, J. W. Wasserman and G A Whitmore, Applied Statistics, Allyn and Bacon.
10. Pfaffenberger, R. C. and J. H. Patterson, Statistical Methods, Irwin, Chicago.(4)
11. Spiegel M. R., Theory and Problems of Statistics, Schaum Series, McGraw Hill Publishing Company.



There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

**1. INTRODUCTION** : Definition and Process of Communication; Channels; Types, Importance of, and Problems in Communication; Making Communication Effective; Skills required for effective Communication.

**2. WRITTEN COMMUNICATION** : Guidelines for business writing; Writing Letters and Memo; Report Writing; Speech writing; Preparation of minutes of meetings; Writing Job application CV and Executive summary of documents; Legal documentation and related aspects of business communication.

**3. ORAL COMMUNICATION** : Presentation skill; Group discussion and personality test (Interview); Team Presentation.

**4. FEEDBACK IN COMMUNICATION** : Meaning & Nature; Feedback – a 2-way process; Types; Feedback in oral and written communications; Effects of feedback; Improving feedback; Developing feedback skills.

**5. BEHAVIOURAL COMMUNICATION** : Behavioural aspects of communication with reference to Transaction Analysis ( TA).

**6. RECENT TRENDS IN COMMUNICATION TECHNOLOGIES** : Visual Communication; Kinds of Visual Aid; Audio Systems; Audio-Visual Communication, Electronic Media- Computer, E-mail, Video-conferencing, Mobile & Phones, Multimedia.

**SUGGESTED BOOKS :**

- |     |  |   |   |
|-----|--|---|---|
| 1.  | Effective Business Communication       | : | H.A. Murphy and H.W. eventd; Mc-Graw Hill                                 |
| 2.  | Lesiker's Basic Business Communication | : | R.V. Lesikar and J.D.Pettit;  |
| 3.  | Business Communication                 | : | K.K. Sinha; Galgotia Pub  |
| 4.  | Essentials of Effective Communication  | : | V.R. Patri & N. Patri; Green Span   |
| 5.  | Body Language                          | : | H. Lewis; Response Books.   |
| 6.  | Business Communication Today           | : | C.L. Bov'ees & J.V. Thill; Pearson  |
| 7.  | Effective Business Communication       | : | Y.Paul; S. Chand.   |
| 8.  | Business Communication                 | : | Abha Kaul   |
| 9.  | Business Communication                 | : | M. Raman and P.Singh, Oxford  |
| 10. | Business Communication Concepts        | : | P.D. Chaturvedi & M. Chaturvedi Cases and Application. Pearson Education. |
| 11. | Basic Managerial Skills for All        | : | E.H. Mc Grath, S.J. PHI   |

1. Introduction to information and IT: Changing decision making scenario and role, of information needs and information systems; Information generation process; Quality of information – adding value to information; Role of IT in information generation and value addition; Computer hardware and personal computers – an overview.
2. Computer system as information processing system: Types of computer systems; Hardware options – CPU, input devices, output devices, storage devices, communication devices; Configuration of these devices and their applications; Automatic devices for logistic bar coding and management system.
3. Software Resources: Software needs; Operating systems; Application software programming languages.
4. Internet and World Wide Web: Internet technologies and access devices; Concept of World Wide Web and Internet browsing; www as a marketplace; Concept of e-commerce and business models of e-commerce.
5. Desktop Application – I: Word Processing-Meaning and role of word processing in, creating of documents, editing, formatting and printing documents, using tools such as spelling check, thesaurus, etc. in word processors; Presentation and graphics on personal computers.
6. Desktop Application – II: Electronic spreadsheet: - Structure of spreadsheet and its application to accounting finance and marketing functions of business; creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built in function; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sorting data with other desktop applications: Strategies of creating error-free worksheet. **Preparation of Graphs.**
7. Desktop Application – III: Presentation tool, Formating, Executing, Animation, Multimedia.
8. Data Base Management System: Concept of data base management system Data field, records and files; Sorting and indexing data, searching records designing queries and reports and linking of data files.

