

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



**SYLLABUS**  
*for*  
**MASTER OF BUSINESS ADMINISTRATION –  
*International Business* (MBA - IB) PROGRAMME**

*Based on*

**Choice Based Credit System (CBCS)  
(2020-2022 onwards)**

**[www.lnmipat.ac.in](http://www.lnmipat.ac.in)**

**L. N. Mishra Institute of Economic Development and Social Change, Patna**

***Teaching Pedagogy:***

***Lectures, Presentation, Case Study, Video, Simulation, and Group Activities.***

### **Introduction to Choice Based Credit System (CBCS):**

The CBCS provides an opportunity to the students for choosing the courses from the prescribed list of courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated on the basis of grading system, which is considered to be better than the conventional marking or evaluation system. Grading system provides uniformity in the evaluation and computation of the **Cumulative Grade Point Average (CGPA)** based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables the potential employers to assess the performance of the candidates.

### **Basic connotation of various terms commonly used in Choice Based Credit System CBCS:**

**Academic Program** - means an entire course of study comprising its program structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre.

**Course** - means a segment of a subject that is part of an Academic Program.

**Program Structure** - means a list of courses (Core, Elective, Practical, Project, etc.) that makes up an Academic Program, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes.

**Core Course** - means a course that a student admitted to a particular program must successfully complete to receive the degree and which cannot be substituted by any other course.

**Elective Course** - means an optional course to be chosen or selected by a student out of such courses offered in the same or any other Department/Centre.

**Credit** - means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical class could be proposed as part of a course or as a separate practical course.

**SGPA** - means **Semester Grade Points Average** calculated for the courses of a particular semester.

**CGPA** - is **Cumulative Grade Points Average** calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

**Grand CGPA** - is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters.

### **Conversion of Marks into Grades**

In each course, numeric scores will be awarded to both the evaluation components: Internal Assessment and End-semester Examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, class participation, discipline, etc. The total score in a paper is obtained by adding the internal assessment marks and the End-semester Examination marks. The total score obtained in a paper is converted to a letter grade on the basis of the grading scale given below:

<b>Marks</b>	<b>Grade</b>	<b>Grade Points</b>
90+	A+	10
80+	A	9
70+	B	8
60+	C	7
50+	D	6
40+	P	5
	F	0

**Grade Points:** To be considered on the basis of the grading scale table given above.

**CWP (Credit Weightage Point) =** Grade Point x Credit Point

**SGP (Semester Grade Point) =**  $\sum$  CWP

**SGPA (Semester Grade Point Average) =**  $\frac{\sum \text{CWP}}{\sum \text{Credit Points}}$

**CGPA (Cumulative Grade Point Average) =**  $\frac{\sum \text{SGP}}{\sum \text{Credit Points}}$

### MBA-(IB) (Two-Year Full-Time) Program Details:

The Master of Business Administration (International Business) is a full time Program of two years and each year consists of two semesters which are given in the table below.

Years	Semester - Odd	Semester- Even
First Year	Semester - I	Semester - II
Second Year	Semester - III	Semester - IV

### Course Credit Scheme:

Semester	Core Courses			Elective Course			Total Credits of the Program
	No. of papers	Credits of each paper	Total Credits	No. of papers	Credits	Total Credits	
I	7	4	28	0	NA	NA	28
II	7	4	28	0	NA	NA	28
III	6	4	24	1	4	4	28
IV	6	4	24	1	4	4	28
<b>Total Credits for the Course</b>	26		<b>104</b>	2		<b>8</b>	<b>112</b>

**Note:** 10 Hours = 1 Credit

- For each Core and Elective Course, there will be four (4) lecture hours of teaching per week.
- Duration of examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

### Semester-wise Course Credit Scheme:

Semester I					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – I.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(IB) - 20/I/CC-01	4	NA	NA	4
2	MBA-(IB) - 20/I/CC-02	4	NA	NA	4
3	MBA-(IB) - 20/I/CC-03	4	NA	NA	4
4	MBA-(IB) - 20/I/CC-04	4	NA	NA	4
5	MBA-(IB) - 20/I/CC-05	4	NA	NA	4
6	MBA-(IB) - 20/I/CC-06	4	NA	NA	4
7	MBA-(IB) - 20/I/CC-07	4	NA	NA	4
<b>Total credits of core courses</b>		<b>28</b>			<b>28</b>
Semester II					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – II.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(IB) - 20/II/CC-01	4	NA	NA	4
2	MBA-(IB) - 20/II/CC-02	4	NA	NA	4

3	MBA-(IB) - 20/II/CC-03	4	NA	NA	4
4	MBA-(IB) - 20/II/CC-04	4	NA	NA	4
5	MBA-(IB) - 20/II/CC-05	4	NA	NA	4
6	MBA-(IB) - 20/II/CC-06	4	NA	NA	4
7	MBA-(IB) - 20/II/CC-07	4	NA	NA	4
<b>Total credits in core courses</b>		<b>28</b>			<b>28</b>
<b>Semester III</b>					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – III.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(IB) - 20/III/CC-01	4	NA	NA	4
2	MBA-(IB) - 20/III/CC-02	4	NA	NA	4
3	MBA-(IB) - 20/III/CC-03	4	NA	NA	4
4	MBA-(IB) - 20/III/CC-04	4	NA	NA	4
5	MBA-(IB) - 20/III/CC-05	4	NA	NA	4
6	MBA-(IB) - 20/III/CC-06	4	NA	NA	4
<b>Total credits of core courses</b>		<b>24</b>			<b>24</b>
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – III.	Credits of each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
<b>Total credits of elective courses</b>		<b>4</b>			<b>4</b>
<b>Semester IV</b>					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – IV.	Credits of each core course			
		Theory	Practical	Tutorial	Credits
1	MBA-(IB) - 20/IV/CC-01	4	NA	NA	4
2	MBA-(IB) - 20/IV/CC-02	4	NA	NA	4
3	MBA-(IB) - 20/IV/CC-03	4	NA	NA	4
4	MBA-(IB) - 20/IV/CC-04	4	NA	NA	4
5	MBA-(IB) - 20/IV/CC-05	4	NA	NA	4
6	MBA-(IB) - 20/IV/CC-06	4	NA	NA	4
<b>Total credits of core courses</b>		<b>24</b>			<b>24</b>
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – IV.	Credits of each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
<b>Total credits of elective courses</b>		<b>4</b>			<b>4</b>

**Program Objectives (POs):**

With the vision —*to nurture the young brains, to make them better employable and socially responsible citizens by encapsulating them with the right set of knowledge for a better tomorrow.* Our Institute focuses on building conviction with impartiality and modesty, create an enabling environment for innovative thought processes and nurture open-mindedness, equitability and perseverance. In the backdrop of our Institute vision and mission, MBA (IB) program aims to:

- Provide a conducive environment that holistically engages students through an all-encompassing knowledge impartation and comprehensive practical applications,
- Mold them into future visionaries, and management leaders that are benevolent yet efficacious, versed in the leading business and human resource practices of the world and equipped to the hilt to implement themselves and adapt to the mutable global business environment.
- Equip its students with the finest tools of Management and condition their faculties in all facets of an eonian issue of International Trade, taking into account the complexities of Marketing, the intricacies of Finance and the Legalities of Trade, all coalesced into a holistic curriculum spread over two years, to create the consummate professional so needed for an increasing perplexing field.
- Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today's business and societal challenges.

In the new structure, the concept of open electives has been introduced for the first time in our Institute. The contents of the existing course have been revised in terms of including new and relevant topics such as-marketing analytics, digital marketing in e-business, supply chain and information management systems, financial venture, ethos, financial forecasting, credit and retirement planning, industrial relations and other issues in international human resource management, development and status of IFRS in Indian context, international taxation, business analytics, laws relating to international investments and cross border mergers and acquisitions. To better facilitate the self- study of the course by the student, the suggestive readings are provided for each units of the concerned course. In addition, the course has been designed in line with outcome-based approach which requires specification of Course Outcomes and Course Learning Outcomes.

**Program Learning Outcomes (PLOs):**

MBA-(IB) Program is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various Trade and Marketing operations of an organization in the emerging globalized environment. Therefore, the faculty strives to achieve the following learning outcomes from MBA-(IB) program:

**PLO1:** Helps students in becoming highly adept to International context of Business.

**PLO2:** Helps students explore the practical application of the management concepts especially related to International Business Context.

**PLO3:** Empowers students in developing their capability to do creative, innovative and the ability to execute the same in real world situations.

**PLO4:** Helps students create synergies amongst the most diverse set of variables and their ability to continuously learn, improvise, adapt, energize, excel and grow.

**PLO5:** Encourages students on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.

**PLO6:** Provides a strong analytical foundation in key functional areas especially International Business as well as a high degree of academic flexibility, thereby enabling them to take up leadership roles in future.

**PLO7:** Inculcate respect for diversity, sensitivity towards societal needs and ethical attitude.



**Semester wise Details of MBA-(IB) Courses**

**FIRST YEAR:**

The schedule of First Year shall comprise of two semesters: Semester I and Semester II. The schedule of papers during the first year of the program shall be as follows:

**List of Core Courses for Semester – I (All are compulsory)**

**SEMESTER – I: MBA-(IB) - 20/I/01 to MBA-(IB) - 20/I/07**

MBA-(IB) - 20/I/CC-01: INTERNATIONAL BUSINESS ENVIRONMENT

MBA-(IB) - 20/I/CC-02: INTERNATIONAL TRADE, INVESTMENT AND POLICY  
FRAMEWORK

MBA-(IB) - 20/I/CC-03: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

MBA-(IB) - 20/I/CC-04: BUSINESS STATISTICS

MBA-(IB) - 20/I/CC-05: ECONOMICS FOR MANAGERS

MBA-(IB) - 20/I/CC-06: ACCOUNTING FOR MANAGERS

MBA-(IB) - 20/I/CC-07: MARKETING MANAGEMENT

**List of Core Courses for Semester – II (All are compulsory)**

**SEMESTER – II: MBA-(IB) - 20/II/01 to MBA-(IB) - 20/II/07**

MBA-(IB) - 20/II/CC-01: LEGAL ASPECTS OF BUSINESS

MBA-(IB) - 20/II/CC-02: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND  
DOCUMENTATION

MBA-(IB) - 20/II/CC-03: INTERNATIONAL MARKETING RESEARCH

MBA-(IB) - 20/II/CC-04: INTERNATIONAL MARKETING

MBA-(IB) - 20/II/CC-05: CORPORATE FINANCE

MBA-(IB) - 20/II/CC-06: INTERNATIONAL FINANCIAL SYSTEM

MBA-(IB) - 20/II/CC-07: MANAGEMENT SCIENCE

**Summer Internship Project:**

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training in an organization. A

project report based on the summer internship shall be submitted within four weeks from the commencement of the third semester.

## **SECOND YEAR:**

The schedule of Second Year shall comprise of two semesters: Semester III and Semester IV. The schedule of papers during the second year of the program shall be as follows:

### **SEMESTER – III: MBA-(IB) - 20/III/CC-01 to MBA-(IB) - 20/III/CC-06 & 1-elective papers to be chosen by the students from the list of optional papers.**

During Semester III of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers and elective papers are listed below.

#### **List of Core Courses for Semester – III (All are compulsory)**

MBA-(IB) - 20/III/CC-01: SUMMER INTERNSHIP PROJECT

MBA-(IB) - 20/III/CC-02: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY

MBA-(IB) - 20/III/CC-03: E-BUSINESS AND DIGITAL MARKETING

MBA-(IB) - 20/III/CC-04: SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

MBA-(IB) - 20/III/CC-05: INTERNATIONAL FINANCIAL MANAGEMENT

MBA-(IB) - 20/III/CC-06: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

#### **List of Elective Courses for Semester - III (Select Any One)**

MBA-(IB) - 20/III/EC-01: CYBER LAWS AND BUSINESS DECISIONS

MBA-(IB) - 20/III/EC-02: **IFRS** AND INTERNATIONAL TAXATION

MBA-(IB) - 20/III/EC-03: BUSINESS ANALYTICS

MBA-(IB) - 20/III/EC-04: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS

MBA-(IB) - 20/III/EC-05: LIFE SKILLS AND COMMUNICATION

**SEMESTER – IV: MBA-(IB) - 20/IV/CC-01 to MBA-(IB) - 20/IV/CC-06 & 1-elective papers to be chosen by the students from the list of optional papers.**

During Semester IV of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers and elective papers are listed below.

**List of Core Courses for Semester – IV (All are compulsory)**

MBA-(IB) - 20/IV/CC-01: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

MBA-(IB) - 20/IV/CC-02: GLOBAL STRATEGIC MANAGEMENT

MBA-(IB) - 20/IV/CC-03: CROSS-CULTURAL CONSUMER BEHAVIOR AND INDUSTRIAL BUYING BEHAVIOR

MBA-(IB) - 20/IV/CC-04: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

MBA-(IB) - 20/IV/CC-05: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MBA-(IB) - 20/IV/CC-06: INDIA’S FOREIGN TRADE AND INVESTMENT

**List of Elective Courses for Semester - IV (Select Any One)**

MBA-(IB) - 20/IV/EC-01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

MBA-(IB) - 20/IV/EC-02: SKILLS AND TECHNIQUES OF ACCOUNTING

MBA-(IB) - 20/IV/EC-03: INDIAN ETHOS AND LEADERSHIP

MBA-(IB) - 20/IV/EC-04: FINANCIAL MODELING USING EXCEL

MBA-(IB) - 20/IV/EC-05: PLANNING FOR PERSONAL FINANCE

**Selection of Elective Courses:**

1. Options for Elective Courses will be floated according to availability of faculty and minimum number of students opting for a particular course.
2. Students will be asked to select the option for an Elective course at the beginning of Semester III and Semester IV.