**Suggested Readings:**

1. Burch, J. and G. Gary, Information Systems: Theory and Practice, John Wiley and Sons, New York.,
2. Eliason, A.L., On-line Business Computer -Application Science Research Associates Chicago.(22)
3. Eliason, A. L., On-line Business Computer Applications, Science Research Associates, Chicago.
4. Estrada, S., Connecting to the Internet, O'Rilly, Sebastopol.
5. Habraken Jeo, Microsoft Office 2000, Prentice Hall of India Private Ltd., New Delhi, 2000.
6. Kumar; Muneesh, Business Information Systems, Vikas Publishing, 1999.
7. Norton Peter, Introduction to Computers, Tata McGraw Hill, New Delhi, 1999.
8. Sanders, D.H., Computers in Business: An Introduction, McGraw Hill, Tokyo, 1983.
9. Sanders, Donald Computers Today, McGraw Hill, 1999.
10. William, B.K. et al, Using Information Technology: A Practical Introduction to Computers and Communication, McGraw Hill, New York, 2000.

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. **Marketing Fundamentals** : Nature, Tasks and Philosophies of Marketing, Marketing Environment – Micro and Macro elements, Marketing Ethics, Marketing Strategies, Marketing Mix, Unique Selling Propositions, other Competitive advantages, Marketing Information System, Basics of Marketing Research, Market Segmentation, Targeting and Positioning .
2. **Consumer Behaviour** : Consumer, Factors influencing consumer behaviour in Marketing Decisions.
3. **Product** : Product and Product classification, Consumer Product – Convenience products, Shopping Products, Specialty Products, Unsought Products, Industrial Products, Product Diversification – Product life cycle – New Products, New product development process – idea generation, idea screening, product development, test marketing, Branding and Packing decisions – Brand name and trade mark; Advantages and disadvantages of branding, Branding decisions, selecting a brand name, Functions of Packaging.
4. **Pricing Policies and Practices** : Determinants of pricing, Role of Costs in pricing, Pricing methods – Cost –Plus pricing, Pricing for a rate of return, Marginal cost pricing, Going-rated pricing. Customary pricing – Penetration pricing, Skimming prices, Pricing below cost, Pricing strategy over the product life cycle.
5. **Distribution** : Importance, Channels of distribution, Different alternatives, Selection of an appropriate channel, Factors influencing channel decision.
6. **Managing Promotions** : Promotion Mix, factors affecting Promotion Mix, Effective Advertising Communication – Nature and Types of advertising, Developing advertising copy and message, Media Selection, Publicity and Public Relations, Personal Selling.
7. **Marketing of Services** : The concept of service, Reasons of growth of service sector, Characteristics of services, Elements of marketing mix in service marketing.
8. **Contemporary Issues in Marketing** : E-Marketing, Direct marketing, Multi Level Marketing, Referral Marketing, Green marketing, Rural Marketing.

### BOOKS RECOMMENDED

Name of the Authors	Name of the Books
1. Philip Kotler	Marketing Management:Analysis,Planning and Control
2. Mc. Corthy & Sahprio	Basic marketing
3. Enix & Cox	Marketing Classics
4. Wiley	Marketing Management
5. Rajan Saxena	Marketing Management; Tata McGraw Hill
6. Namakumari	Marketing Management;Mc Millan
7. Neelamgham S	Marketing management and the Indian Economy
8. William J.Stanton	Marketing, Mc.Graw Hill.

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. **Linear Programming** :Linear Programming Problems – Formulation of Linear Programming Problems, Graphical Solutions,
2. **Simplex Methods** :Simplex Algorithm, Big-M method and Two phase method, Duality – definition of the dual problem, Primal-dual relationships, Dual simplex method, Sensitivity analysis
3. **Transportation Problems** : Initial solutions using North-West Corner Method, Matrix Minima and Vogel's Approximation Method, Optimal Solutions by Modified Distribution Method, Stepping Stone Method.
4. **Assignment Problems** : Balanced and unbalanced assignment models, Hungarian Method, Traveling Salesman Problem, Crwew-Assignment Problem
5. **Game Theory** : Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game
6. **Sequencing Problem** : Johnson's Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems
7. **Queuing Theory** : Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queue model for better service to the customers. M/M/C Queuing Model.
8. **Replacement Problem** : Single Replacement and Group Replacement

**Books Recommended :**

1. Taha – Operations Research : An Introduction, Pearson Education.
2. F.Hillier & G.Lieberman – Introduction to Operations Research, That McGraw Hill.
3. F. Hiller – Introduction to Management Science – A Modeling & Case Studies Approach with Spreadsheets, Tata McGraw Hill.
4. R. Panneerselvam – Operations Research, Prentice Hall of India.
5. J.K.Sharma – Operations Research (Theory and Application).

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. **Nature and Objectives of Research** : Meaning and types of Research, Research approaches and Research methods, Importance of Research in Managerial decision-making.
2. **Identification of Research Problem and Research Design** : Defining Research problem, Difficulties in identifying a problem, Identification and Formulation of a problem in social research, Concepts of research design, Types of research design, Experimental designs. Features of a good research design.
3. **Hypothesis** : Meaning and Types of hypothesis, Null hypothesis, Procedure of testing a hypothesis in social research, Problems in the Formulation and Testing of Hypothesis.
4. **Collection of Data** : Primary and Secondary sources of data and their distinctive features, Observation method – its uses and limitations, Methods of collecting primary data, Questionnaires and Schedules, Feature of a good questionnaires, Guidelines for constructing Questionnaires & Schedules for field surveys, Case-study method of data collection – its uses and limitations.
5. **Sampling** : Universe vs. Sample, Fundamentals of sampling, Types of sampling and their features, Purposive sampling, Random sampling, Stratified sampling, Quota sampling and Judgment sampling for data collection, Selection of random samples and determination of random samples and determination of the size of samples.
6. **Analysis and Interpretation of Data** : Methods of analyzing research data, Classification, Tabulation and matrix building, Use of empirical techniques for analysis of data.
7. **Measurement** : Measurement of attitude and its Difficulties, Importance and Limitations of the inferences based on scaling procedure and techniques, Reliability and validity of measurement scales.
8. **Presentation of Research Findings** : Reporting of research findings, Assumptions, Precautions and Limitations, Steps involved, Types of research report, Uses of pictorial devices like Charts, Diagrams and Graphs, Effective communication of research findings.

### ***Recommended Books***

- |                     |                            |
|---------------------|----------------------------|
| 1. S.R.Bajpai       | Social Survey and Research |
| 2. C.R.Kothari      | Research Methodology       |
| 3. Goods & Meritt   | Methods in Social Research |
| 4. Cooper Schindler | Business Research Methods  |
| 5. Levin, Rubin     | Statistics for Management  |

There shall be Ten Questions of equal value out of which students are required to answer any Five  
Full Marks : 70

1. **Introduction** : Concept of Entrepreneurship, Early developments in India and the current Scenario. Role of Entrepreneurship in Economic development,
2. **Entrepreneurship and Environment**, Entrepreneurship in reference to Globalisation, Essentials of a successful Entrepreneur.
3. **Theories of Entrepreneurship** : Theories by Schumpeter, Drucker, Kilby, Mc Clelland, Weber, Hagen, Cochran and Modern Resource based theory.
4. **Creating and managing the Venture** : Business Idea : Its generation and feasibility, Environmental considerations, Project Idea and Business Plan, Marketing Plan, Financial Plan, Organisational Plan.
5. **Sources of Capital** : Informal Risk Capital and Venture Capital, Debt Financing, Business Valuation, Creating an Exit Plan.
6. **Women Entrepreneurship** : Women Entrepreneurship as agents of Social Change, Evolution and growth, special packages for women entrepreneurs in India, Rural Women Entrepreneurs.
7. **Entrepreneurial Development in India**: Institutional Financing in India, Support to Small Entrepreneurs, Role of N.S.I.C., M.S.M.E., NABARD, SIDBI, Role of Khadi & Village Industries, Govt. Incentives, Ancillaries.

**8. Rural Entrepreneurship : Concept – recent trends – issues and challenges.**

**Books Recommended**

- |                                       |  |
|---------------------------------------|--|
| 1. Badi R.V. & Badi N.V.              | Entrepreneurship                                     |
| 2. Hisrich Robert D. & Peters Michael | Entrepreneurship                                     |
| 3. Kaplan Jack M.                     | Patterns of Entrepreneurship                         |
| 4. Desai Basant                       | Dynamics of Entrepreneurial Development & Management |
| 5. Khank S.S.                         | Entrepreneurial Development                          |
| 6. Khan M.A.                          | Entrepreneurial Development Programme in India.      |