**Course Wise Content Details for Master of Business Administration (International Business) MBA-(IB) Program:**

**SEMESTER - I**

**MBA-(IB) - 20/I/CC-01: INTERNATIONAL BUSINESS ENVIRONMENT**

**Course Objective:**

The purpose of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations.

**Course Learning outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To explicate the characteristics and components of business environment and perform environmental and SWOC analysis.

**CLO2:** To describe internationalization process and managerial implications of internationalization.

**CLO3:** To appraise economic, political, cultural, legal, technological and competitive environments and its influence on international markets.

**CLO4:** To construe business cycles and fundamentals of fluctuations.

**CLO5:** To comprehend monetary and fiscal policy and policy implications in the open economy.

**CLO6:** To apply the knowledge of economic, transaction and translation exposure to manage the real-life situations.

**Course Contents:**

**Unit I- Introduction to Business Environment:** Meaning, characteristics, scope and significance of business environment; Components of business environment: Micro and macro environment; Analysis of business environment: SWOC analysis.

**Unit II- Introduction to International Business:** Internationalization process and managerial implications; Multinational corporations and their involvement in international business; Issues in foreign investments, Technology transfer, Pricing and regulations; International collaborative Arrangements and strategic alliances.

**Unit III- International Business Environment:** Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment.

**Unit IV-Business cycles and Macroeconomic Environment:** Business cycles and fundamentals of fluctuations; Income – Expenditure analysis; Aggregate demand and inflation; Central Bank and interest rates.

**Unit V- Policy in Open Economy:** Monetary and Fiscal policy in open economy; Role of Macroeconomic policy.

**Unit VI- Managing Exposure:** Meaning and significance of economic exposure, Transaction exposure and translation exposure, techniques for managing economic exposure, transaction exposure and translation exposure.

**Suggested Readings (Unit Wise)**

Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. (2007). *International Business-Environment and operations*. Pearson education.  
*Unit(s) - I, II, III, IV, V and VI*

Leslie, Hamilton & Philip, Webster (2015). *The International Business Environment*. Oxford University Press.  
*Unit(s) - I, II, III, IV, V and VI*

Warnock, Davies (2015). *The International Business Environment: A handbook for Managers and Executives*. CRC Press.  
*Unit(s) - I, II, III, IV, V and VI*

William, Kerr & Nicholas, Perdakis (2014). *A Guide to the Global Business Environment-The Economics of International Commerce*. Edward Elgar Publishing.  
*Unit(s) - IV, V and VI*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/I/CC-02: INTERNATIONAL TRADE, INVESTMENT AND POLICY FRAMEWORK**

**Course Objective:**

The objective of this course is to acquaint the students with the nature and scope of international business operations and to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

**Course Learning Outcomes:**

The successful completion of this course shall enable the students to:

**CLO1:** Understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.

**CLO2:** Identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business.

**CLO3:** Analyze the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.

**CLO4:** Understand the political realities of world trade and measures taken by governments to intervene in international trade.

**CLO5:** Critically examine theories of international investment and bring out their relevance in global investment scenario.

**CLO6:** Appreciate the role international organizations like WTO in regulating global trade and investment.

**CLO7:** Understand the evolution and working of the International Monetary System and the role of international economic institutions such as IMF and World Bank in regulating international economic environment. Appreciate the rationale and implications of regional economic integration and understand the levels of economic integration.

**Course Contents:**

**Unit I- Introduction:** Importance, nature and scope of international business; Globalization: Drivers of globalization: Consequences of globalization; Basic entry decisions with respect to international business; Modes of entry into international business.

**Unit II- Theoretical Foundations of International Trade:** Theories of international trade: Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage; Foreign trade multiplier; Terms of Trade.

**Unit III- International Investment:** Types of international investment; International investment theories: Market Imperfections theory, Internalization theory, Strategic Behavior, International Product Life cycle theory, Dunning's Eclectic Paradigm; Costs and benefits of FDI to host and home countries; Global Trends in FDI.

**Unit IV- World trading and Investment environment:** Pattern and structure of world trade in goods and services; Government intervention in International Trade – Reasons and forms; Instruments of Trade intervention: Tariffs, Quotas and other measures and their effects; World trade and protectionism; GATT; Role of WTO in regulating international trade and investment; Important Agreements of WTO – Agriculture Agreement; SPS, TBT, GATS, TRIPS etc.

**Unit V- International Monetary System and International Economic Institutions:** Evolution of the International Monetary System; Types of exchange rate systems in the world; International economic institutions - IMF, World Bank, UNCTAD; International money and capital markets.

**Unit VI- Regional Economic Integration:** Levels of Regional Economic Integration: Free trade area, Customs union, Economic union, Common market, Political union; Trade creation and Diversion effects; Structure and functioning of some important regional economic arrangements like EU, NAFTA, SAARC, ASEAN.

**Unit VII- Balance of Payment Account:** Components of BOP: Current Account, Capital account, Official reserve account; Disequilibrium in BOP; Correction of disequilibrium.

#### **Suggested Readings (Unit Wise)**

Ball, D. A., Wendall, H. M., Geringer, J. M., Minor, M. S. & McNett, J. M. (2009). *International Business: The Challenge of Global Competition*. Tata McGraw Hill Education Pvt. Ltd.: New Delhi.

*Unit(s) - I, II, III, V*

Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. & Salwan, P. (2016). *International Business: Environment and Operations*. Pearson.

*Unit(s) - I, II, III, IV*

Griffin, R. W. & Pustay, M. W. (2015). *International Business: A Managerial Perspective*. Pearson. *Unit(s) - I, II, III, IV, V*

Hill, Charles, W. L. & Jain, W. L. (2014). *International Business: Competing in the Global Marketplace*. McGraw Education (India) Pvt. Ltd.: New Delhi.

*Unit(s) - I, II, III, IV, VI*

Salvatore, D. (2013). *International Economics*. John Wiley & Sons.

*Unit(s) - II, V, VII*

Sodersten, B. & Reed, G. (1994). *International Economics*. Palgrave Macmillan.

*Unit(s) - IV, V, VII*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/I/CC-03: ORGANIZATIONAL BEHAVIOUR**

**Course Objective:**

The objective of the course is to help participants develop an understanding of the basic management concepts and behavioral processes in organizations which are essential for them to adapt to the changing corporate culture.

**Course Learning Outcomes:**

**CLO 1:** Understanding the concept of organizational behavior and management.

**CLO 2:** Developing an understanding of managerial functions, skills and roles

**CLO 3:** Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions

**CLO 4:** Understanding the basic process of interpersonal relationship

**CLO 5:** Understanding how managers can use the models to enhance motivational levels of employees

**CLO 6:** Understand the concept of stress and learn to manage it

**CLO 7:** Understanding the behavioral approach to Managerial decision-making

**CLO 8:** Develop an understanding of teams and groups in organizations

**CLO 9:** Understanding the process of leadership

**CLO 10:** Understanding the various organization structures and their usefulness.

**Course Contents:**

**Unit I:** Introduction to Organizational Behavior and Management. Management Functions, Skills and Roles.

**Unit II:** Introduction to Individual Behavior: Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions.

**Unit III:** Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window.

**Unit IV:** Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

**Unit V:** Leadership and followership: Introduction, Trait, Behavioral and Contingency Approaches to leadership, Transactional and Transformational leadership

**Unit VI:** Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

**Unit VII:** Decision Making: Introduction, Types of Decision, Process of Decision, Individual and Group Decision Making Models

**Unit VIII:** Stress and Well-being at work: Introduction, Sources, and Reaction.

**Unit IX:** Organization Structure and Design.



**Text Books:**

1. Stephen P. Robins, Timothy A. Judge, & Niharika Vohra: *Organizational Behavior*, Pearson, New Delhi.
2. Jai B. P. Sinha: *Culture and Organizational Behavior*, Sage Publication.
3. Fred Luthans: *Organizational Behavior*, McGraw Hill Education.
4. S. S. Khanka: *Organizational Behavior, (Text and Cases)*, S. Chand.

**Suggested Readings:**

1. Luthans, F. (2015). *Organizational Behavior: An Evidence Based Approach* (13<sup>th</sup> ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2<sup>nd</sup> ed.). Cengage Learning India Pvt. Ltd.
3. Nelson, D L, Quick, J.C., & Khandelwal. P,(2013). *Organizational Behavior: A South Asian Perspective*(7<sup>th</sup> ed.). Cengage Learning India Pvt. Ltd.
4. Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behaviour* (4<sup>th</sup> ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behavior* (16<sup>th</sup> ed.). New Delhi: Pearson Education.
6. Singh, K. (2015). *Organizational Behavior: Text and Cases* (3<sup>rd</sup> ed.). New Delhi: Vikas Publication.

**MBA-(IB) - 20/I/CC-04: Statistical Methods for Decision Making.**

**Course Objective:**

The objective of the course is to make the students familiar with basic statistical techniques and their applications. Data collection, presentation and analysis are important for decision making. Students should possess the skills to extract actionable information from data and apply them. This introductory course will equip students with such skills.

**Course Learning Outcomes:**

**CLO 1:** Know different sources of data

**CLO 2:** Ability to summarize and present data to a diverse audience

**CLO 3:** Understand and use sampling and inferential statistics

**CLO 4:** Ability to use spreadsheet software for data analysis and statistical model building

**CLO 5:** Learn management science tool linear and integer programming

**CLO 6:** Identify opportunities for application of management science tools

**CLO 7:** Ability to build and solve linear programming models using spreadsheet software.

**CLO 8:** Develop critical thinking and problem-solving skills.

**Course Contents:**

**Unit I: Statistics: An Overview** – Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and Scope of Statistics (especially in Business Management).

**Unit II: Fundamentals of Probability** – Concept and Definition of Probability, counting rules for determining the number of outcomes, Rules of Probability and Algebra of events. Probability tree diagram, The Bayes' Theorem.

**Unit III: Probability Distributions** – Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable. Discrete probability distributions – Binomial and Poisson. Continuous probability distributions – Normal, Approximation of Binomial and Poisson distribution of normal distribution.

**Unit IV: Statistical Decision Theory** – Steps in decision theory approach. Types of decision-making environments, Decision making under uncertainty, Decision making under risk. Posterior possibilities and Bayesian analysis, Decision tree analysis.

**Unit V: Measure of Central Tendency**- Objectives of averaging, Requisites of measure of central tendency. Mathematical averages – Arithmetic Mean (Simple and weighted), geometric mean, harmonic mean. Averages of position – Median and Mode. Partition values – Quartiles, Deciles, and Percentiles. Relationship between Mean, Median, and Mode. Comparisons between measures of central tendency.

**Unit VI: Measure of Dispersion** – Significance of measuring dispersion (Variation). Classification of measure of dispersion. Distance measures – Range and Interquartile range or deviation. Average deviation measures – Mean absolute deviation, Variance and standard deviation. Chebyshev's Theorem. Coefficient of variation. Skewness, Moments, and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

**Unit VII: Importance of Index Numbers in Business Studies:** Different methods of constructing Price and Quality Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

**Unit VIII: Analysis of Time Series:** Components of a Time Series. Determination of secular trend and Seasonal variations in business data. Least Squares method as a tool for Forecasting.

**Unit IX: Test of Significance and its Designing** – Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.

**Unit X: Tests of Variables and Proportions** – Student's 't-test' in small samples. Application of  $X^2$  test. Testing of Coefficients of Correlation. Analysis of Variance. Latin Square Design.

**Unit XI: Correlation and Regression Analysis:** Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

**Text Books:**

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford University Press
2. Donald R. Cooper & Pamela S. Schindler: Business Research Methods. Tata McGraw Hill Education
3. Mark Saunders, Philip Lewis, & Adrian Thornhill: Research Methods for Business Students, Pearson Education, India.
4. Levin R. I. & Rubin D. S.: Statistics for Management, PHI, New Delhi.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
6. Sharma J. K.: Business Statistics, Pearson, New Delhi.
7. Beri: Statistics for Management, TMH, New Delhi.
8. Gupta S. P. & Gupta M. P.: Business Statistics, S. Chand & Sons, New Delhi.

**Suggested Readings:**

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics* (7<sup>th</sup> ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making* (5<sup>th</sup> ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12<sup>th</sup> ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13<sup>th</sup> ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.
7. Stine, R.E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2<sup>nd</sup> ed.). India: Pearson Education.

**MBA-(IB) – 20/I/CC-05: ECONOMICS FOR MANAGERS**

**Course Objective:**

The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To describe the nature and scope of managerial economics, demand analysis and firm and its organization.

**CLO2:** To learn the techniques of production function, cost analysis and forms of market.

**CLO3:** To apply the pricing techniques to determine the price of factors of production.

**CLO4:** To apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

**CLO5:** To describe the trade cycles in the open economy and exchange rate determination.

**Course Contents:**

**Section A: Firm and Market**

**Unit I- Demand and the Firm:** Nature and scope of managerial economics, principles of managerial economics, demand function; Determinants of demand; Elasticity of demand – price, income and cross elasticity, demand estimation, demand forecasting; Supply function; Firm and its organization: nature of the firm and types of organizations; The corporation- ownership and control.

**Unit II-Production, Cost and Market Forms:** Production function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines, isoclines; Producer's equilibrium; Cost function- Classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long-run cost functions; Market forms- shapes of AR, MR curve and their relationship in different market forms; Perfect competition; Market imperfections–monopoly, monopolistic, collusive oligopoly and price discrimination.

**Unit III-Pricing:** Pricing practices; Commodity pricing- economics of advertisement costs; Types of pricing practices; Factor pricing- demand and supply of factor of production; Collective bargaining; Concept of rent, profit, interest- rate of return and interest rates; Real vs. nominal interest rates; Basic capital theory–interest rate and return on capital; Measurement of profit.

**Section B: Macroeconomic environment**

**Unit IV- National Income Accounting and Macro-Economic Markets:** National Income Accounting; Measuring the cost of living; Unemployment and inflation; Product market and financial market.