**Paper : IB 205: INTERNATIONAL BUSINESS ENVIRONMENT**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications.
2. Environmental Context of International Business: Framework for analyzing international business environment – **Economic-Socio-Culture, Legal and Political Environment.**
3. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.
4. International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.
5. International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD.
6. Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation.
7. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.
8. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

**Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Carma, International Business, Pearson Education, Pvt. Ltd., New Delhi.
3. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
4. Daniels, International Business Environments And Operations, 12<sup>th</sup> ed., Pearson Education, Pvt. Ltd., New Delhi.
5. Derskey, International Management: Managing Across Borders and Cultures, 6<sup>th</sup> ed., Pearson Education, Pvt. Ltd., New Delhi.
6. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
7. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8<sup>th</sup> ed., Addison Wesley, Readings, 1998.
8. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
9. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
10. Bennet, International Business, 2<sup>nd</sup> ed., Pearson Education, Pvt. Ltd., New Delhi.

**Paper IB 206: INTERNATIONAL MARKETING**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process– an overview.

2. International Marketing Environment : Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

3. International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard.

4. International Product Planning: Major Product decisions -Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

5. Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

6. International Distribution Decisions: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

7. International Promotion Strategies: Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardisation vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

8. International Marketing Planning, Organising and Control: Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

Suggested Readings:

1. Albaum, International Marketing and Export Management, 5<sup>th</sup> ed., Pearson Education, New Delhi.
2. Keegan, Global Marketing Management 7<sup>th</sup> ed., Pearson Education. New Delhi
3. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
4. Cateora, Phillip R. and John L. Graham, International Marketing, 10<sup>th</sup> ed., Irwin McGraw Hill, Boston, 1999.
5. Usunier, Marketing Across Culture, 5<sup>th</sup> ed., Pearson Education, New Delhi.
6. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi.(16)
7. Kotabe, Masaaki and Kristiaan Helsen, Global marketing Management, 2<sup>nd</sup> ed., John Wiley & Sons, 2001.
8. Onkvist, S. and J.J.Shaw, International Marketing; Analysis and Strategy, Prentice Hall, New Delhi, 1995.
9. Terpstra, V. and R. Sarathy, International Marketing, 8<sup>th</sup> ed., Harcourt Asia PTE Ltd., Singapore, 2005.
10. Hollensen, Global Marketing, 4<sup>th</sup> ed., Pearson Education, New Delhi.

**Paper IB 207: INTERNATIONAL TRADE AND POLICY FRAMEWORK**



There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.
2. Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.
3. Factor Movements and International Trade in Services: Capital flows –Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.
4. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.
5. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects.
6. India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies; Foreign debt situation.
7. Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism.
8. Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

**Suggested Readings:**

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. Of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.
5. Krugman, International Economics: Theory and Policy, 8<sup>th</sup> ed., Pearson education, New Delhi.
6. Caves, World Trade and Payments: An Introduction, 9<sup>th</sup> ed., Pearson education, New Delhi.
7. Mannur, H.G., International Economics, 2<sup>nd</sup> ed., Vikas Publishing House,. New Delhi, 1999.
8. Salvatore, D., International Economics, J ohn Wiley & Sons, 2001.
9. Sodersten, BO, International Economics, 2ed ed., McMillan, London

**Paper IB 301: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business.

2. Foreign Exchange Facilities and Regulations: Legal framework in India–FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts.

3. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit –Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC -Major clauses; Consignment sale, **INCO terms**.

4. Trade Finance: Sources and schemes of trade finance; Pre and post –shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

5. Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved –Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims –Procedure and documentation.

6. Credit Risk Management: Export credit insurance –Concept and importance; Role of export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

7. Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. **Duty drawback, Duty exemption Scheme.**

8. Customs Clearance of Export and Import Cargo: Legal framework – Customs Act 1962;. Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations.

Suggested Readings:

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. IIFT, various publications.
4. IMPEX Times, various issues.
5. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
6. Ministry of Commerce, Handbook of Procedures, Volume I and II, Government of India, New Delhi.
7. Ram, Paras, Exports: What, Where and How ? Anupam Publication, New Delhi, 2001.(19)

**Paper IB 302: INTERNATIONAL MAKETING RESEARCH**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. Introduction: nature and scope of marketing research; marketing research in international context -importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).
2. Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international.
3. secondary data sources: Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.
4. Questionnaire preparation – etic and emit dilemma.
5. Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.
6. Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques.
7. Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multy-country data analysis-Data comparability and validity problems; Report preparation and presentation.
8. Cross-cultural Consumer research – Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

**Suggested Reading:**

1. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001.
2. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois, 1998.
3. Douglas, S.P. and C.C. Samuel, International Marketing Research, Johan Wiely, New York, 1999.
4. Douglas, S. P. and C.C. Samuel, International Marketing Research, Prentice Hall of India Private, Ltd., New Delhi, 1983.
5. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi 1998.
6. Kumar, V. International Marketing Research, prentice Hal I, 2004.
7. Malhortara, Naresh K., International Marketing Research - An Applied Orientation, 3<sup>rd</sup> ed., Person Education Asia, 1999.
8. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi, 1998.
9. Burns, Marketing Research, Pearson Education, New Delhi.

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross-cultural values and business management; Business values ethics and social responsibilities.

2. Challenges of Global Planning: Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.

3. Organization and Control for international Competitiveness: Organisation design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.

4. Management of Personnel with Different Social and Cultural Backgrounds: Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities.

5. Motivation and leadership in international Firms.

6. Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.

7. International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.

8. Managing international Collaborative Arrangements: Joint Ventures and other forms for strategic alliances: Traditional and emerging reasons for forming strategic alliances;; Pitfalls in strategic alliances; Making cross-cultural alliances work.

Suggested Readings:

1. Derskey, International Management: Managing Across Borders and Cultures, 6<sup>th</sup> ed., Pearson Education, New Delhi.
2. Carma, International Business, Pearson Education, New Delhi.
3. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
4. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
5. Helen, D., Management: Managing Across Borders and Cultures, Prentice-Hall, Upper Saddle River, New Jersey, 2000.
6. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi, 1995.(24)
7. Hodgetts, R.M. and F. Luthans, international Management, McGraw-Hill, New York, 1997.
8. Lewicki, R. J. and J. A. Litterer, Negotiation: Readings, Exercises and Cases, Irwin, Homewood, 1985.
9. Nagadhi, A.R., International management, Prentice Hall of India Private Ltd.
10. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996.
11. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publication, Delhi, 1997.

**Paper IB 304:**

**SERVICES MARKETING AND CUSTOMER RELATIONSHIP  
MANAGEMENT**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. Services Markets: Recent trends and developments; Meaning and nature of services ; Classification of services and marketing implications; Services marketing management –a strategic perspective.

2. Analysing Services Marketing Environment; Understanding Service Customers – Buying influences and consumer service behaviour; Service Quality -Gap modal and role of consumer expectations and perceptions.

3. Services Market Segmentation and Positioning; Developing Services Marketing Mix Strategy-Product, price, place, promotion, people, process and physical evidence decisions; International Marketing of services-Entry modes and other strategic decisions.

#### 4. International Trade in Services.

5. Customer Relationship Management: Growing importance of relationship marketing; Relational exchanges-Nature and scope; Firm and customer motivations for relationships; relationship development process; Attributes and determinants of relational exchanges; networking and its significance in marketing.

6. Developing and Managing Relationships: Selecting, winning and retaining customers; Regaining dissatisfied customers; Information Management for building relationships; e - CRM.

7. Managing relationships in service and industrial markets; Relationship marketing and distribution channels; Relational exchanges in international markets.

#### 8. Network Marketing Management.

##### **Suggested Readings:**

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey, 1996.
2. Chatterjee, Lovelock, Services Marketing, 7<sup>th</sup> ed., Pearson Education, New Delhi.
3. Payne, Adrian, The Essence, of Services Marketing, Prentice Hall of India Ltd., 1996.
4. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi, 1997.
5. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGraw Hill Co. Ltd., 1996.
6. Cerma, Services Marketing, 2<sup>nd</sup> ed., Pearson Education, New Delhi.
7. Barnes, James G., Secrets of Customer Relationship Management, McGraw Hill, New York, 2001.
8. Customer Services: Carrer Success Through Customer Loyalty, 4<sup>th</sup> ed., Pearson Education, New Delhi.
9. Greenberg, Paul, CRM at the speed of Light, Tata McGraw Hill Co., New Delhi, 2001.
10. Peelan, Customer Relationship Management, Pearson Education, New Delhi.
11. McKenna, Regis, Relationship Marketing: Successful Strategies for the Age of the Customers, Addison Wesley Publishing Company, 1991.
12. Seth, Jagdish N., Parvativar, Atul and S hainesh, G., Customer Relationship Management: Emerging Concepts, Tools, and Applications Tata McGraw Hill Publishing Company, New Delhi, 2001.