**Unit V- Trade Cycles and the Open Economy:** Economic fluctuations and business cycle; Open

economy macroeconomics; Determination of exchange rate; Purchasing power parity; Fixed and flexible exchange rate.

**Suggested Readings (Unit wise)**

Dominick, S. (2014). *Managerial Economics A Global Economy*. McGraw Hill Inc., Princeton.

*Unit(s) - I, II, and III*

Dornbusch, R. & Stanley, Fisher (2012). *Macroeconomics*. New York: McGraw Hill

*Unit(s) - IV and V*

Koutsoyiannis, A. (2008). *Modern Micro Economics*. Macmillian Press Ltd.

*Unit(s) - I, II, and III*

Mankiw, N. Gregory (2016). *Macro Economics*. Macmillan.

*Unit(s) - IV and V*

Samuelson, Paul A. & Nordhaus, William D. (2010). *Economics*. (Indian adaptation by Sudip Chaudhuri and Anindya Sen). Tata McGraw Hill.

*Unit(s) - I, II, and III*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) – 20/I/CC-06: ACCOUNTING FOR MANAGERS**

**Course Objective:**

To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To understand the fundamental concepts and principles of financial accounting and apply in business activities using accounting software.

**CLO2:** To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.

**CLO3:** To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

**CLO4:** To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.

**CLO5:** To make various types of budgets at organizational level for cost control and efficiency.

**Course Contents:**

**Unit I- Financial Accounting:** An introduction- meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation, capital and revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS). *Accounting Process using Accounting Software:* journals, ledger accounts, trial balance; financial statements including corporate entities.

**Unit II- Financial Statement Analysis:** Analyzing financial statements through ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios; Limitations of ratio analysis; Analytical comparative statement; Cash flow statement.

**Unit III- Introduction to Cost Accounting:** Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost Centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction on methods of costing (theory); Cost control and cost reduction.

**Unit IV- Cost Volume Profit Analysis:** Marginal cost statement/equation; P/V ratio; Break Even Point (BEP); Break Even Chart; Margin of Safety; Decisions relating to key factor, price fixation, export order, make or buy, deletion or addition to product/services, sell or process further, continue or shut down, etc.

**Unit V- Budgeting and Budgetary Control:** Basic concepts of budgeting; Preparation of functional budgets, and master budget, and flexible budgets; Responsibility accounting and divisional performance.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment. Further, for analysis published corporate reports

may be used.

**Suggested Readings (Unit wise)**

Atkinson, Anthony A., Banker, Rajiv D., Kaplan, Robert & Young, S. Mark (2001). *Management Accounting*. Prentice Hall.

*Unit(s) – IV*

Colin, Drury (2001). *Management and Cost Accounting*. Thomas Learning.

*Unit(s) – III*

Garison, R.H. & Noreeb, E W. (2000). *Managerial Accounting*. McGraw Hill Education.

*Unit(s) – IV*

Goldwin, Alderman & Sanyal (2016). *Financial Accounting*. Cengage Learning.

*Unit(s) – I*

Hornrgren, Charles T. (1998). *Introduction to Management Accounting*. Prentice Hall of India.

*Unit(s) – V*

Hornrgren (2013). *Introduction to Financial Accounting*. Pearson Accounting.

*Unit(s) – I*

Lal, Jawahar (2016). *Advanced Management Accounting, Text and Cases*. New Delhi: S. Chand & Company

*Unit(s) – V*

Marry, Buffett & Clark, David (2011). *Interpretation of Financial Statement – Companies with durable Competitive Advantage*.

*Unit(s) – II*

**Note: Latest edition of the readings may be used.**

## **MBA-(IB) – 20/I/CC-07: MARKETING MANAGEMENT**

### **Course Objective:**

The course aims to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and also trends emerging in marketing.

### **Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To become familiar with the fundamentals of marketing to enable them to take better marketing decisions.

**CLO2:** To observe and understand the nuances and complexities involved in various product and pricing decisions.

**CLO3:** To develop the skills needed to take better distribution decisions and also to critically analyze the Promotion-Mix and design advertising campaigns.

**CLO4:** To understand the role of service marketing and adapt the customer relationship management system for taking better marketing decisions.

**CLO5:** To explore the emerging trends in marketing for enabling those to take proactive measures while taking marketing decisions.

### **Course Contents:**

**Unit I- Introduction:** Market and marketing- definition; Nature, scope and importance of marketing; The exchange process; Functions of marketing; Core marketing concepts; Company orientation towards the market place- Production concept, product concept, selling concept, marketing concept, holistic marketing concept; Selling vs. marketing; Marketing mix (7 P's & 7 C's); 4 A's of marketing; Michael E. Porter Value Chain Analysis Model.

Marketing environment: Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions.

Buyer behavior: Different consumer roles; Need for studying buyer behavior; Different buying motives; Consumer vs. business buying behavior; Consumer buying decision process and influences; Industrial buying process.

Market segmentation: characteristics of a segment; Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

**Unit II- Product and Pricing Decision:** Product- concept and classification; Layers of products; Major product decisions; Product-mix; New product development stages; Product Life Cycle (PLC) – concept and marketing strategies for different life cycle stages; Packaging and labeling; Pricing – objectives, price-sensitivity; Factors affecting price of a product; Steps in setting price, pricing methods and strategies; Ethical issues concerning products and pricing decisions.

**Unit III– Distribution and Promotion Decisions:** Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions.



Promotion Decisions- Meaning and importance of promotion; Promotion-mix; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated marketing communications – concept and importance; Developing and implementing promotional program; Ethical issues concerning distribution and promotion decisions.

**Unit IV- Services Marketing:** Concept, nature and classification of services; Characteristics of services and their marketing implications; Managing service quality. Customer Relationship Management: concept, nature and relevance of CRM and e-CRM in the globalized economy; Dimensions of CRM from the perspective of internal and external customers; Developing and managing relationship.

**Unit V- Trends in Marketing:** Social media marketing; Green marketing; Internal marketing; Socially responsible marketing; Cause relating marketing; Social marketing; Other emerging trends.

### **Suggested Readings (Unit wise)**

Kotler, P. & Keller, K. L. (2017). *Marketing Management*. Pearson.

*Unit(s) - I, II, III, IV and V*

McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education.

*Unit(s) - I, II, and III*

### **Additional Readings**

Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). *Marketing Concepts and Cases*. Tata McGraw Hill.

**Note: Latest edition of the readings may be used.**

## **Semester II**

### **MBA-(IB) – 20/II/CC-01: LEGAL ASPECTS OF BUSINESS**

#### **Course Objective:**

To develop understanding, acumen and critical thinking for decisions based on laws relating to business.

#### **Course Learning outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Create premise and clear understanding for legal aspects of contracts which is foremost for understanding the agreements, contracts and subsequently enter valid business propositions.

**CLO2:** Understand the legitimate rights and obligations under The Right to Information Act and address the concerns raised under the act from the perspective of Government undertakings.

**CLO3:** Imbibe skills to initiate entrepreneurial ventures as LLP or other new form of organization which are widely used across the globe.

**CLO4:** Provide insights into various company proceedings through Companies act, 2013 and gather inferences thereon.

**CLO5:** Understand the fundamentals of arbitrations under international trade laws as the premise to initiate or hold international arbitrations.

#### **Course Contents:**

**Unit I- Law relating to Contract:** Meaning and essentials of a valid contract; Legality of objects; Special contracts (Indemnity and guarantee, bailment and pledge, Law of agency); Contract of sale; Conditions and warranties; Transfer of ownership of goods including sale by non-owners; E-contracts.

**Unit II – Law relating to LLP:** The Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, Partnership and a company; LLP agreement; Nature of LLP; partners and designated partners; Incorporation document; Incorporation by registration; Registered office of LLP and change therein; change of name; partners and their relations; Extent and limitation of liability of LLP and partners; Financial disclosures, annual return, taxation of LLP; Conversion to LLP; Winding up and dissolution.

**Unit III- Law Relating to Information:** Right to Information Act, 2005- Definitions; Right to information; Obligations of public authorities; Request for obtaining information; Disposal of request; Exemption from disclosure of information; Grounds for rejection to access in certain cases; Severability; Central information commission- its constitution, term of office, Conditions of service and removal; Powers and functions of information commissions; Appeals and penalties.

**Unit IV- Laws related to company proceedings under the Companies Act 2013:** Types of companies, Formation of Company – Promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; National Company Law Tribunal: Orders, appeal, powers and disposal.

**Unit V-Law Relating to United Nations:** United Nations Commission on International Trade Laws: Definition and application of international commercial arbitration, International arbitration, International origin and General principles, Definition and form of arbitration agreement, Grounds for Challenge.

**Suggested Readings (Unit Wise)**

Bare Act on *Right to Information Act*.

*Unit(s) - III*

Bhandari, Munish (2003). *Professional Approach to Corporate Laws and Practice*. Bharat Law. House, New Delhi

*Unit(s) - V*

Lee, Reach (2014). *Business Laws*. Oxford University Press, UK (3<sup>rd</sup> edition, 2014).

*Unit(s) - I*

Sharma, J. P. (2018). *Corporate Laws*. Ane Books Pvt Ltd, New Delhi.

*Unit(s) - V*

Sharma, J. P. & Kanojia, S. (2016). *Business Laws*. Bharat Law House. Ltd, New Delhi.

*Unit(s) - I and II.*

Singh, Avtar (2008). *The Principles of Mercantile Law*. Eastern Book Company, Lucknow.

*Unit(s) - I*

UNCITRAL Model Law on International Commercial Arbitration 1985 with amendments as adopted in 2006.

**Additional Readings**

Bare Act on Competition Law, Consumer Protection Law.

**Note: Latest edition of the readings may be used.**

**MBA-(IB) – 20/II/CC-02: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION**

**Course Objective:**

The objective of this course is to give practical exposure to trade practices, procedures and documentation of international trade (Industry Perspective) to the students.

**Course Learning Outcomes:**

On completion of this course, the student should be able to:

**CLO1:** Assess the legal framework governing international trade

**CLO2:** Evaluate the incorporation of various clauses in drafting of a contract

**CLO3:** Apply the concepts learned in terms of delivery and international trade pricing to actual transactions

**CLO4:** Appreciate the role and importance of export-import documentation framework

**CLO5:** Know the features and regulations of export financing

**CLO6:** Understand the importance and principles of risk management and credit risk management

**CLO7:** Analyze the nuances of import and export clearance procedures

**CLO8:** Describe the export incentives and promotional schemes

**Course Contents:**

**Unit I- Legal framework and Policy Overview:** Facilities and restrictions and getting started in export viz IEC, GST, RCMC and Custom registration etc.; Giving practical exposure for identifying the items with regard to importability and exportability of products, ITC (HS Code).

**Unit II- Order processing and Drafting contract:** Trade contract; Concept of contract and formation of contract.

**Unit III- Terms of delivery:** INCOTERMS purpose and objective & salient features of each term. **Methods of payment:** Features of payment terms, applicability & explanation viz. Advance payment, open account, documentary collections, documentary letters of credit.

**Unit IV- Export-Import documentation framework:** Role and importance of documents; Category of documents; Commercial & regulatory documents; Documents for claiming export incentives; Documents required by foreign buyers& customs etc; Features of various documents.

**Unit V- Export Financing:** Pre and post shipment Financing. Features, conditions & regulations regarding end use of funds.

**Unit VI- Risk Management:** Cargo and credit risk: Concept & principles of insurance; types of Cargo losses, claims-procedure and documentation. **Credit risk management:** Importance, role of credit risk insurance companies; Various scheme for the exporter/bankers; Procedure for coverage/claims.

**Unit VII- Import and Export clearance procedures:** Types of duties, legal Framework, EDI clearance, understanding the role of shipping bill/Bill of export and custom procedure: Import Management – Types of bills of entry, EDI procedure for import clearance, duties & applications

**Unit VIII- Export Incentive and Promotional Schemes-** Duty drawback, EPCG, duty exemption and remission schemes, star exporter's scheme, MEIS/SEIS etc.

**Suggested Readings (Unit Wise)**

Hinkelman, E. G. (2009). *International trade documentation*. World trade press. *Unit(s) – IV, V and VII*

Khurana, P. K. (2003). *Export Management*. Galgotia Publishing Co. *Unit(s) - I, II, III, IV, V, VI, VII and VIII*

Reddy, P. V., & Mamatha, P. (2015). *Export Made Easy*. Commercial law Publishers (India) Pvt. Ltd. *Unit(s) - I, II, III, IV, V, VI and VII*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) – 20/II/CC-03: INTERNATIONAL MARKETING RESEARCH**

**Course Objective:**

The objective of this course is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Understand the nature and scope of international marketing research and information system framework.

**CLO2:** Comprehend the process and design of marketing research and reliability and validity of experimentation.

**CLO3:** Know the data collection methods & Panel data, questionnaire design and scale construction and measurement.

**CLO4:** Study the survey design, Sampling design and sampling and sampling errors.

**CLO5:** Understand data analysis techniques, issues in multi-country data analysis and ethical issues in international marketing Research.

**Course Contents:**

**Unit I- Introduction:** Nature and scope of international marketing research; Marketing research in international environment- Importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS); Terminology of research international marketing research process.

**Unit II- Problem Specification:** Management problem specification, formulating research problem, developing research proposal- research objectives, research hypotheses; Determining research design-Explorative research – Major techniques and their evaluation; Descriptive researches – case study, Survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection- Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment; Panel data.

**Unit IV- Survey Design:** Census and survey methods; Designing sample survey – Defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data; Data collection: Organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

**Unit V- Data analysis and interpretation:** Data editing and coding, Data cleaning for survey and panel data, univariate analysis; Bivariate analysis; Multivariate data analysis: Interdependence and dependence analyses and their basic assumptions; Time series analysis; Major multivariate data analysis techniques: Basic concepts and applications of multivariate analysis, Issues in multi-country data analysis - Data comparability and validity problems; cross cultural consumer research; Report writing.