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.
2. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.
3. International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio.
4. International Project Financing: Concepts, types techniques and key elements; Capital structure decision.
5. International Working Capital Management: Cash management; Receivables and inventory management.
6. Dividend Policy for Multinational Corporations.
7. Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.
8. International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices.

**Suggested Readings:**

1. Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998.
2. Siddaiah, International Financial management, Pearson Education, New Delhi.
3. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
4. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass., 1998.
5. Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York, 1998.
6. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.
7. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati, 2000.
8. Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi, 1994.
9. Seth, A.K., International Financial management, Galgotia Publishing.
10. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.

**Paper IB 306: E-COMMERCE**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Architectural Framework of E-Commerce: World Wide Web as the architecture; Global Publishing concept; Universal reader concept and client server concept; hypertext publishing and hypertext information network; Internet protocols.

2. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitisation; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning. Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritisation: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.

3. Web-site Design: Web sites as market place; Role of web site in B2C e-commerce; Web site strategies; Web site design principles; Push and pull approaches; Alternative methods of customer communication such as e-mail, BBA; E-mail etiquette and e-mail security.

4. Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading; characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.

5. Multimedia and E-Commerce: Concept and role of multimedia; Multimedia technologies; digital video and digitization of product and customer communication, Desk -top video conferencing and marketing

6. Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce.

7. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.

8. Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical issues in e-commerce.

Suggested Readings:

1. Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E-Commerce, Macmillan India Ltd., 2000.

2. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.

3. Chaffey, E-Business and E-Commerce Management, 3<sup>rd</sup> ed., Pearson Education, New Delhi.

4. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw Hill, 2000.

5. Fitzgerald, Business Data Communication Network, McGraw Hill, 1998.

6. Kalakota, Electronic Commerce: A Manager's Guide, Pearson Education, New Delhi.

7. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi, 1997.

8. Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001.

9. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.

10. Whiteley, David, E-commerce, McGraw Hill, New York, 2000.

11. Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.

**Paper IB 307: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors.

2. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards

3. Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.

4. Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.

5. IPR issues in Global Business.

6. India Laws and Regulations Governing International Business Transactions – FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.

7. Competition Law: National and International Dimensions.

8. Consumer Law; National and International Dimensions.

#### Suggested Readings:

1. Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.
2. Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.
3. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.
4. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
5. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.
6. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
7. Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.
8. Its Environments, West Educational Publishing Co., Cincinnati, 1999.
9. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.
10. Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

**Paper IB 401: GLOBAL STRATEGIC MANAGEMENT**



There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. Introduction: Strategy making strategy implementing and strategic managing; Roles of line managers, strategic planners and top management; Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization and strategic management; Strategic flexibility and learning organization.
2. Environmental: Scanning and Competitiveness Analysis; Appraising company's external strategic situation, company situation, competitive strategy and competitive advantage in global market.
3. Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper – competitive industries and turbulent industries; Strategies for industry leaders, runner-up firms and weak businesses.
4. Strategic Issues and Alternatives in Globally Competitive Markets: International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness.
5. Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.
6. Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.
7. Strategy implementation and administration: Organization building; Budgets and support system commitment; culture and leadership; Issues in global strategy implementation; strategy evaluation and control.
8. Strategic Issues in Managing Technology and Innovation: Social responsibility and ethics management.

Suggested Readings:

1. Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London, 1995.
2. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York, 1993.
3. Brooke, M.Z. and M.L. Remmers, International Management and Business Policy, Houghton Mifflin, Boston.
4. Davidson, W.H., Global Strategic Management, John Wiley, New York.
5. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.
6. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.
7. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalisation, 4th ed, South Western College Publishing, Australia, 2001.
8. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford, 1992.
9. Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York, 1996.
10. Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalisation of American, German and Japanese Multinational Companies, Jai Press, Greenwich, Conn.
11. Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996.
12. Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990.
13. Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992
14. Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001.
15. Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000.
16. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York, 1999.
17. Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991.