**Suggested Readings (Unit Wise)**

- Aaker, D. A., Kumar, V., & George, S. D. (2012). *Marketing research*. Wiley India. *Unit(s) - II, III, IV and V*
- Andy, Field (2009). *Discovering Statistics Using SPSS*. Sage Publication. *Unit(s) - II, III, IV and V*
- Craig, C. S. & Douglas, S. P. (2009). *International Marketing Research*. John Wiley, New York. *Unit(s) – I and II*
- David, Silverman (2010). *Qualitative Research-issues of theory, method and practice*. Sage publication. *Unit(s) –II and III*
- Hair, J. F., Black, W. C. et al. (2009). *Multivariate data analysis*. Pearson Education, New Delhi. *Unit(s) - V*
- Kumar, V. (2015). *International Marketing Research*. PHI Learning Private Ltd. New Delhi. *Unit(s) - I, II, III, IV and V*
- Malhotra, N. K. & Dash, S. (2009). *Marketing research: An applied orientation*. Pearson Education, India. *Unit(s) - II, III, IV and V*
- Schmidt, M.J., Hollensen, S. (2006). *Marketing research: An international approach*. Prentice Hall. *Unit(s) - II, III, IV and V*
- Zikmund, W. & Babin, B. (2012). *Essential of marketing research*. South-Western, Cengage Learning. *Unit(s) - II, III, IV and V*

## **MBA-(IB) – 20/II/CC-04: INTERNATIONAL MARKETING**

### **Course Objective:**

This course aims at making the student understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

### **Course Learning Outcomes:**

The successful completion of the course shall enable the student to:

**CLO1:** Know the basics of international marketing, its challenges and scope.

**CLO2:** Develop an understanding of international marketing environment, its components and their impact on international marketing operations of a firm.

**CLO3:** Learn the process of international market segmentation, selection and positioning, and choosing an appropriate mode of entry into international markets.

**CLO4:** Know the decisions involved in developing product.

**CLO5:** Understand the methodology of Product pricing for various markets across different environments.

**CLO6:** Understand the distribution channel strategy and inventory management.

**CLO7:** Understand the promotion and distribution strategies for operating in the chosen foreign market(s).

**CLO8:** Become familiar with emerging issues and developments in international marketing.

### **Course Contents:**

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

**Unit II- 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.

**Unit III- 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 abroad.

**Unit IV- 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 and Country-of-Origin (COO) effects; International trade product life cycle; New product development.

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

**Unit VI- International Distribution Decisions:** Distribution channel strategy –Domestic and foreign country bases distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics inventory management transportation, warehousing and insurance.



**Unit VII- 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; Standardization vs. adaptation issue; Planning for direct mail, Sales literature, Trade fairs and exhibitions.

**Unit VIII- International Marketing Planning, Organizing and Control:** Emerging trends in international marketing; International marketing through internet; Ecological concerns and international marketing ethics.

**Suggested Readings (Unit Wise)**

Cateora, Phillip, R., Graham, John L. & Prashant, Salwan (2014). *International Marketing*, Tata McGraw Hill.

*Unit(s) – IV and V*

Keegan, Warran J. & Mark, C. Green (2016). *Global Marketing*.

Pearson. *Unit(s) - I, II, III*

Kotabe, Masaaki & Kristiaan, Helsen (2010). *Global Marketing Management*. John Wiley and Sons. *Unit(s) - II, V, VI and VIII*

Onkvist, Sak & John, J. Shaw (1996). *International Marketing; Analysis and Strategy*. Psychology Press.

*Unit(s) - II, II, VI and VII*

**MBA-(IB) – 20/II/CC-05: CORPORATE FINANCE**

**Course Objective:**

To make students understand various issues involved in corporate finance of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company.

**Course Learning Outcomes:**

After successful completion of this course shall enable the student to:

**CLO1:** Understand the foundations of corporate finance, risk return framework and role of a finance manager.

**CLO2:** Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

**CLO3:** Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

**CLO4:** Critically examine various theories and policies of dividend and determine optimal payout policy.

**CLO5:** Understand the intricacies of working capital management and effectively manage cash, receivables and inventories.

**CLO6:** Understand various forms of corporate restructuring and analyze various types of mergers and acquisitions.

**Course Contents:**

**Unit I- Introduction:** Nature, scope and objectives of financial management; Measurement of shareholders' wealth; Discounted cash flows (DCF); Finance as a strategic function; Role of a finance manager; Concepts of risk, return and time value of money; Financial decision making and types of financial decisions; Risk-return trade off in financial decisions; Agency problem and agency costs.

**Unit II- Capital Budgeting Decision:** Nature, significance and types of capital budgeting decisions; Capital budgeting process; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present Value (NPV), Equivalent Annual NPV, and Internal Rate of Return (IRR), Incremental IRR, Modified IRR and Profitability index; Fisher's rate of intersection; Capital budgeting decision under inflation, Capital rationing and Multi period budget constraints; Capital budgeting decision under risk and uncertainty; Techniques for incorporating risk and uncertainty in Capital budgeting decisions- Risk Adjusted Discount rate method, (RADR), Certainty equivalent method, DCF Break even analysis, simulation method, probability distribution method, decision tree analysis, backward induction method, sensitivity analysis and scenario analysis.

**Unit III- Cost of capital and Capital structure Decision:** Specific costs of capital, weighted average cost of capital, weighted marginal cost of capital; Theories of capital structure- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory; Signaling theory and effect of information asymmetry on capital structure; Financial leverage and evaluation of financial plans (EBIT-EPS analysis); The concept of present value of interest tax shield; Determination of beta of levered firm and optimal capital structure; Factors affecting choice of Capital structure in practice.

**Unit IV- Dividend Decision:** Issues in dividend decision; Dividend rate and dividend yield; Theories of relevance and irrelevance of dividend in firm valuation -Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory; Relevance of dividend under market imperfections; Traditional and Radical position on dividend; Types of dividend policies in practice-Pure residual policy; constant rupee dividend policy; constant dividend payout policy and smooth stream dividend policy; Determinants of dividend policy in practice; Lintner's Model of corporate dividend behavior.

**Unit V-Working Capital Management:** Concept and types of working capital; Operating cycle and cash cycle; Estimation of working capital requirement; Approaches of working capital financing; Determinants of working capital; Components of working capital management; Cash management-Baumol's Model and Miller-Orr Model of managing cash; Receivables management- dimensions of credit policy, Credit analysis and evaluation of credit policies; Inventory management.

**Unit VI-Corporate Restructuring and Contemporary Issues in Financial Management:** Corporate restructuring and its various forms; Mergers and acquisitions- types, motives, benefits, valuation and financing; Leveraged buyouts; management buyouts; Demerger, split up, spin offs; Divestiture; Bases for calculation of share exchange ratio; Determination of minimum and maximum exchange ratio; Contemporary issues in corporate finance.

**Suggested Readings (Unit Wise)**

Brealey, R. A. & Myers, S. C. (2017). *Principles of Corporate Finance*. McGraw Hill.

*Unit (s)- I and III*

Chandra, P. (2017). *Financial Management-Theory and Practice*. Tata McGraw Hill.

*Unit (s)- II, III, V and VI*

Damodaran, A. (2007). *Corporate Finance: Theory and Practice*. John Wiley & Sons.

*Unit (s)- I*

Ehrhardt, M. C. & Brigham E. F. (2003). *Corporate Finance*. Cengage Learning.

*Unit (s)-III*

Khan, M.Y & Jain, P.K. (2017). *Financial Management: Text, Problems and Cases*. Tata McGraw Hill.

*Unit(s)- IV*

Pandey, I. M. (2016). *Financial Management*. Vikas Publishing.

*Unit(s)- II and IV*

Ross, S.A. & Westerfield R. W. (2017). *Corporate Finance*. McGraw Hill.

*Unit (s)- II, IV, V and VI*

Van, Horne & Dhamija (2011). *Financial Management and Policy*. Pearson.

*Unit (s)- I, II, V and VI*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) – 20/II/CC-06: INTERNATIONAL FINANCIAL SYSTEM**

**Course Objective:**

To equip students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

**Course Learning Outcomes:**

After doing this course, students should be able to:

**CLO1:** Understand the relevance and implications of global imbalances.

**CLO2:** Understand the factors affecting exchange rates and the inter linkages among them.

**CLO3:** Critically analyze the evolution of the international monetary system both in terms of historical construct and its implications for the contemporary system.

**CLO4:** Understand the evolution and spread of international financial markets and the implications of globalized finance.

**CLO5:** Understand international banking and its consequences for the international financial system.

**CLO6:** Understand the causes and consequences of financial crises in both developing and developed countries, the similarities and differences between the crises and implications of different ways of handling the crisis.

**Course Contents:**

**Unit I – Introduction:** Growing importance of international finance; Costs of international investment, Crisis & contagion; Balance of Payments- Current account, Capital account, Official reserve account; the J curve, foreign exchange reserves-costs and benefits; BOP trends in major countries, persistent current account deficits & surpluses among nations (Global Imbalances) & their repercussions; Shifting global dominance of the U.S.A.; Growing importance of a unified Europe and emerging Asia; Role of New Development Bank/ BRICS bank as an alternative to IMF.

**Unit II - Exchange Rate Determination & Forecasting:** Measuring exchange rate movements & volatility; Factors influencing exchange rates; Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention; Interest Rate Parity, covered and uncovered interest arbitrage; Purchasing Power Parity-absolute & relative; Fisher effect & International Fisher effect; Forecasting exchange rates- Technical approach; Fundamental approach & Efficient Market approach.

**Unit III - International Monetary System:** Evolution of the international monetary system, bimetalism, Gresham's Law, Classical gold standard, its strengths and weaknesses, Inter war period, Bretton woods system, Triffin's Paradox, Special drawing rights, Flexible exchange rate regime, present arrangements including dollarization; The European Monetary Union & its costs & benefits; Fixed versus floating exchange rate systems.

**Unit IV- International Financial Markets:** Foreign exchange markets, International money markets, International credit markets, International bond markets & international stock markets; Regulatory asymmetry & its implication; Recycling of petrodollars.

**Unit V- International Banking:** Offshore banking & offshore currency trading; Factors contributing to the growth of International banking & Eurocurrency trading, regulatory asymmetry, shadow banks; Bank failure & safety nets, the problem of moral hazard & systemically important financial institutions; Problems in regulating international banking, regulatory arbitrage; BIS & Basel Committee-issues & challenges.

**Unit VI- Financial Crisis:** Financial flows to developing countries, the problem of original sin, crisis in the Latin American countries, growth & crisis in Asia, contagion; Capital mobility-the trilemma of the exchange rate regime or the impossible trinity; Lessons from the crisis; Role of International financial institutions like IMF & World Bank; Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies; Euro zone crisis and other contemporary issues.

**Suggested Readings (Unit Wise)**

Eun, C. & Resnick, B. (2017). *International Financial Management*. McGraw Hill/Irwin Series in Finance Insurance and Real Estate.

*Unit(s) - I, II, III and IV*

Krugman, P., Obstfeld, M., Melitz, M. (2017). *International Economics-Theory and Policy*. Pearson.

*Unit(s) - I, IV, V and VI*

Madura, J. (2017). *International Financial Management*.

Cengage. *Unit(s) - II and V*

Mishkin, F.S. (2015). *The Economics of Money Banking and Financial Markets*.

Pearson. *Unit(s) – VI*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) – 20/II/CC-06: MANAGEMENT SCIENCE**

**Course Objective:**

The course aims to develop the knowledge of quantitative tools for decision making and to prepare for application of their tools in application of these tools in different organizational settings.

**Course Learning Outcomes:**

After successful completion of this course, the student shall be able to:

**CLO1:** Understand different decision-making situation in business and the role of different quantitative approaches in solving them.

**CLO2:** Learn the quantitative approaches to problem solving in different business situations constrained by availability of resources and alternatives.

**CLO3:** Ensure prudent cost-effective decision-making transportation, assignment and transshipment problems.

**CLO4:** Learn various models of EOQ and using simulated situations to solve the problems related to inventory and queuing management.

**CLO5:** Work on project scheduling and controlling problems using PERT and CPM technique.

**CLO6:** Use Markov Chains decision process and Theory of Games to the decision situations requiring prediction about outcomes.

**Course Contents:**

**Unit I– Fundamental of decision making:** Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

**Unit II- Linear Programming:** Basic concepts; Mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution, integer linear programming - solution.

**Unit III– Transportation, Assignment and Trans-shipment:** Formulation; Solving transportation and assignment problems; Dealing with special cases of transportation and assignment problems.

**Unit IV- Simulation and Queuing Management:** Concepts of heuristics; Simulation: Monte Carlo Simulation, Application of simulation in business scenario. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis. Stochastic analysis and Utility function.

**Unit V– Project Scheduling:** Concepts of PERT & CPM techniques and their applications; Network analysis- Scheduling activities, determining critical path, calculation of floats; Time-cost trade-off, resource allocation & resource levelling. Use of Software for Project Management.

**Unit VI- Markov Chains and Theory of Games:** Markov Chains- decision processes; Market share analysis; Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance, Graphical methods. Algebraic methods and LPP for solving games. Orientation to Optimization package for Games and Markov analysis.

**Suggested Readings (Unit Wise)**

Hendriks, T.H.B. (2007). *Decision Science: Theory and Applications*.  
Wageningen Academic Publishers.

*Unit(s) - I and IV*

Hillier, F.S., Lieberman, G.J., Nag, B. Basu, P. (2017). *Introduction to Operations Research*. McGraw Hill Education.

*Unit(s)- I, II, III, IV, V and VI*

Powell, S.G, & Baker, K.R. (2017). *Management Science - The Art of Modeling with Spreadsheets*. Wiley.

*Unit(s) - I, II and IV*

Taha,H.A.(2014.) *Operations Research: An Introduction*. Pearson  
Publication. *Unit(s) - I, II, III, IV, V and VI*

**Additional Readings**

Winston, W.L. (1994). *Operations Research: Applications and Algorithms*.

Duxbury Press. *Unit(s)- I, II, III, IV, V and VI*

### **Semester III**

During Semester III of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers and elective papers are listed below.

### **Contents of Core Courses of Semester - III**

#### **MBA-(IB) - 20/III/CC-01: SUMMER INTERNSHIP PROGRAM**

The Project Study shall commence from the beginning of the third semester and report shall be submitted at the end of the third semester. The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.



**MBA-(IB) - 20/III/CC-02: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY**

**Course Objective:**

The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

**CLO2:** Appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability.

**CLO3:** Serve as an effective board member, build professional boards and as senior managers contribute in strengthening board performance.

**CLO4:** Know about rights and responsibilities of shareholders.

**CLO5:** Build and monitor systems that have strong internal controls to prevent corporate frauds.

**CLO6:** Appropriately address ethical issues such as conflicts of interest and insider trading.

**CLO7:** Conduct board and company meetings and prepare corporate reports.

**Course Contents:**

**Unit I- Concepts and Framework:** Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders; Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control; Theories and development of corporate governance; Models: Types and basis of adoption; Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

**Unit II- Boards and Directors:** Role of board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director; Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors' training and competence, board diversity, board evaluation; Boards oversight of CEO.

**Unit III- Stakeholders and Shareholder:** Shareholders rights and responsibilities; Differential voting rights; Voting mechanism; Class action suit; Rights of minority shareholders; Activism – Exit or voice, shareholder proposals, institutional activism, stewardship code, foreign institutional investors, proxy advisory firms; Corporate social responsibility- Meaning and models; CSR and strategy, CSR in India.

**Unit IV- Audit Committee and Risk Management:** Internal control; IT governance; Reliability of financial statements; Audit and auditors: Selection, rotation and role; Audit committee: Composition and role; Risk management; Related party transactions.

**Unit V- Ethics:** Meaning and importance; Ethical theories and business decisions; Business ethics;

Code of ethics, Ethical dilemma in decisions; Whistle blowing: meaning, types, regulations; Whistle blower policy; Insider trading: Meaning, prohibition, trading plan, crony capitalism and corporate funding.

**Unit VI - Corporate Governance in Special Companies:** Family controlled firms: Stages, convergence of ownership and control, Family governance, Family splits and succession planning, role of independent directors; Multinational enterprises: The global, local and transnational approach, OECD guidelines; SMEs: Benefits and evaluation.

**UNIT VII- Sustainability and Responsible Investment:** Sustainable development goals, role of company in Sustainable development, Sustainable reporting, disasters and liability, integrated reporting, sustainability index, sustainability impact matrix, ESG methodology, carbon estimate models.

**Suggested Readings (Unit Wise)**

Companies Act, (2013), Parliament of India. *Unit(s) - II, III, I and V*

*Robert, A. G. Monks & Nell, Minow (2011). Corporate Governance. John, Wiley & Sons. Unit(s) -II and III*

Satheesh, Kumar T.N. (2010). Oxford Governance. *Unit(s) - VI*

SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations. *Unit(s) -, II, III, and IV*

Sharma, J.P. (2016). Corporate Governance, Business Ethics and CSR. *Unit(s) - I, II, III, IV, V and VII*

Tricker, B. (2012). *Corporate Governance. Oxford. Unit(s) - I and II*

**MBA-(IB) - 20/III/CC-03: E-BUSINESS AND DIGITAL MARKETING**

**Course Objective:**

The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Know the concept of E-business and its various aspects.

**CLO2:** Know about electronic payment system and associated security issues.

**CLO3:** Learn about digital marketing strategy and tools.

**CLO4:** Analyze digital marketing activities and measure its effectiveness.

**CLO5:** Understand role of digital marketing in E-business.

**Course Contents:**

**Unit I- Introduction to E-Business:** Overview of E-Business; Origin and need of E-Business; Factors affecting E-Business, Major requirements in E-Business; Emerging trends and technologies in E-Business, E-Business models, E-Market and its types, E-Government services, Management challenges and opportunities, Impact of E-Commerce on Business.

**Unit II- Payment Gateways Management:** Electronic payment system, electronic cash, smart cards, risk and electronic payment system, Unified Payment Interface, Mobile wallets; Application and management, Role of National Payments Corporation of India.

**Unit III- Introduction to Digital Marketing:** Digital marketing plan and strategy, competitive strategy in the digital era, digital marketing mix, digital marketing channels, digital advertising, E-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing

**Unit IV- Marketing Analytics:** Digital marketing media, Budget allocation, ROI for digital marketing, Analytics and Key Performance Indicators (KPI), attribution models and frameworks, digital marketing in Governance, emerging technologies for digital marketing, leading and managing digital marketing teams.

**Unit V- Digital Marketing in E-Business:** Role of digital marketing in E-Business, latest developments and strategies in digital marketing, business model for aggregators, E-Business for start-ups.

**Suggested Readings (Unit Wise)**

Chaffey, D. (2011). *E-Business and E-Commerce Management: Strategy, Implementation and Practice*. Pearson Education India. *Unit(s): I, II and V*

Ian, Dodson I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley. *Unit(s): III, IV*

Kotler, P. Kartajaya, H & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley. *Unit(s): III, IV*

Marilyn, Greenstein, M. & Feinman, T. (2000). *Electronic Commerce: Security Risk Management and Control*. McGraw-Hill Inc. *Unit(s): II*

Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley. *Unit(s): IV*

## **MBA-(IB) - 20/III/CC-04: SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT**

### **Course Objectives:**

This course aims at enabling the students to learn marketing concepts that help in evolving strategies that meet the unique challenges and opportunities of the services sector. The course also aims at familiarizing the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

### **Course Learning Outcomes:**

On successful completion of this course, the student should be able to:

**CLO1:** Develop the understanding of concept of services and how services contribute to a country's economy.

**CLO2:** Know how customers evaluate services and what determines their satisfaction and how to segment and target markets for services and evolve the positioning strategies.

**CLO3:** Understand application of service quality gap model as a useful framework for service quality in an organization and to understand and apply various service marketing decisions in regard to a service organization.

**CLO4:** Understand concept of relationship, its attributes and the process of development of relationship and to understand various perspectives to Customer Relationship management.

**CLO5:** Know the CRM implementation, its tools and processes.

**CLO6:** Know the management of customer life-cycle, importance of trust, value and commitment in building relationship.

### **Course Contents:**

#### **Section A: Service Marketing**

**Unit I- Services Marketing:** Trends and developments in service sector; Meaning and nature of services; Distinctive characteristics of services; Classification of services and its marketing implications; Concept of services marketing; Services marketing trilogy; Services marketing mix; Strategic issues in marketing of services.

**Unit II- Assessing Business Opportunity:** Analyzing services marketing environment; Segmenting and targeting the service market; Positioning the service.

Understanding service customers Buying influences and decision-making process; Customer expectations and perceptions; Service quality determinants of service quality; Gap model.

**Unit III- Services Marketing Decisions:** Developing services product-New service development, core and supplementary services, branding; Service pricing decisions- Pricing methods and strategies.; Service communication- communication mix and factors; Service distribution - through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence role of services cape; People employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process developing service blueprint, self-service technologies.

**Section B: Customer Relationship Management**

**Unit IV– Customer Relationships:** Definition of CRM; Levels of customer relationship management; Understanding relationship; Nature of customer relationships; Theories of customer relationships; Firm and customer motivations for relationships; Relationship development process; Attributes and determinants of relational exchanges; Networking and its significance in marketing. Rise of relationship marketing.

**Unit V– Customer Relationship Management (CRM):** CRM implementation; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Customer loyalty management; Supplier relationships.

**Unit VI– Management of Customer Related Data Base:** Customer related data bases and its development and maintenance; Technology and CRM; Information management for building relationship; Sales force automation (SFA); E-CRM; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets.

**Suggested Readings (Unit Wise)**

Barnes, J. G. (2001). *Secrets of Customer Relationship Management: It's All about how You Make Them Feel*. University of Virginia: McGraw-Hill. *Unit(s) - IV and V*

Lovelock, C. H. (1991). *Services marketing*. Pennsylvania State University: Prentice Hall.  
*Unit(s) - I, II, III and IV*

Payne, A. (1993). *The Essence of Services Marketing*. India: Prentice Hall.  
*Unit(s) - I, II, III and IV*

Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2014). *Customer Relationship Management: Emerging Concept*. India: MCGraw Hill.  
*Unit(s) –IV, V and VI*

Zeithmal, v. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Service Marketing: Integrating Customer Focus Across the Firm*. New Delhi: McGraw Hill Education (India) Pvt Ltd. *Unit(s) - I, II, III, IV and V*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/III/CC-05: INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Objective:**

The course aims to acquaint students with complexities and issues pertaining to financial management of multinational firms. It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CO1:** Understand the basic concepts of multinational firms, environment of international financial management and foreign exchange market.

**CO2:** Understand cross border investment and international capital budgeting along with risks in financial decision making.

**CO3:** Analyze issues relating to various finance functions of MNCs.

**CO4:** Understand translation, transaction, and economic exposure to exchange rate changes.

**CO5:** Understand portfolio management techniques and its risk.

**Course Contents:**

**Unit I- Introduction:** Globalization and the multinational firm; Complexities and issues in financial decisions of a multinational firm; Foreign investment decision; Exchange rate movement and decision to invest; Foreign Direct Investment theories and strategies; Greenfield investment Vs. cross border M&As; Foreign exchange market-spot and forward market, Participants in foreign exchange market; Arbitrage, Hedging and speculation, covered interest arbitrage; Contemporary issues in International Financial Management.

**Unit II- International Capital Budgeting Decision:** Estimation of cash flows from cross border investment projects; Valuation techniques including Adjusted Present Value method; Risks in cross border investment decision- Currency risk, Political risk, Country risk, Inflation risk etc.; Techniques for incorporating risks in cross border investment decision.

**Unit III- Financing Decision, International working capital management:** Cash management, inventory management and receivables management; International capital structure and cost of capital; Determinants of capital structure of MNEs; Dividend policy of MNEs; Multinational transfer pricing and performance measurement.

**Unit IV- Currency Risk and Interest Rate Risk Management:** Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure; Management of currency risk using currency forwards, currency futures, currency options and currency swaps; Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

**Unit V-International Diversification and Portfolio Investment:** Risk factors in international investing; International diversification- risk and return aspects; International CAPM; Identification of optimal portfolio; International capital market.

**Suggested Readings (Unit Wise)**

Apte, P.G. (2011). *Multinational Financial Management*. Tata McGraw-Hill, New Delhi, 6<sup>th</sup> Edition. *Unit(s) – IV*

Bekaert, Greet & Hodrick, Robert J. (2014). *International Financial Management*. Prentice Hall,

2<sup>nd</sup> Edition.                      *Unit(s) –I*

Eun, Cheol, S. & Resnick, Bruce, G. (2017). *International Financial Management*. Tata McGraw-Hill, 7<sup>th</sup> Edition.      *Unit(s) - I, II and IV*

Levi, D., Maurice (2009). *International Finance*. Routledge, 5<sup>th</sup> Edition. *Unit(s) – III and V*

Madura, Jeff (2013). *International Financial Management*. Cengage Learning. 12<sup>th</sup> Edition. *Unit(s) – I*

Shapiro, Alan, C. (2010). *Multinational Financial Management*. John Wiley, 10<sup>th</sup> Edition. *Unit(s) – II, III, IV and V*

Sharan, V. (2012). *International Financial Management*. PHI Learning Pvt. Ltd., 6<sup>th</sup> Edition. *Unit(s) – III and IV*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/III/CC-06: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

**Course Objective:**

The objective of the course is to acquaint the students with the concepts and tools of supply chain management as relevant for an international firm.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Develop understanding for basic framework of supply chain management.

**CLO2:** With integrated SCM and various supply chain metrics.

**CLO3:** Develop appreciation for behavioral aspects of Supply Chain Management.

**CLO4:** Learn integration of Supply Chain and Information Management Systems.

**CLO5:** Describe logistic system with reference for international trade.

**CLO6:** Comprehend the role of transportation system in International Trade.

**Contents:**

**Unit I- Basic Framework:** Concept of supply chain management (SCM); SCM and logistics; Business view of SCM; Push and pull of SCM, importance of supply chain management; Structure of supply chain management; Planning and operations.

**Unit II- Integrated SCM:** Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modelling; Challenges to achieving and maintaining strategic fit.

**Unit III- Behavioral aspects of SCM:** Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Managing conflicts, leadership issues in SCM, role of on-line sales and supply chain; Designing strategic distribution network; Factors influencing distribution network.

**Unit IV- Supply Chain and Information Management Systems:** Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development; Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.

**Unit V- Logistic System:** Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics; Reverse logistics; Value added role of logistics; Logistics interface with manufacturer and marketing; Packing, Marking, Just in time concept; Third party logistic outsourcing– challenges and future directions, Warehousing Decision.

**Unit VI- Transportation:** Importance of effective transportation system; Service choices and their characteristics; Inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision; Structure of shipping: World 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, containerization, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.

**Suggested Readings (Unit Wise)**

Benton, J.C. (2015). *Purchasing and Supply Management (2 editon)*. Mc Graw Hill Education (India) Pvt Limited. *Unit(s)-I, II and V*

Chase, R.B., Shankar. & Jacobs, F.R. (2015). *Operations and Supply Chain Management (14 edition)*. *Unit(s)-I*

Drake, M. (2011). *Global Supply Chain Management (The Supply and Operations Management Collection)*. Business Expert Press. *Unit(s)-I and II*

Hult, M. G., Closs, D., Frayer, D. Global (2014). *Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage*. Mc Graw Hill Ltd. *Unit(s)-I, II, III and V*

Long, D. (2013). *International Logistics: Global Supply Chain Management*. Kluwer Academic Publisher. *Unit(s)-I, II, III, IV, V and VI*

**Contents of Elective Courses of Semester - III**

**MBA-(IB) - 20/III/EC-01: CYBER LAWS AND BUSINESS DECISIONS**

**Course Objective:**

This course enables the student to comprehend different business scenarios operative on digital platform with the legitimacy of managerial process and actions.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Develop skill to formulate legitimate business process, product and policies on digital platforms.