**Paper IB 402: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

1. Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.
2. Internal Determinants of Buying Behaviour : Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).
3. External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures.
4. Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.
5. Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic demographic and socio-cultural trends and consumer behavior.
6. Globalisation of consumer markets and international marketing implications.
7. Innovation Diffusion and Consumer Adoption Process ; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks.
8. Cross-Cultural Consumer Research – Complexities and issues.

**Suggested Readings:**

1. Assael, H., Consumer Behaviour and Marketing Action, 6<sup>th</sup> ed., South Western Publishing Company, Ohio, 1998.
2. Block and Roering, Essentials of Consumer Behaviours Dryden Press, Chicago. Dryden Press. Chicago 1990.
3. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, Consumer Behaviour Dryden Press, Chicago, 1990.
4. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, Consumer Behaviour Implication for Marketing Strategy, Richard D. Irwin, Chicago, 1995.
5. Hoyer, Wayne D. and Debovar J. Macinnis, Consumer Behaviour, Hongnton Mifflin Company, Boston, New York, 1997.
6. Peter. J. Paul and Jerry C. Oison, Consumer Behaviour and Marketing Strategy, Richard D. Irwin, Illinois, 1993.
7. Schiffan, Leon G. and Kanuk, Lealie. Lazar, Consumer Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 1997.
8. Wikie, William L, Consumer Behaviour, John Wiley & Sons, New York 1990.

**Paper IB 403: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. Introduction: Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.
2. International Context of HRM: Cross national differences in personnel and organisations: Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.
3. International Staffing: Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems.
4. Compensation In International Perspective: Factors, package, methods and trends; Motivation in cross-cultural context.
5. Training and Development: Training and development for expatriates; training and development for international staff.
6. Direction, Supervision and Control: Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal– Criteria and process; international control mechanism.
7. International HRM and industrial Relations: A framework for international industrial relations; Employees participation – Practices in various countries.
8. Designing Organisations : for Dynamic International Environment ; Human resource aspects in acquisitions and mergers; Challenges to international human resource managers.

**Suggested Readings:**

1. Edwards, International Human Resource Management, Pearson Education
2. Alkhafaji, Abbass F., Competitive Global Management, St. Luice Press, Vanity Books International, 1996.
3. Beardwell I. And L. Holden, Human Resource Management, 2<sup>nd</sup> ed., Pitman, London, 1998.
4. Beumont, P. B., Human Resource Management, : Key Concepts and Skills, Sage, London, 1993.
5. Black, J.S. and M. Mendaenhall, Readings and Cases in International Human Resource Management PWS-Kent, Boston, 1991.
6. Dowling, Peter J. Denice E. Welch and Randall S. Schuler, International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing, Cincinnati, 1999.
7. Goss, David, Human Resource Management, Thomson Bu siness Press, London, 1997.
8. Harzing, Ann wil and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London, 1999.
9. Hollinshead, G. and Mike Leat, Human resource Management – An International and Comparative Perspective on the Employee Relationship, Pitman Publishing, London 1995.
10. Mabey, Christopher, Graeme Salaman and John Storey, Human Resource Management : A Strategic Introduction, Blackwell, Oxford, 1998.
11. Poole, Michael, ed., Human Resource Management t – Critical Perspectives on Business and Management, Vol, II on “Comparative international and Strategic Human Resource Management”. Routiege, London, 1999.
12. Saini, Debi S. and Sami A. Kahan eds., Human Resource Management – Perspectives for the New era, Response Books (A Division of Sage), New Delhi.