**CLO2:** Prepare for working in the vertical of maintenance and compliance in Electronic business and its platforms having varied access points, data sources, network and system related issues.

**CLO3:** Be an entrepreneur to administer business on virtual platforms with detailed knowledge of implications arising from various functions invoking provisions of cyber laws.

**CLO4:** Possess acumen to avoid traps of cyber threats in varied business and process thereof while operating in regular banking, e commerce, retail, consultancies or other business intermediary.

**CLO5:** Be equipped with Judicial Pronouncement of Banks, E Commerce Business Platforms, Manufacturing Companies, Social Media Platforms and other similar platforms, Intermediaries or APPs, BPO's and KPO's.

**Course Contents:**

**Unit I- Cyber space and Business:** Significance, limitations and framework; Virtual payment platforms: Application of cyber laws in different electronic payments in digital platforms; Application of Reserve bank of India's (RBI) notifications in digital payments and pre-paid instruments including operations and management of payment wallets; Precautions in using electronic payments, Zero Liability and Limited Liability protections by RBI.

**Unit II- Definitions under section 2 of the Information Technology Act and its application in creating business products and policies:** E-Contract, E-Forms, encryption, data security, access, computer, computer network, computer resource, computer system, data, digital signature, electronic record, information, intermediary, originator, public key, secure system as defined in the Information Technology Act, 2000; Privacy of data; Access to user data.

**Unit III- Authentication of Electronic Records:** Business scenario and cases; Legal recognition of electronic records and digital signatures: Cases and judicial pronouncements; Use of electronic records and digital signatures in government, its agencies and E Tendering; Retention of electronic records: Synthesis for business data; Acknowledgement and dispatch of electronic records: Cases of management submissions and contracts; Administration of the act; Issue, suspension and revocation of digital signatures certificate; Reduction of cost in compliance.

**Unit IV- Penalties and Adjudications:** Cases and judicial pronouncement of banks, E-Commerce business platforms, manufacturing companies, social media platforms, intermediaries or APPs, BPO's and KPO's, human resource consultancies; Offences: Analysis

of business process leading to offences in business organizations including banks, digital marketing platforms, digital information platforms, blogging websites, matrimonial or jobs portals.

**Suggested Readings (Unit Wise)**

Chaffey, Dave (2011). *E-business and E-commerce Management*. Pearson Education. *Unit(s) - I*

Efraim Turban, Jae Lee, King, David & H.M Chung (2002). *Electronic Commerce-A managerial Perspective*. Pearson. *Unit(s) - I*

Jyoti Rattan (2017). *Cyber Laws & Information Technology*. Bharat Law House Pvt Ltd. *Unit(s) – II and III*

Noriswadi Ismail & Edwin Lee Yong Cie (2013). *Beyond Data Protection: Strategic Case Studies and Practical Guidance*, Springe. *Unit(s) – IV and V*

Sharma, J. P. & Kanojia, S. (2018). *E Business and Cyber Laws*. Bharat Law House. *Unit(s) - I, II, III, IV and V*

**MBA-(IB) - 20/III/EC-02: IFRS AND INTERNATIONAL TAXATION**

**Objective:**

To acquaint the students with the fundamental knowledge of IFRS and basic principles of international taxation so as to enable them to understand the accounting and taxation aspects of international transactions.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To explain basic structure of IFRS, its development process and understand the process of adoption of IFRS by IASB.

**CLO2:** To understand the IFRS implementation process, convergence and adoption, challenges and opportunities in India for IFRS.

**CLO3:** To prepare Financial Statements according to IFRS.

**CLO4:** To become aware of the dynamics of international taxation and methods adopted by countries to alleviate international double taxation.

**CLO5:** To examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

**Course Contents:**

**Unit I- Structure of the IASB and Development of IFRS:** The nature and operations of the IASB's conceptual framework; Processes of IASB in developing and adopting accounting standards; IASB road map; Structure of the IFRS/IASB Extant standards of the IASB.

**Unit II- Development and Status of IFRS in Indian Context:** IFRS Implementation procedure in Indian Context; IFRS – Adoption vs. Convergence; Major challenges in IFRS Convergence in India; Key opportunities in adoption of IFRS in India; Use of IFRS around the world.

**Unit III- Presentation of Financial statements and Profit:** IAS 1, Presentation of financial statements; IFRS 15, Revenue from contracts with customers; IAS 8, Accounting policies, changes in accounting estimates and errors.

**Unit IV- International Taxation:** Assignment rules of foreign income - Source versus Residence; International double taxation; Methods to alleviate international tax taxation: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model Tax Convention.

**Unit V- International Tax Evasion and Avoidance:** Meaning of international tax evasion and avoidance; Causes and consequences of tax evasion; Methods of evasion and avoidance – Transfer pricing, tax treaty shopping, tax havens etc.; Methods to curb international tax evasion and avoidance; Advance Pricing Agreements; Indian law on Double tax relief.

**Readings (Unit Wise)**

Chatterjee, B.D. (2018). *Guide to Indian Accounting Standards (Ind AS)*. Taxman Publication.  
*Unit(s) - I*

Epstein, B.J., & Jermakowicz, E.K. *IFRS 2009-10: For Indian Companies*. Deloitte. *Unit(s) - II*

Patel, N.C., Mantri, B., & Chopra. A. (2017). *A Quick Guide to Indian Accounting Standards*. Taxman. *Unit(s) - III*

Shome, P. (1995). *Tax Policy Handbook*. Washington, D. C.: International Monetary Fund, MF. *Unit(s) - IV*

Singhal. S. (2011). *Professional Approach to Accounting Standard*. Bharat Law House. *Unit(s)-I*

Srinivasan, A.G., & Ghosh, T.P. (2011). *Guide to Indian Accounting Standards Converged with IFRSs*. Taxman. *Unit(s) - III*

Sury, M. M. (2015). *Tax Systems in India: Evolution and Present Structure*. New Century Publications: New Delhi. *Unit(s) – V*

**MBA-(IB) - 20/III/EC-03: BUSINESS ANALYTICS**

**Course Objective:**

This course aims to develop overall analytical skills of the students and to help them to apply analytical techniques in business decision making.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Introduce power of analytics and aware students about data mining.

**CLO2:** Understand and use descriptive analytical tools.

**CLO3:** Understand predictive behavior of analytical and various forecasting techniques.

**CLO4:** Apply analytics using machine learning and artificial intelligence.

**CLO5:** Know about importance of ethics in Analytics.

**Course Contents:**

**Unit I- Introduction to Business Analytics:** Applications, objectives, business analytics and competitive advantage, different types of data, big data, data mining process, data mining and tools (Hadoop), introduction to programming language (R, Python).

**Unit II- Descriptive Analytics:** Introduction, visualizing and exploring data, descriptive statistics, sampling and estimation, introduction to probability distribution, tools application, correlation and other statistical tools.

**Unit III- Predictive Analytics:** Principles of forecasting, predictive modelling: Logic driven and data driven models, time series, types of forecasting, forecasting methods and their characteristics, trend, seasonality, cyclist, hold winner forecasting method.

**Unit IV- Prescriptive Analytics:** Business rule algorithms, nonlinear optimization, machine learning and artificial intelligence, computational modelling.

**Unit V- Ethics and Analytics:** Data collection and protection laws, ethical use of analytics, Analytics and privacy principles.

**Suggested Readings (Unit Wise)**

Albright, S.C. & Wayne L. Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making (5 edition)*. Cengage Learning Limited. Unit(s) - I, II, III and IV

Collmann, J. & Matei, S.A. (2016). *Ethical Reasoning in Big Data: An Exploratory Analysis (Computational Social Sciences) 1st ed.* Springer International Publishing Switzerland. Unit(s) - V

James, E.R. (2017). *Business Analytics (2 edition)*. Pearson Education Limited, UK. Unit(s)- I, II, III and IV

Mitchell, T.M. (2017). *Machine Learning. First edition.* McGraw Hill Education. Unit(s) – IV

**MBA-(IB) - 20/III/EC-04: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**

**Course Objective:**

The objective of this course is to acquaint students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

**Course Outcomes:**

The successful completion of this course shall enable the student to:

**CO1:** Learn globally followed best practices to draft and negotiate contracts.

**CO2:** Learn to review and critically analyze the contracts with pros and cons to different parties to it.

**CO3:** Learn legal aspects of international investments.

**CO4:** Comprehend practical aspects of international laws, agreements and the various modes and methods of growth in relation to cross-border mergers and acquisitions.

**CO5:** Recognize practical aspects of laws related to foreign exchange and the transactions associated with foreign exchange.

**Course Contents:**

**Unit I- Legal Framework of International Business:** Nature and complexities; International conventions and trade law; Civil laws and common laws, code and common laws and their implications to business; International business contract– Legal provisions; Payment terms; International sales agreements.

**Unit II - Regulatory Framework 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.

**Unit III- Laws Relating to Licensing:** 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.

**Unit IV - Laws Relating to International Investments and Cross Border Mergers and Acquisitions:** Concept and definitions of investment and investor in international law, customary international laws, international investment agreements; Concept of Cross-border merger and acquisition, primary methods of merger and acquisition; Common, consolidated and triangular mergers, reverse triangular merger; Cross-border merger and acquisition motives, Foreign Direct Investment motive, financial motive, strategic motive, international growth in relation with cross border mergers and acquisitions.

**Unit V - Law Relating to Foreign Exchange:** Objectives and definitions under FEMA, 1999; Current account transactions and capital account transactions; Foreign direct investment in India and abroad; Acquisition and transfer of immovable property in India and abroad; Establishment of branch, office etc. in India; Realization and repatriation of foreign exchange; Authorized person; Penalties and enforcement; Powers of central government; Adjudication, appeal and compounding; Offences and penalties.

**Suggested Readings (Unit Wise)**

Chuah, J. C. T. (2014). *Law of International Trade*. Sweet and Maxwell, London. *Unit (s)-I*

Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi. *Unit(s) – I and II*

Jain, R. (2000). *Foreign Exchange Management Law and Practice*. Vidhi. New Delhi. *Unit(s) - V*

Pam borides, G.P. (1999). *International Shipping Law: Legislation and Enforcement, Kluwer Law International*. London. *Unit(s) - III and IV*

Petersmann, E. Ed. (1982). *International Trade Law and GATT/WTO Dispute Settlement System*. Kluwer Law International London. *Unit(s) – II and III*



**MBA-(IB) - 20/III/EC-05: LIFE SKILLS AND COMMUNICATION**

**Course Objective:**

This course is aimed at building understanding and perspective about life beyond profession.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To understand the meaning and grand narrative of life.

**CLO2:** To learn to leverage psychological capital.

**CLO3:** To understand the role of society and technology in life.

**CLO4:** To understanding nuances of communication.

**CLO5:** To learn the meaning of work.

**Course Contents:**

**Unit I- Introduction:** Ontological perspective of life; Meaningfulness and mindfulness; Understanding personal and organizational outcomes of meaningfulness and mindfulness; Notion of time.

**Unit II- Cognitive Approaches and Strategies:** Understanding Psychological Capital - Hope, efficacy, resilience and optimism; Developing strengths and living well; Happiness and pleasure dialogue.

**Unit III- Society Technology Interface:** Role of technology in shaping present day society; Social interaction and changing paradigm of physical, digital and biological world.

**Unit IV- Effective Communication Skills:** Principles of effective communication; Verbal, non-verbal and listening skills; Creating persuasive communication and avoiding common mistakes in communication at personal, interpersonal and organizational level.

**Unit V- Gainful Employment and Life Skills:** Understanding role of life skills for increasing employability and entrepreneurship, meaning and significance of good work.

**Suggested Readings (Unit wise)**

Cappelli, Peter (2012). *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It*. Wharton Digital Press. Unit(s) - V

Klaus, Schwab (2017). *The Fourth Industrial Revolution*. World Economic Forum. Unit(s) - III

Lopez, Pedrotti & Synder (2015). *Positive Psychology – the scientific and practical explorations of human strengths*. Sage Publications. Unit(s) - II

Louis, Narens (2001). *Theories of Meaningfulness*. Psychology Press. Taylor & Francis. Unit(s) - I

Schein, Edgar H. (2013). *Humble Inquiry – The Gentle Art of Asking Instead of Telling*. Berrett Koehler Publishers. Unit(s) - IV

Steven, Monson (2017). *Mapping Society and Technology*. University of Minnesota Publications. Unit(s) - III

ygotsky, L. S. (1978). *Mind in Society – The development of higher psychological processes*. Harvard Univ Press. Unit(s) - I

## **Semester IV**

During Semester IV of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers and elective papers are listed below.

### **Contents of Core Courses of Semester - IV**

#### **MBA-(IB) - 20/IV/CC-01: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

##### **Course Objective:**

To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

##### **Course Learning Outcomes:**

After successful completion of this course the student should be able to:

**CLO1:** Understand the environment of investment and risk return framework.

**CLO2:** Analyze bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.

**CLO3:** Analyze equity shares using different approaches and models.

**CLO4:** Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.

**CLO5:** Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

##### **Course Contents:**

**Unit I- Introduction:** The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of Investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and hedging; Socially responsible investing, ethical investing and other contemporary issues in investment management.

**Unit II- Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; Innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds-interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, Modified duration and their measurement; Bond portfolio management including immunized bond portfolio.

**Unit III- Equity Analysis:** Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis ( EIC framework); Equity Valuation Models ( DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio; Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and sock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioral Finance- Prospect theory and behavioral biases such as Framing, Mental accounting, Regret avoidance.

**Unit IV-Portfolio Analysis, Selection and Management:** The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; optimal risky portfolio; optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management.

Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

**Unit V-Financial Derivatives:** Futures- features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle; Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.

### **Suggested Readings (Unit Wise)**

Bodie, et al. (2009). *Investments*. McGraw Hill. *Unit (s)-I, II and IV*

Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Tata McGraw Hill.  
*Unit(s)- I, IV*

Elton, E. & Gruber (2010). *Modern Portfolio Theory and Investment Analysis*. John Wiley and Sons.  
*Unit(s)-IV*

Fischer, Donald, E. & Ronald, J. Jordan (2007). *Security Analysis and Portfolio Management*. PHI Learning. *Unit(s)- I, II and III*

Hull, J.C. & Basu (2016). *Options, Futures and Other Derivatives*. Pearson. *Unit(s)-V*

Reilly, Frank, K. & Brown, Keith C. (2012). *Investment Analysis and Portfolio Management*. Cengage Learning. *Unit(s)- II, III, IV and V*

Tripathi, V. (2015). *Security Analysis and Portfolio Management*. Taxmann. *Unit(s)- III, V*

**Note: Latest edition of the readings may be used.**

## **MBA-(IB) - 20/IV/CC-02: GLOBAL STRATEGIC MANAGEMENT**

### **Objective:**

The course aims at developing a global vision towards business operations and enables students to respond to rapid changes in global environment and to help students to implement strategies effectively in a global market.

### **Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Learn about Strategic Management and its dynamics.

**CLO2:** Develop an understanding of influence of global competition on firm strategy and performance.

**CLO3:** Comprehend external and internal environment and its impact on business.

**CLO4:** Make strategic choice for different levels of the organization.

**CLO5:** Develop familiarity with some of the practical realities of running a business across the globe.

### **Course Contents:**

**Unit I- Introduction:** International and global strategy; Global organization; The strategic management process; Approaches to strategic decision making; Strategic role of Board of Directors and Top management; Qualities of a global leader; Strategic intent; Concept of strategic fit, leverage and stretch; Strategic flexibility and learning organization.

**Unit II- Environmental Analysis:** Analysis of global environment- Environmental profile, institutional and economic distance; Michael Porter's Diamond framework; Managing country selection, country differences, analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis, analysis of internal environment- Resource Audit; Resource Based View (RBV), diversity of labour pool around the globe, global value chains systems; Core and distinctive competencies; Sustainable vs. Transient Competitive advantage.

**Unit III- Strategic Choice:** Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porters' competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.); Competing under strategic independence; Global competitive dynamics; 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; Disruptive innovation as a strategy; Semi-globalization and strategy.

**Unit IV- Strategic Issues and Alternatives in Globally Competitive Markets:** Reasons and process of firms internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies, Differences across countries, Global Value Creation, The AAA triangle.

**Unit V-Strategy Implementation and Control:** Interdependence of formulation and implementation of strategy; Issues in global strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; Culture and leadership; Strategy evaluation and control, ethical and social considerations in global strategic management.

**Suggested Readings (Unit Wise)**

Hill, Charles, W.L. & Gareth, R. Jones (2012). *Strategic Management: An Integrated Approach*, Cengage Learning, India. *Unit(s): I, II, III, IV and V*

Kazmi, A. & Kazmi, A. (2008). *Strategic Management*. McGraw-Hill Education.  
*Unit(s): I, II, III, IV and V*

Wheelen, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. (2014). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Prentice Hall, New Jersey. *Unit(s): I, II, III and IV*

## **MBA-(IB) - 20/IV/CC-03: CROSS-CULTURAL CONSUMER BEHAVIOUR AND INDUSTRIAL BUYING BEHAVIOUR**

### **Course Objective:**

To help students develop basic understanding of the concepts and theories of consumer and industrial buyer behavior and their applications in marketing decision making. Students will also be exposed to globalization of consumer markets and international dimensions of consumer and industrial buying behavior and their marketing implications.

### **Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Understand basics of consumer behavior.

**CLO2:** Describe the internal determinants of buying behavior and their application to business cases.

**CLO3:** Describe the external determinants of buying behavior and their application to business cases.

**CLO4:** Comprehend buying behavior models and their applicability.

**CLO5:** Know the socio-cultural trends and their implications in international marketing.

**CLO6:** Understand innovation diffusion in cross-cultural context.

### **Course Contents:**

**Unit I- Consumer Behavior:** Theory and its application to marketing strategy; Interdisciplinary nature of consumer behavior; Consumer buying process; Levels of decision making.

**Unit II- Internal Determinants of Buying Behavior:** Market segmentation; Needs, motivation; consumer perception; Learning; Attitudes; Personality and psychographics (values and life style analysis); Consumer emotions and moods.

**Unit III- External Determinants of Buying Behavior:** Family and household influence; Reference groups and social class and Mobility; Culture and subcultures; Interpersonal Communication and influence; Opinion leadership.

**Unit IV- Models of Consumer Behavior and Organizational Buying Behavior:** Models of Consumer Behavior- Howard Sheth model, Nicosia model, Engel - Kollat - Blackwell Model, Engel, Blackwell and Miniard (EBM) model. Organizational Buying Behavior- Process, influences and model (Webster and Wind model of Organizational buying behavior; Sheth model of Industrial buying).

**Unit V- Trends in Cross-Cultural Consumer and Industrial Buying Behavior:** Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and its implications for international marketing; Consumer behavior in Service market and product market.

**Unit VI- Innovation and Consumer Research:** Innovation diffusion and consumer adoption process; Diffusion of innovation across nations/cultures; Consumer satisfaction and other feedbacks; Cross-Cultural consumer research – Complexities and issues.

### **Suggested Readings (Unit Wise)**

Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). *Consumer Behavior*. New Delhi: Cengage Learning. *Unit (s) – IV*

Michael R. Solomon (2011). *Consumer Behaviour*. New Delhi: PHI Learning Private Limited.  
*Unit (s) - I, II, III and V*

Schiffman, L. G., & Kanuk, L. L. (2008). *Consumer Behaviour*. Prentice Hall. *Unit(s) - I, II, III, V and VI*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/IV/CC-04: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**

**Course Objective:**

The purpose of the course is to expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.

**Course Learning Outcomes:**

On successful completion of this course, student should be able to:

**CLO1:** Understand the nature and importance of International Advertising and to know how international advertising decisions are undertaken by considering various advertising international objectives, factors, complexities and issues.

**CLO2:** Understand how to develop international advertising campaign.

**CLO3:** Know how advertising effectiveness can be evaluated and to comprehend ethical issues in international advertising.

**CLO4:** Apply basic branding concepts resulting into major branding decisions.

**CLO5:** Learn ways of brand creation and development.

**CLO6:** Understand how international brands are developed, its pre-requisites and process.

**Course Contents:**

**Section A: International Advertising**

**Unit I-International Advertising:** Its importance and nature; International communication model; Integrated international marketing communications; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

**Unit II-Developing International Advertising Campaign:** Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

**Unit III- Organization and Evaluation of International Advertising Efforts:** In-house arrangements; Using advertising agencies– selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness- Before and after advertising tests and techniques; Complexities and issues; Ethical issues in international advertising.

**Section B: International Brand Management**

**Unit IV-Basics of Branding:** Importance of branding; Basic branding concepts- Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

**Unit V-Brand Creation and Development:** Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.



Brand Building in Different Sectors- Customers, industrial, retail and service brands.

**Unit VI-Developing International Brands:** Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**Suggested Readings (Unit Wise)**

Aakar, D. A., & Biel, A. L. (1993). *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*. University of Michigan: L. Erlbaum Associates. *Unit(s) – I, IV and V*

Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2017). *Global Marketing: Contemporary Theory, Practice and Cases*. New York: Routledge. *Unit(s) – I, III, V and VI*

Mackay, A. R. (2005). *The Practice of Advertising*. New Delhi, India: Elsevier Ltd. *Unit(s) – I, III and IV*

Mooij, M. D. (2010). *Global Marketing and Advertising: Understanding Cultural Paradoxes*. Sage Publications. *Unit(s) – I, II, III, IV, V and VI*

Moorthi, Y. L. (2009). *Brand Management: The Indian Context*. Vikas Publishing House Pvt Limited. *Unit(s) – IV, V and VI*

**Additional Readings**

Aakar, D. A. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. The Free Press New York.

Aakar, D. A., Batra, R., & Mayers, J. G. (1992). *Advertising Management*. Prentice-Hall International.

Audio Library. (n.d.). Retrieved from Sheth Leadership Academy: <https://www.shethleadershipacademy.com/audio/>

Belch, G., & Blech, M. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. <http://lib.dtc.ac.th/ebook/BusinessAdministration/5183.pdf>: The McGraw-Hill.

Bergh, B. G., & Katz, H. E. (1998). *Advertising Principles: Choice, Challenge and Change*. NTC Publishing Group, U.S.

Jones, J. P. (2000). *International Advertising: Realities and Myths*. London: Sage Publications Inc.

Kapferer, J.-N. (1994). *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity*. New York: The Free Press.

Kumar, R. S. (2009). *Managing Indian Brands*. Delhi: Vikas Publishing House Pvt Limited.

Patel, V. N., & Sharma, S. (2011). *Brand Management & Consumer Marketing*. New Delhi: Oxford Book Company.

Sheth, J. N. (2011). *Legends in Marketing: Philip Kotler* (Vols. 5, 6, 8). India: Sage Publishing.

Upshaw, L. B. (1995). *Building Brand Identity: A Strategy for Success in a Hostile Marketplace*. Wiley.

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/IV/CC-05: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Course Objective:**

This course intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

**Course Learning Outcomes:**

After completing this course, the students will be able to:

**CLO1:** Increase an understanding of (HRM), understanding traditional and modern perspective of HRM.

**CLO2:** HRM issues in international contexts; issues related to host, home and third country nationals.

**CLO3:** Understand the selection process, expatriate management and repatriation.

**CLO4:** Understand the international training, compensation and appraisal.

**CLO5:** Understand International mergers and industrial relations.

**Course Contents:**

**Unit I-Introduction:** Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.

**Unit II-International Context of HRM:** Introduction to IHRM; Human resource management in the international firm- The framework; Cross national differences in personnel and organizations-Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit III-International Staffing:** Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and Strategies to tackle these problems.

**Unit IV-Training, Development, Compensation and Appraisals in International Perspective:** Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context. Multinational performance appraisal – Criteria and process, Performance management.

**Unit V- Industrial Relations and Other Issues in IHRM:** A framework for international industrial Relations; Employees participation– Practices in various countries; Cross border ethics management; Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future.

**Suggested Readings (Unit Wise)**

Aswathappa, K. & Dash, S. (2008). *International human resource management*. Mc Graw Hill Education India. *Unit(s) - I, IV, V*

- Barlett, Christopher & Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press. *Unit(s) - II*
- Dessler, G. & Varkkey, B. (2008). *Human resource management*. Pearson Education, Delhi. Eleventh Edition. *Unit(s) - I, II, V*
- Dowling, Peter J., Festing M. & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning. Sixth Edition. *Unit(s) - I, II, III, IV, V*
- Harzing, A. W. & Pinnington, A. (2010). *International human resource management*. Sage. Third Edition. *Unit(s) - II, IV*
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), 1264-1294. *Unit(s) - I*
- Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of international business studies*, 37(4), 525-543. *Unit(s) - II*
- Leung, K., Lin, X. & Lu, L. (2014). Compensation disparity between locals and expatriates in China: A multilevel analysis of the influence of norms. *Management International Review*, 54(1), 107-128. *Unit(s) - IV*
- McDonnell, A., Lavelle, J. & Gunnigle, P. (2014). Human resource management in multinational enterprises: Evidence from a late industrializing economy. *Management International Review*, 54(3), 361-380. *Unit(s) – V*
- Pucik, V., Evans, P., Bjorkman, I. & Morris, S. (2017). *The Global Challenge: International Human Resource Management*, Chicago Business Press. Third Edition. *Unit(s) – III*
- Rogan, M., & Sorenson, O. (2014). Picking a (poor) partner: A relational perspective on acquisitions. *Administrative Science Quarterly*, 59(2), 301-329. *Unit(s) - V*
- Stephan, M., Silvia, M., & Arie Y, L. (2008). A dynamic perspective on next-generation offshoring: The global sourcing of science and engineering talent. *Academy of Management Perspectives*, 22(3), 35-54. *Unit(s) - III*
- Tayeb, M.H. (2005). *International human resource management*. Oxford University Press, India. *Unit(s) - III, IV*

**Note: Latest edition of the readings may be used.**

## **MBA-(IB) - 20/IV/CC-06: INDIA'S FOREIGN TRADE AND INVESTMENT**

### **Course Objective:**

The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments and enable students to explore India's position in the international paradigm of business and trade. The course will also provide understanding about role of Indian government in promoting India's foreign trade, the business relations of India with different countries & markets and prospects of India's Foreign Trade.

**Course Learning Outcomes:** After successful completion of this course, the student shall be able:

**CLO1:** To understand India's position in the international paradigm of business and trade.

**CLO2:** To equip the students to critically evaluate the India's foreign trade policy and its economic relations.

**CLO3:** To make students realize the role of Indian government in promoting India's foreign trade.

**CLO4:** To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

### **Course Contents:**

**Unit I- Introduction to India's Foreign Trade and Investment:** History and introduction to foreign trade, Pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows: External Debts; International liquidity management; India as an investment destination; India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations; recent trends in India's Foreign Trade.

**Unit II- Foreign Trade Policy and Economic Relations:** Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAA's (Double Taxation Avoidance Agreements); Future of India's Trade Policy; LERMS, Convertibility of rupee - partial and full convertibility; Second Generation Reforms.

**Unit III- Export Promotion Measures and Institutional Arrangements:** The import and export control orders; The Import export licensing system; Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance; Export Development Authorities – Agricultural and Processed Food Products Export Development Authority (APEEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organizations (FIEO); H S Classification.

**Unit IV- Foreign Exchange facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

**Suggested Readings (Unit Wise)**

Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition. *Unit(s)- III*

Ministry of Commerce, Export Import Policy, Government of India, New Delhi. *Unit(s) - I, III*

Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi. *Unit(s) -II, IV*

**Note: Latest edition of the readings may be used**

## **Contents of Elective Courses of Semester - IV**

### **MBA-(IB) - 20/IV/EC-01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

#### **Course Objective:**

This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

#### **Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

**CLO2:** To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.

**CLO3:** To write effective business plans for establishing and managing any business venture.

**CLO4:** To know how to raise the funding for the business from different sources for a startup venture.

**CLO5:** To form a business entity in the light of the legal and regulatory framework in India.

#### **Course Contents:**

**Unit I- Introduction:** Concept of entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

**Unit II- Entrepreneurship Development and Leadership:** Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programs; Characteristics of entrepreneurial leadership; Components of entrepreneurial leadership; International Entrepreneurship- opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, impediments to creativity.

**Unit III- New Venture Planning:** Methods to initiate ventures; Acquisition- advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

**Unit IV- Financing Venture:** Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

**Unit V- Special Issues for Entrepreneurs:** Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

**Suggested Readings (Unit wise)**

Arya, K. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson. *Unit(s) - I, II, III, IV and V*

Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). *Entrepreneurship*. McGraw-Hill Education. *Unit(s) - I, II, III*

**Additional Readings:**

Galindo, C. R. (2018). *The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business*. CreateSpace Independent Publishing.

Ramachandran, K. (2014). *Entrepreneurship Development: Indian cases on Change Agents*. Tata McGraw Hill.

Robinson, P. J. (2017). *A Guide for Writing Your Business Plan*. Independently published.

**Note: Latest edition of the readings may be used.**

## **MBA-(IB) - 20/IV/EC-02: SKILLS AND TECHNIQUES OF ACCOUNTING**

### **Course Objective:**

A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

### **Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To explain the concept of accounting and various books of accounts.

**CLO2:** To understand computerized account system and its need.

**CLO3:** To maintain accounts on Tally.

**CLO4:** To prepare Bank reconciliation Statement using Tally.

**CLO5:** To do Payroll Accounting in Tally.

### **Course Contents:**

**Unit I-Introduction to Accounting:** Accounting- concept, principles of accounting, users of accounting information, advantages and limitations of accounting.  
Introduction to subsidiary books, and final accounts.

**Unit II-Computerized Accounting System:** Introduction to accounting; Concept of computerized accounting system, advantages and disadvantages of computerized accounting system.

**Unit III-Accounting in Tally:** Introduction, company creation, vouchers creation, transactions recording, outstanding report of customers and suppliers.

Maintaining inventory details, creation of price list, godowns detail, warn on negative stock and cash balance, maintaining bill wise details.

Generating various financial statements and reports- balance sheet, profit and loss account, funds flow statement, cash flow statement, day book, account book, inventory books, trial balance, exception reports.

Basics of GST in Tally- purchase and sales of goods entry for GST purpose; Single and multiple tax rate entries; Service tax entry; Use of GST classification; Entries related to reverse charge mechanism; GST on packing charge and discount in sales purchase entry; Entry for cess based on value and quantity; Application of GST for selling single item at different prices; Entry for ineligible ITC.

**Unit IV-Bank Reconciliation Statement:** Concept of bank reconciliation statement, need of bank reconciliation statement; Bank Reconciliation Statements using tally.

**Unit V-Payroll Accounting:** Concept and uses of payroll accounting; Payroll accounting using tally.

### **Suggested Readings (Unit wise)**

Goyal, V. K. & Goyal, R. (2013). *Financial Accounting*. PHI Learning Pvt. Ltd. *Unit(s) - I*

Tally Education Private Limited: *Computerized Accounting Using Tally.ERP9*

Schroeder, Richard G., Clark, Myrtle W. & Cathey, Jack M. (2005). *Financial Accounting Theory and Analysis, Text Readings and Cases*. John Wiley and Sons. *Unit(s) - I*

Tally Education Private Limited: *GST using Tally ERP 9*. *Unit(s) – II, III, IV, V*



**MBA-(IB) - 20/IV/EC-03: INDIAN ETHOS AND LEADERSHIP**

**Course Objective:**

This course aims at building an understanding and perspective of Indian ethos and leadership. It helps appreciating Indian way of leading different organizations.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student:

**CLO1:** To know the relevance of Indian ethos and management lessons from scriptures.

**CLO2:** To understand ethical codes and value system in the work culture.

**CLO3:** To know the approaches to leadership through Indian traditions.

**CLO4:** To understand different approaches of leadership from India.

**CLO5:** To know contemporary Indian leadership practices as followed by leaders in modern organizations.

**Course Contents:**

**Unit I- Indian Ethos:** History and relevance of Indian tradition of understanding physical and metaphysical world; Appreciating scriptures and their role in shaping cognition and social interactions; Brief introduction to Indian philosophy.

**Unit II- Perspectives on Ethics:** Ethos and ethics; Morality, ethics and values; Indian values, ethical dilemmas shaping business and society interface- cues from Indian narrative tradition including Panchatantra and Arthashastra.

**Unit III- Ethos – Leadership Interface:** Perspectives on leadership through ancient values and Indian traditions; Leadership -in relevance to time, space, narratives and eternity; Moral principles for leadership based on Indian ethos; Target (goal) vis-à-vis process orientation; Leadership through storytelling.

**Unit IV- Great Indian Thought on Leadership:** Leadership lessons from sacred Indian texts as well as non-text sources; Gandhian thoughts on leadership; Vivekananda's thinking on leadership; Personal character of a leader; Leader as seer, leader as servant, leader as agent.

**Unit V- Contemporary Leadership Practices from India:** Understanding relevance of leadership in contemporary times, role of Indian leadership model and its relevance in bringing world order; Appreciating diversity of Indian leadership model; Cases on Indian leadership practices.

**Suggested Readings (Unit wise)**

Balasubramanian, S. (2007). *The Art of Business Leadership: Indian Experiences*. Response Books. Sage. *Unit(s) - V*

Cappelli, Peter, Harbir, Singh, Jitendra, V. Singh & Michael, Useem (2010). Leadership Lessons from India. *Harvard Business Review* (March), 1-9. *Unit(s) - V*

Chakraborty, S. K. (1995). *Ethics in Management-Vedantic Approach*. New Delhi: Oxford India Ltd. *Unit(s) – II*

Chatterjee, D. (2012). *Timeless Leadership – 18 Leadership Sutras*. Wiley. *Unit(s) - III and IV*

Chaturvedi, B. (2006). *The Mahabharata: An Inquiry in the Human Condition*. Orient Longman.

*Unit(s) - IV*

Das, G. (2009). *The Difficulty of Being Good, On the Subtle Art of Dharma*. India: Penguin Books  
*Unit(s) - I and IV*

Kautilya's Arthashastra (2016), *King, Governance, and Law in Ancient India*. Oxford University Press.  
*Unit(s) - I*

Krishna, G. R. (1999). *Indian Ethos for Modern Management*. UBS Publishers Distributors Ltd.  
*Unit(s) - III*

Kumarasamy, A. (2006). *Gandhi on Personal Leadership*. Jaico Publishing House. *Unit(s) - IV*

Nair, K. (1997). *A Higher Standard of Leadership: Lessons from the Life of Gandhi*. San Francisco: Berrett-Koehler Publishers.  
*Unit(s) – IV*

**MBA-(IB) - 20/IV/EC-04: FINANCIAL MODELING USING EXCEL**

**Course Objective:**

To provide hands on learning on financial modeling using spreadsheets for Business Analysis and financial decisions.

**Course Learning Outcomes:**

The successful completion of this course shall enable the student to:

**CLO1:** Understand the foundations of financial modeling using spreadsheets.

**CLO2:** Build financial models for business analysis.

**CLO3:** Build financial models for forecasting and to make projected financial statements.

**CLO4:** Apply modeling tools and techniques for valuation.

**CLO5:** Use financial models for decisions in uncertainty.

**Course Contents:**

**Unit I- Modeling Overview and Core Concepts:** Financial modeling and application, tools for modeling, skills for financial modeling, steps of modeling, independent and dependent variable; Spreadsheet environment and its application, designing the spreadsheet model, using formulas in modeling.

**Unit II- Modeling for Business Analysis:** Building a financial statement model; Financial analysis of company: Construction of pyramid of ratios from a published financial statement; Report on an industry: Financial analysis and interpretation.

**Unit III- Financial Forecasting:** Historical financial statements; Integration and linking of financial statements; Lag and lead indicators; Forecasting techniques; Forecasting turnover, expenses, current and non-current assets, liabilities; Adjusting for seasonality, projected financial statements.

**Unit IV- Modeling for Valuation:** Applying modeling tools and functions, projected cash flows, The DCF inputs: Beta, risk premium, capital asset pricing model, weighted average cost of capital, discounted cash flows, DCF valuation, understanding the DCF valuation; Stages of growth, terminal value.

**Unit V- Modeling for Uncertainty:** Simulation and sensitivity analysis; What if Analysis- Goal Seek, scenario planning, scenario and solver tools; Statement of assumptions.

**Suggested Readings (Unit Wise)**

Beninga, Simon (2014). *Financial Modeling*. MIT press, Ch.1, 2, 3. *Unit(s) - IV*

Day, Alastair L. (2012). *Mastering Financial Modeling*. Pearson Education, Ch.8, 9, 13, 16. *Unit(s) - III and IV*

Moschella, John (2017). *Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling*. Guternberg Research publishing, Ch.5, 6, 7. *Unit(s) - IV*

Proctor, K. Scott (2004). *Building Financial Models with Microsoft Excel*. John Wiley and Sons, Ch.10, 16. *Unit(s) - V*

Sengupta, Chandan (2004). *Financial Modeling using Excel and VBA*. John Wiley & Sons, Ch. 1,2,4,5. *Unit(s) - I, II, III and V*

Tija, John S. (2009). *Building Financial Models*. McGraw Hill, Ch. 3, 9, 10, 14. *Unit(s) – I and II*

**Note: Latest edition of the readings may be used.**

**MBA-(IB) - 20/IV/EC-05: PLANNING FOR PERSONAL FINANCE**

**Course Objective:**

The Course in Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

**Course Learning Outcomes:**

After studying this course, the student will be able to:

**CLO1:** Understand the premise of financial planning and identify the financial goals.

**CLO2:** Critically evaluate the investment instruments suitable for different financial goals in different time span.

**CLO3:** Apply appropriate financial instruments to manage individuals' finances.

**CLO4:** Analyze investment in primary market.

**CLO5:** Understand credit planning, retirement planning as well as estate planning.

**Course Contents:**

**Unit I-Financial Planning & Investment Environment:** Financial planning process and life cycle approach, ascertainment of financial goals; Application of investment alternatives in financial plans – including Real Estate Investment Trusts (Reits), Infrastructure Investment Trust (Invits); Independent opening and operation of trading and demat account.

**Unit II-Diversity in Financial Planning:** Planning for life insurance and health insurance; Primary clauses in life and healthcare insurance agreement; Application of Compounding and Indexing; Balancing Mutual Funds, Funds CAGR, SIP/ SWP/ STP and Index Funds; Identification of Common Stocks with Uncommon Profits; Identification of Competitive Durable Advantage of Equity; Equity with Moat; Principles and variables of Value investing system.

**Unit III-Building Financial Plans:** Critical Analysis of Investments; Insurance and Tax saving Instruments; Risk assessment of individual; Building financial plans using spreadsheets; Evaluation of financial plan.

**Unit IV-Investment in Primary Market:** Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private Placement; IPO Process; Eligibility & norms for IPO; Role of Credit Rating Agency. Categories of IPO: Traditional and Contemporary.

**Unit V-Credit & Retirement Planning:** Assessment of credit; Reverse mortgage; Optimal Use of Education loan, Consumer and housing finance; EMI: Calculations & Long term Impact, Credit card management; Overdraft protection, Credit History, Retirement solutions, Analysis of Retirement planning, pension plans including taxes and inflation; Estate Planning- Objectives of will, creating a valid will; Power of attorney.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Suggested Readings (Unit Wise)**

Buffet. Marry and Clark. David. (2011). *Warren Buffett and the Interpretation of Financial Statement. Unit(s) – I and II*

Fisher. A. Philip. (2010). *Common Stocks and Uncommon Profits*. Wiley. *Unit(s) - I and II*

Graham, Benjamin. (2017). *The Intelligent Investor*, 6<sup>th</sup> Edition. *Unit(s) - I and II*

Keown, A J. (2017). *Personal Finance – Turning money into wealth*. Pearson Publication. *Unit(s) - III and V*

Khurshed, Arif. (2016). *Initial Public Offerings: The mechanics and performance of IPOs*, Harriman House Publishing. *Unit(s) - IV*

Madura, Jeff. (2016). *Personal Finance*, 6<sup>th</sup> Edition. Pearson. *Unit(s) - I, III and V*

Soota, Ashok and Gopalan, S.R. (2012). *Entrepreneurship Simplified: From Idea to IPO*. Penguin Random House India. *Unit(s) - IV*

Spier Guy. (2014). *The Education of Value Investor*. Palgrave. *Unit(s) - I and II*

[www.marketsmojo.com](http://www.marketsmojo.com) *Unit(s) - I and II*

[www.moneycontrol.com](http://www.moneycontrol.com) *Unit(s) - I and II*

[www.valueresearch.com](http://www.valueresearch.com) *Unit(s)- I and II*

[www.yahoofinance.com](http://www.yahoofinance.com) *Unit(s)- I, II and IV*

**Note: Latest edition of the readings may be used.**