## **Paper IB 404: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Advertising: Its importance and nature; Communication model; Persuasion Process –perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.
2. Developing Advertising Campaign: Determining advertising message and copy-Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.
3. Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness.
4. International Advertising: Complexities and issues; Developing international advertising campaign; Advertising of India products abroad.
5. Basics of Branding: Importance of branding; Basic Branding concepts –Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions.
6. Brand Creation and Development: Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.
7. Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet.
8. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

1. Akaker, David A., Batra, Rajeev and Myers, John G., Advertising Management, Prentice Hall, New Jersey, 1996.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois, 1999.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing Dryden Press.
4. Hard, Norman, The Practice of Advertising, Butter worth Heinemann, Oxford, 1995.
5. Parente, Danald, Advertising Campaign Strategy: A Guide to marketing Communication Plan, 2<sup>nd</sup> ed., The Dryden Press, Fort Worth, 2000.(42)
6. Sandage, C.H. and Fryburger, Vernon, Advertising Theory and Practice Richards. Irwin, Homewood Illinois.
7. Aaker, David A., Managing Brand Equity, The Free Press, New York, 1991.
8. Arnold, David, The Handbook of Brand Management, Random Century House, London 1992.
9. Kapferer, Jean Noel, Strategic brand Management Free Press, New York, 1997.
10. Moorthy, Y.L.R., Brand Management – The Indian Context, Vikas Publishing Pvt. Ltd., New Delhi, 1999.
11. Sengupta Subroto, Brand Positioning: Strategies for Competitive Advantage, McGraw Hill Publishing Company Ltd., New Delhi 1993.
12. Upsaw; Lynn B., Building Brand identity: A Strategy for Success in a Hostile place, John Wiley sons Inc. New York, 1995.

**Paper IB 405: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

There shall be Ten Questions of equal value out of which students are required to answer any Five.

Full Marks : 70

1. Basic Framework: Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM.
2. Integrated SCM: Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after –sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM.
3. Supply Chain and Information Management Systems - Importance of information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR: Globalisation, technology and business chain management; Re-engineering the supply chain: Future directions.
4. Logistic System: Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication.
5. Transport Fundamentals: Importance of effective **International** transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out -sourcing.
6. General Structure of Shipping: Would sea borne trade; international shipping-characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports an d port trust.
7. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices –causes and protection; Role and types of cargo intermediaries.
8. Warehousing and Inventory Management: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehousing evaluation and requireme nts; Warehousing location strategies; Inventory management principles and approaches; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics.

**Suggested Readings:**

1. Ballau, R.H., Business Logistics Management, Pren tice Hall, Englewood Cliffs, 1992.
2. J., Chartering Practices
3. J., Dictionary of Shipping and chartering Practices.
4. Christopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and improving Services, Pitsman, London, 1992.
5. ICAO Journal, New York., various issues.
6. Indian Shipping and Transport, Bombay, Various issues.
7. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990.
8. Marks, Daniel, Shipping Cartels.
9. Shapiro, R., Logistics Strategy: Cases and Concepts, West P ublishing, St. Paul, 1995.
10. Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi, 1996.
11. The Marine Times, Bombay, various issues.

**Paper No. IB-406 BUSINESS ETHICS & CORPORATE GOVERNANCE**

There shall be Ten Questions of equal value out of which students are required to answer any Five. Full Marks : 70

1. **Introduction** : Concept and emergence of Ethics, its relevance in business sphere, Ethics & Morality, Ethics & Values, Need for value driven management, India culture, Ethics and Materialism.
2. **Work Ethics** : Concept of Work Ethics, Ethical decision-making, corporate social responsibility, ethical interfaces in public and private sectors.
3. **Indian Ethics** : Philosophical foundation of India ethics, Empirical vs. Eternal ethics, Ethical principles from contemporary corporate world.
4. **Corporate Governance** : Corporate governance as strategic alternative, Concept of corporate governance, Governance chain, shareholders, stake holders and governing bodies, Rights of creditors and lenders, Relations with clients, change of ownership, Information disclosure – ethical considerations, Corporate culture and ethics, Emerging dimensions in e-governance.
5. **Cross Cultural Management** – An Overview.

Books Recommended :

1. C L Bansal; Corporate Governance
2. Right for Information Act – The Bare Act.
3. Banerjee; Ethics in Business and Management
4. Chakravorty; Values and Ethics in Management
5. Dave; Values and Management
6. Johnson, Scholes; Exploring Corporate Strategy
7. Singh; Corporate Governance
8. Arya, Tandon; Corporate Governance
9. Weston, Siu, & Johnson; Corporate Governance
10. Managerial Ethics in Finance: D N Sharma

### **Paper IB 407: Project Report & Viva-Voce**

Evaluation of Project Report shall be as follows:

Report evaluation by external examiners of 50 Marks

Viva Voce examination - 50 Marks

Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms.