



**UNIVERSITY OF JAMMU**

**NOTIFICATION**  
**(11/June/ ADP/14)**

In pursuance of the decision taken by the Academic Council at its meeting held on 24.05.2011 vide Resolution No. 25, It is hereby notified for the information of all concerned that the Syllabi and Courses of Study for I & II Semesters of MBA-International Business (MBA-IB) as given at Annexure are adopted for the examinations to be held in the years as given below against each:

<u>Semester</u>	<u>For the examinations to be held in the year</u>
I	Dec. 2011, 2012, 2013
II	May 2012, 2013, 2014

Sd/-  
REGISTRAR

F.Acd./11/ 4229-58

Dated: 25-07-2011

Copy for information and necessary action to:

1. Special Secretary to Vice-Chancellor, University of Jammu.
2. Sr.P.A. to Registrar
3. Dean, Faculty of Business Studies/Director, The Business School  
Director, International Centre for Cross Cultural Research & HRM
4. Convener, Board of Studies in International Business
5. Members of the Board of Studies concerned
6. Principals of the concerned Colleges
7. P.A. to Controller of Examinations.
8. C.A. to Controller of Examinations.
9. Deputy/ Asstt. Registrar (Conf./Exams. Prof./P/G /Inf./Pub./Admission/DDE)
10. S.O (Confidential)
11. Incharge, University Website.

Asst. Registrar(Academics)

27/6/11



# ANNEXURE - 1

## THE BUSINESS SCHOOL UNIVERSITY OF JAMMU

### MBA-International Business(MBA-IB)

#### Semester-1

MBA-IB:101	Principles of International Management and Behaviour	100
MBA-IB:102	Business Economics	100
MBA-IB:103	Marketing Management	100
MBA-IB:104	Foreign Trade Policy and Management	100
MBA-IB:105	Accounting for Decision Making	100
MBA-IB:106	Business Research Methods	100
MBA-IB:107	IT in Business	50
MBA-IB:108	Foreign Language	50
		<u>700</u>

#### Semester-2

MBA-IB:201	International Business Environment	100
MBA-IB:202	International Marketing	100
MBA-IB:203	International Human Resource Management	100
MBA-IB:204	Corporate Finance	100
MBA-IB:205	Foreign Trade, Finance and Documentation	100
MBA-IB:206	Business Etiquettes across cultures	50
MBA-IB:207	Foreign Language	50
MBA-IB:208	Viva-Voce	50
		<u>650</u>

Summer Training of 6-8 weeks after completion of 2<sup>nd</sup> Semester

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**Semester-3**

MBA-IB:301	International Strategic Management	100
MBA-IB:302	Summer Training Report Evaluation	50
MBA-IB:303	Foreign Language	50
MBA-IB:311	Strategic Marketing	100
MBA-IB:312	Consumer Behaviour	100
MBA-IB:321	International Finance Management	100
MBA-IB:322	International Investment and Foreign Exchange Management	100
MBA-IB:331	Cross Culture and Diversity Management	100
MBA-IB:332	Leadership and Organisational Development	100
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FIELD TRIP after 3<sup>rd</sup> Semester

**Semester-4**

MBA-IB:401	International Project Management	100
MBA-IB:402	Business Laws	100
MBA-IB:403	Corporate Governance and Social Responsibility	100
MBA-IB:404	WTO – Issues and Policy	100
MBA-IB:405	International Financial Markets and Institutions	100
MBA-IB:406	International Business Communication	50
MBA-IB:407	Comprehensive Viva-Voce	50
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## MBA-IB (Semester-I)

Course Title: Principles of International Management and Behaviour

Course No. MBA- IB: 101

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

To discuss with the students Principles of International Management and Behaviour and to develop an understanding of the basic concepts and theories related to International Management and Behaviour

### Unit 1

International Management: Trends, Challenges and Opportunities. Functions of International Management. Different schools of thought of International Management. Pattern of Growth- Country of Origin- Different Management styles.

### Unit 2

Comparative Management : Importance and Methods. Management styles and practices in US, Japan, China and India. Organizational Design and Structure of International Corporations. New Approaches in Organizational Design, Downsizing; Span of Management, New People Management

### Unit 3

International Dimensions of Organizational Behavior: Managing across cultures, Contemporary challenges and opportunities in Organizational Behavior, Understanding and managing Individual Behavior: Individual differences and work behavior, Personality, Perception, attitudes and learning.

### UNIT 4

Self growth and Interpersonal effectiveness. Transactional Analysis. Group processes and Behavior. Individual and the group. Teams: Nature and effectiveness. Team Building, Group conflict and resolution, Organisational Culture.

### Unit 5

The Organization in relation to its environment; Organizational Climate, Power and Politics. Work Motivation. Work Stress: causes and coping strategies ,Organizational creativity and Innovation, Knowledge Management, Corporate Governance, The theory of Constraints and Issues

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

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### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- Hodgetts: International Management, Tata Mc Graw Hill, New Delhi.
- Koontz & Whelrich: Management: The Global Perspective, Tata Mc Graw Hill, New Delhi.
- Weihrich Heinz and Koontz, Harold : Management : a global perspective. TMG
- Koontz, Harold & others : Principles of Management: TMG
- Drucker Peter F: Management : Tasks, Responsibilities and Practice. Allied Publishers.
- Robbins, Stephens, P.: Organisational Behaviour, Prentice Hall of India, New Delhi
- Newstorm and Keith Davis: Organisation Behaviour- Human Behavior at work, Tata Mc Graw Hill
- Luthans Fred: Organisation Behaviour, Tata Mc Graw Hill, New Delhi.

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## MBA-IB (Semester-I)

**Course Title: Business Economics**

**Course No. MBA- IB: 102**

**Contact Hours: 45**

**Duration of Examination: 3 hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**Semester Examination : 70 Marks**

(For the Examinations to be held in 2011, 2012 and 2013 )

## Objective

The objective of this foundation course is to impart basic knowledge of the concepts and tools of economic analysis and their application to key business decisions within the organizations and to acquaint participants with the main features of aggregate economic system.

## Unit 1

Introduction to Managerial Economics; Demand Theory - Meaning of Demand, Types of Demand - Individual demand, Market demand; Determinants of market demand; Demand Estimation; Law of Demand; Business and Economic Forecasting – Survey Methods, Statistical Methods; Elasticity of Demand – price elasticity, income elasticity, cross elasticity, advertising elasticity.

## Unit 2

**Production Theory and Analysis-** The Production Function - production with one variable input, production with two variable inputs; Economies of scale and Scope – Internal economies, External Economies, Laws of Returns to scale; Cost Theory and Analysis- The Economic Concept; Production and Cost; Some accounting cost concepts, Some Analytical Cost Concepts, Short-run and long-run Cost Functions; Break-even Analysis.

## Unit 3

Market structures- Perfect Competition- pricing under perfect Competition, Characteristics of Perfect Competition, Price Determination under Perfect Competition-Short run and long run; Monopoly- Causes and kind of Monopolies, Pricing and output decisions in short run and long run, Price Discrimination under Monopoly; Monopolistic Competition – price under Monopolistic Competition in short run and long run, Oligopoly – Pricing under Oligopoly, Kinked Demand curve analysis and price stability: Sweezy's Model.

## Unit 4

Pricing of Goods and Services; Pricing of Multiple Products; Price Discrimination; Product Bundling; Peak-load Pricing; Cost-plus or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices; Consumption Function;

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## Unit 5

Macro economics: Business Cycles – Phases of Business Cycles, Theories of Business Cycle; Monetary and Fiscal Policies; Input-Output Analysis; Inflation, Deflation.

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- |                                   |   |                          |
|-----------------------------------|---|--------------------------|
| • Dean, Joel                      | : | Managerial Economics     |
| • Cohen, Gerald, J                | : | The Nature of Management |
| • Duncan, McDougall               | : | Macro Economics          |
| • Varshney and Maheshwari:        |   | Managerial Economics     |
| • Brigham, Eugene, Pappas, James: |   | Managerial Economics     |
| • Dwivedi, D.N                    | : | Managerial Economics     |
| • Peterson, Craig, Lewis Cris:    |   | Managerial Economics     |
| • Chopra, P.N                     | : | Business Economics       |

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## MBA-IB (Semester-I)

**Course Title: Marketing Management**

**Course No. MBA- IB: 103**

**Contact Hours : 45**

**Duration of Examination: 3 hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**Semester Examination : 70 Marks**

(For the Examinations to be held in 2011, 2012 and 2013)

## Objective

The main objective of the paper is to make the students aware about various aspects of Marketing so as to be enabled to understand the relevance and thereof make effective decisions in an International Scenario.

## Unit 1

Core Concepts of Marketing, Orientation towards market place, Marketing Management Tasks, Marketing and Customer Value. Strategic Planning in Marketing, Market Segmentation, Targeting & Positioning and Marketing Mix.

## Unit 2

Analysis of Macro Environment, Marketing Research Process, Measuring Marketing Productivity, Demand Management, Demand Measurement and Demand Forecasting.

## Unit 3

Consumer Behaviour, Factors Affecting Consumer Behaviour, Building Customer Value, Satisfaction and Loyalty, Brand, Brand Equity, Devising Branding Strategy.

## Unit 4

Product – Product Levels, Differentiation, Product Life Cycle, Marketing Strategies, New Product Development, Product Adoption Pricing – Setting the price, Adapting the Price, Initiating and Responding to Price Change.

## Unit 5

Marketing Channels – Role of Channels, Intermediaries in the Channels, Channel Design Decisions, Channel Management Decisions.

Communication – Developing Effective Communication, Communication Mix Decisions, Integrated Marketing Communication.

## NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- Marketing Management – Kotler, Koshy, Keller and Jha.
- Marketing Management – Philip Kotler.
- Marketing Management – V.S. Ramaswamy & S. Namakumari

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## MBA-IB (Semester-I)

Course Title: Foreign Trade Policy and Management

Course No. MBA- IB- 104

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

The objective of this course is to acquaint MBA students to the basics of Corporate finance. This course will help them in developing an understanding about the various aspects of Foreign Trade and Policy and their impact on the business.

### Unit 1

World trade- Direction of World trade, Composition and direction of World Merchandise trade & World commercial services trade. India's foreign trade, its direction and composition, Terms of trade and Constraints in India's export growth. Balance of Trade and corrective measures. Balance of Payments and corrective measures.

### Unit 2

Preferential Trading Arrangement (PTA): Forms of International Economic Integration, Growth of Regional Trading Agreements(RTA) in different parts of world, Limitations of Regional economic integration, RTA vis-à-vis multilateral trading system under WTO. India's participation in PTAs.

### Unit 3

Theories of International Trade- Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Heckscher-Ohlin Theory, Country Similarity Theory, Product Life-Cycle Theory, Theory of Competitive Advantage

### Unit 4

Trade Policy Options for developing countries, Strategic Options for Trade Policy, Instruments of Trade Policy. The Foreign Trade (Development and Regulation) Act, 1992. India's Foreign Trade policy –Prohibitions and Restrictions on Import and Export, Policy Measures for Trade Promotion, Scheme to Augment Export Production, and other export promotion measures. Policy initiatives and incentives by the State Governments, WTO and India's Export Promotion Measures, WTO's Trade Policy Review Mechanism.

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## Unit 5

Organizations for International Trade Promotion: International Trade Centre, Import Promotion Organizations. Institutional Framework for Trade Promotion in India: Department of Commerce, Advisory Bodies, Commodity Organizations, Autonomous Bodies, Service Institutions, Government Participation in Foreign Trade, State's Involvement in Promoting Exports

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

Francis Cherunilam:	International Business, Text and Cases Prentice Hall of India Private Limited.
Rakesh Mohan Joshi:	International Business, Oxford University Press.
Justin Paul:	International Business, PHI
O.P. Agarwal, B. K. Chaudhary:	Foreign Trade and Foreign Exchange Himalaya Publishing House.
Vyuptakesh Sharan:	International Business- Concept, Environment and Strategy. Pearson Education
Ruddar Datt, K.P.M. Sundharam:	Indian Economy S. Chand & Company Ltd.
Anuradha Gulati Dasgupta:	Taxmann Students' Guide to Indian Economics
S. K. Misra, V.K.Puri :	Economics of Development Planning – Theory and Practice Himalaya Publishing House.
P.Subha Rao :	International Business, Text and Cases Himalaya Publishing House.

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## MBA-IB (Semester-I)

Course Title: Accounting for Decision Making.

Course No. MBA- IB: 105

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

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

### Unit 1

Financial accounting – Concept, need, importance and scope. Accounting concepts & conventions with special reference to GAAP. Basic Accounting Equation.

### Unit 2

Asset Valuation and depreciation. Preparation of financial statements – Trading and Profit & Loss account and Balance Sheet. Adjustments in final accounts

### Unit 3

Management Accounting – Concept, Need, Importance and Scope. Financial statement Analysis – Funds flow and Cash flow Analysis, Ratio Analysis including DU Post analysis.

### Unit 4

Cost Accounting – Concept, need, scope and importance. Cost classification. Preparation of cost sheet. Budget and Budgetary control, Performance Budgeting and Zero based Budgeting.

### Unit 5

Costing for decision – making: Standard costing and Variance Analysis – Material and Labour. Marginal Costing and CVP Analysis.

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each

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unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- Anthony, R.N. and Reese J.S. Accounting Principles, 6<sup>th</sup> ed., Homewood, Illinois, Richard D. Lewin, 1995.
- Bhattacharya S.K. and Dearden J. Accounting for Management: Text and Cases, New Delhi, Vikas, 1996.
- Jain, S.P & Narang, K.L. Cost Accounting – Principles & Practice, 16<sup>th</sup> ed, Kalyani Publisher, 2000.
- Gupta, S.k & Sharma R.K., 'Management Accounting, 10<sup>th</sup> ed, Kalyani Publishers, 2005.
- Juneja M.C., Chawla R.C. & Saxena K.K., elements of Book – Keeping, 11<sup>th</sup>ed., Kalyani Publishers, 2005.

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## MBA-IB (Semester-I)

Course Title: Business Research Methods

Course No. MBA- IB: 106

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination : 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

- To bring out applications of business research methods and its usefulness in managerial decision making
- To expose the students with the various research techniques and the process of applying these techniques

### Unit 1

Measures of Central Tendency; Arithmetic Mean – for Individual Observations, Discrete Series and Continuous Series; Weighted Arithmetic Mean, Geometric Mean; Positional Measures – Median, Quartiles and Mode; Relationship between Mean, Median and Mode; Measures of Dispersion – Range, Interquartile Range, Mean Deviation, Standard Deviation; Coefficient of Variation; Skewness and Kurtosis

### Unit 2

Correlation – Meaning, Significance and Types; Karl Pearson coefficient of correlation; Spearman's rank correlation method; Regression Analysis – Introduction, Uses and Types; Simple Linear Regression Model; Regression Coefficients; Regression Equations; Standard Error of Estimate; Coefficient of determination

### Unit 3

Concepts of Probability; Rules of Probability – Additive, Multiplicative; Discrete Probability Distribution – Binomial Distribution and Poisson Distribution; Continuous Probability Distribution – Normal Distribution, Characteristics, Area under the normal curve.

### Unit 4

Hypothesis – Introduction, Format and Types; Procedure of Hypothesis Testing; Errors in Hypothesis; Two-tail and One-tail test of hypothesis; Tests for significance for Attributes; Tests of Significance for Variables; Tests of Significance for Small Samples; t-distribution and its application

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- A signature below it, possibly "Pul".  
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Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of Variance (ANOVA), One Way and Two Way Classifications; F-Test

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

- Statistical Methods by S P Gupta, Sultan Chand Publication, Edition 2009
- Business Statistics, J K Sharma, Pearson Education, 2<sup>nd</sup> Edition
- Business Research Methods, Zikmund, William G. (2007), Thomson / South Western

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## MBA-IB (Semester-I)

Course Title: IT in Business

Max. Marks: 50 Marks

Course No. MBA- IB- 107

Contact Hours: 27

(For the Examinations to be held in 2011, 2012 and 2013)

### Objective

The main objective of the course is to make the students aware of the basic concepts of Information Technology and its major applications. The students will be trained on Ms –Office basic applications.

### Unit 1

Business Driven Technology Overview, Identifying Competitive Advantages The Five Forces Model – Evaluating Business Segments, Strategic Initiatives for implementing competitive Advantages, measuring the success of Strategic Initiatives, IT roles and responsibilities, Valuing Organizational Information

### Unit 2

Introduction to Computer Networks; Wired and Wireless: LAN, WAN, MAN, Satellite Communication , Transmission Media, Latest Technologies of telecommunication, Introduction to Databases, Relational Database Fundamentals

### Unit 3

Effective Data Management Techniques using Windows; Creating and Managing Text Documents using MS- Word, Managing and Analyzing Data using Spreadsheet packages like MS- Excel, Using Excel Functions for managing Accounting and Financial Problems, Creating Effective presentations using MS- Power Point, Database applications for handling Queries at various levels using MS- Access

### Books Recommended

- Microsoft Office 2003 Student –Teacher Edition by Ed Bott and Woody Leonhard; Pearson
- Managerial Decision Modelling with Spreadsheets, Balakrishnan, Render, Stair; Pearson Education
- Introduction to Information Technology by Efrain Turban, R.K. Rainer and R. Potter; Wiley
- MS Excel Data Analysis and Business Modelling By Wayne L Winston; PHI
- Step by Step MS Office by Joyce Cox, Crutis Frye; PHIMS Access
- Step by Step ;Microsoft Press

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## MBA-IB (Semester-II)

Course Title: International Business Environment

Course No. MBA- IB: 201

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013)

### Objective

To enlighten the students on various aspects of International Business Environment and develop an understanding of the basic concepts related to global environment issues and to analyze the impact of globalization on the Indian industry.

### Unit 1

An overview of International Business Environment, Analysis of Global Environment – Political, Economic, Social and Cultural, Legal, Technological, Natural Environment. Globalization forces- Meaning, Dimensions and Stages in Globalizations- Globalization Boon or Bane

### Unit 2

Theories of International Trade by Adam Smith, Ricardo and Ohlin and Heckler. Managing the multinational Enterprises- Problems and Potential- Multinational service Organizations. Indian Companies becoming Multinationals- Potential, Need and Problems.

### Unit 3

Country Risk Analysis- Political, Social and Economic, Cultural and Ethical Practices- Responsibilities of International Business, Opportunities and Threats for International Business. Rise of new Economies like Brazil, Russia, India and China (BRIC) and ASEAN Countries.

### Unit 4

Trade Blocks. Types of Integration- Theory of Customs Union, European Union, Regional Groupings, Integration of Developing Countries- SAARC, SAPTA, WTO- an Overview

### Unit 5

Transfer of Technology, International Negotiations- Protection of IPRs. Special Economic Zones- Introduction, Types of Economic Zones, Meaning and Nature of SEZ, Mechanism of setting of SEZ, Opposition to SEZ.

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## NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Recommended Books

- International Business Environment by Anant K. Sundaram/ J. Stewart Black- Prentice Hall.
- International Business Environment and Operations by John D. Daniel, Lee H. Radabaugh, Daniel P. Sullivan- Pearson Education, 10<sup>th</sup> Ed, 2004.
- International Management – managing across borders and cultures, 4<sup>th</sup> Edition by Helen Deresky- PHI.
- Dynamics of Successful International Business Negotiations by Robert T. Moran, William G. Stripp- Jaico.
- The International Environment of Business Negotiations by Gerald M. Meier- Oxford Press, 2006.
- The Essence of International Business, Taggart and McDermott, Prentice Hall of India.
- International Business, J.V.Prabhakara Rao and A.V. Ranganadhachary
- Alworth, Julian S. The Finance, Investment and Taxation Decision of Multinationals, London, Basil Blackwell, 1988
- Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995
- Bhall, V.K. International Economy, Liberalisation Process, New Delhi, Anmol, 1993
- Daniel, John D and Rdebangh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1989
- Eiterman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Addison Wesley, 1986
- Jonston, R.B The Economics of the Euromarket : History, Theory and Practise, New York, Macmillan, 1983
- Parks, Yoon and Zwick, Jack, International Banking in Theory and Practice, New York, Addison Wesley, 1985

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## MBA-IB (Semester-II)

Course Title: International Marketing

Course No. MBA- IB: 202

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination : 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

The objective of this course is to expose the students with the challenges and issues related to international marketing. The distinctive aspects of international marketing have been deliberated upon in this course.

### Unit 1

International Marketing; Process of International Marketing; Domestic, International vs. Global Marketing; Management Orientation – Ethnocentric, Polycentric, and Geocentric; Process of Internationalization; Benefits of International Marketing.

### Unit 2

Trade Theories – Comparative Advantage, Relative Advantage, Factor Endowment, Product Life Cycle Theory; World Trade Organization (WTO); Economic Cooperation; Marketing Barriers – Tariff and Non Tariff

### Unit 3

World Marketing Environment – Economic, Political, Social and Cultural; Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Manufacturing, Assembly Operations, Management Contract, Acquisition, Strategic Alliances ; Free Trade Zones; Export Processing Zones

### Unit 4

International Product Life Cycle; Product Adoption; Branding Decisions; International Advertising and Promotion Strategies, International Channels of Distribution; Channel Decisions; Global Pricing Strategy

### Unit 5

Multicultural Marketing; Segmentation in Cross Cultural Marketing; Cross-Cultural Marketing Research; Cross-Cultural Communication and Promotion, Marketing Services Across Cultures.

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## NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- International Marketing – Analysis and Strategy by Sak Onkvisit and John J. Shaw, Prentice Hall Publication (Indian Edition)
- Global Marketing Management by Warren J Keegan, Prentice Hall Publication (Indian Edition)
- International Marketing Management, by Subash C Jain, South-Western Publication
- Cross Cultural Marketing, Robert Rugimbana and Sonny Nwankwo, Thomson Learning.

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## MBA-IB (Semester-II)

**Course Title : International Human Resource Management**

**Course No. MBA- IB:203**

**Contact Hours : 45**

**Duration of Examination : 3 hours**

**Max. Marks : 100 Marks**

**Internal Assessment:30 Marks**

**Semester Examination : 70 Marks**

(For the Examinations to be held in 2011, 2012 and 2013 )

## Objective

- To introduce the concepts, theoretical frameworks and issues in International Human Resource Management.
- To understand the role of human resource management in the international multinational context.
- To appreciate human resource management practices across cultures and nations.

## Unit 1

International Human Resource Management (HRM): Definition, concepts and approaches; Forms of International Human Resource Management; Difference between domestic and International Human Resource Management; Development of the IHRM function; International Human Resource Management: A cross-cultural approach; Strategic issues in IHRM: Some theoretical frameworks; Key perspectives in global workforce management.

## Unit 2

International Recruitment and Selection: Issues and Approaches; General factors affecting Global Staffing; Expatriate selection, preparation, foreign assignment and Repatriation; Expatriate Employee entry and re-entry issues. Patterns of Global Management Development; Training imperatives for the global workforce; Issues in Cross-Cultural training.

## Unit 3

International Performance Management: Concepts and purposes; Performance Management in Multinational Enterprises: Process and guidelines; Performance Management of International Assignees: Evaluation issues and guidelines; Variables influencing performance of Expatriates; Tahvanainen Contextual Model of Expatriate Performance Management.

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#### Unit 4

Global Compensation Management in MNC's ; Approaches to Expatriate's compensation; Cultural impact and Compensation Policy; Paying Expatriates: Variable pay; Factors influencing compensation programmes; Managing compensation on a global scale: Fundamental practices.

#### Unit 5

Managing International Projects: A Human Resource Perspective; Ethical issues facing multinationals; Managing people in the International context: India, China, Japan, EU, USA and UK; Research in International Human Resource Management.

#### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

#### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

#### Books Recommended

- 'International Human Resource Management: Managing People in a Multinational Context' by Peer J. Dowling, Denise E. Welch and Randall S. Schuler; South Western College Publishing, 1999.
- 'Cultural Paradigm in Managing People and Organisations: Ethics, Change and Development by Neelu Rohmetra, Excel Books, 2005.
- 'International Human Resource Management: Policies and Practices for Multinational Enterprises', by Dennis R. Briscoe, Randall S. Schuler and Lisbeth Claus, Routledge: Taylor and Francis Group, 2009.
- 'International Human Resource Management', by Chris Brewster, Paul Sparrow and Guy Vernon, Universities Press (India) Pvt. Ltd., 2008.
- 'International Human Resource Management – Text and Cases ' by P. L. Rao, Excel Books, 2008.
- 'Management Perspectives in the New Age: Strategy, Markets and People' by Neelu Rohmetra and Dinesh Sharma, Excel Books, 2011.
- 'Managing Human Resources in Cross-Border Alliance', by Randall S. Schuler and Susan Jackson, Routledge Taylor and Francis Publications, 2003

*Arshin Chaudhary*  
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*Neelu Rohmetra*

*B.P.*

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- 'Managing Resources in Asia Pacific', by Pawan Budhwar, Routledge Taylor and Francis Publications, 2004.
- 'Globalising Human Resource Management', by Paul Sparrow, Chris Brewster and Hillary Harris Routledge Taylor and Francis Publication.
- 'Text Book of International HRM' by S. C. Gupta, MACMILAN India Ltd., 2006.
- 'Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management' by Charles M. Vance and Yougrun Paik, PHI Learning Pvt. Ltd., New Delhi: 2009

*Pawan Budhwar*

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*Charles M. Vance*  
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## MBA-IB (Semester-II)

Course Title: Corporate Finance

Max. Marks: 100 Marks

Course No. MBA- IB: 204

Internal Assessment: 30 Marks

Contact Hours: 45

Semester Examination : 70 Marks

Duration of Examination: 3 hours

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

The objective of this course is to acquaint MBA students to the basics of Corporate finance. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

### Unit 1

Concept, scope, classification and organization of finance function. Objectives of Financial Management – Profit maximisation vs. Wealth maximization. Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

### Unit 2

Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting – Traditional and Discounted Cash Flow (DFC). Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements

### Unit 3

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, Financial Services: Leasing, Hire purchase, Venture Capital Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

### Unit 4

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage. Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure – EBIT-EPS Approach (Indifference point in Capital Structure), Cost of Capital & Valuation Approach, and Cash Flow Approach. Capital Structure Theories – Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

*Handwritten signatures and initials at the bottom of the page:*  
Ankur Kumar  
Vijay  
Devi  
Rishi  
Nee  
P. H.  
A. H.  
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## Unit 5

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision. Dividend Theories - Dividend Theories of Relevance – Walters Model, & Gordon's Model, Dividend Theories of Irrelevance – Modigliani-Miller Hypothesis. Financial Modeling- Concept, Scope and Limitations.

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

### Books Recommended

- I M Pandey : Financial Management, Vikas Publishing House Pvt. Ltd.
- M Y Khan & P K Jain : Financial Management, Text, Problems and Cases, Tata McGraw Hill
- V.K.Bhalla : Financial Management and Policy, Anmol Publications Pvt. Ltd.
- Van Horne : Financial Management and Policy, Prentice Hall India
- Parsana Chandra : Financial Management Theory and Practice, Tata McGraw Hill
- Vishwanath : Corporate Finance

Ashu Chandra

Neelendra Kumar

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## MBA-IB (Semester-II)

Course Title: Foreign Trade Finance and Documentation

Course No. MBA- IB: 205

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination : 70 Marks

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

The objective is to acquaint the students with the development in the field of foreign trade and develop an understanding of various implications & applications.

### Unit 1

Foreign trade: Meaning, Types. Balance of trade: Meaning, Causes of Differences. Corrective Measures: Methods of foreign Trade – Open A/C, B/E and L/C.

### Unit 2

Instruments of Foreign trade, Documents used in foreign trade, Marine Insurance Policy: Marine Risks, Marine insurance Cases.

### Unit 3

Import finance : Documentary Credit, Need of Imports and barriers to International trade, Various methods of financing imports for an imports: Import letter of Credit, Suppliers Credit, Forfeiting, Countertrade, International Leasing.

### Unit 4

Export finance: Pre shipment Credit, Different stages of Export Finance, Buyers Credit, Suppliers Credit, Bank Credit.

### Unit 5

Cross Border Finance: Post shipment Credit, Advance Payments, External Commercial Borrowings( ECBs. ), Floating Rate Notes ( FRNs ), Raising of Equity through ADRs/ IDRs/ GDRs, Foreign Direct Investment, Bilateral – Multilateral Assistance.

### NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

### Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit( total questions to be attempted will be five), i.e. there will be internal choice within each unit.

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*Neelam*  
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### Books Recommended

- Aggarwal, O.P. & Chaudhari, B.K., Foreign Trade and Foreign , 6<sup>th</sup> ed., Himalaya Publishing House, 2009.
- Cherunilam, Francis, 'International Business, 3<sup>rd</sup> ed; New Delhi, Prentice. Hall India, 2004.
- Joshi, R.M., International Business, New Delhi, Oxford University Press, 2009.
- O' Brien, Thomas J; International Finance, 2<sup>nd</sup> ed; Oxford University Press, New York, 2009.

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## MBA-IB (Semester-II)

Course Title: Business Etiquettes

Max. Marks: 50 Marks

Course No. MBA- IB:206

Contact Hours: 27

Duration of Examination:

(For the Examinations to be held in 2011, 2012 and 2013 )

### Objective

The objective of this foundation course is to introduce the students with the concepts of basic business etiquettes and business etiquettes across cultures.

### Unit I

Introduction to Personality Development; Elements of a Good Personality; Importance of Soft Skills; Introduction to Corporate Culture; Need for Professionalism in Industry.

### Unit 2

Non-Verbal Communication; Body Language- Physical Expression, gestures, Hand Movements, Spatial Relationships; Electronic Communication Etiquettes: Telephones, Speakerphones, Cellular Phones, Answering Machines and Voice mail, Electronic Mail (e-mail), Blackberry Devices, Facsimile (Fax) Transmissions.

### Unit 3

Global Manners: Guidelines for Global Interactions; Manners for Selected Regions of the World – Oriental and Western Cultures.

### Books Recommended

- Business and Professional Communication-for BBA and MBA Students: Sutapa Banerjee, I.K. International Publishing House Ltd. New Delhi.
- Cross- Cultural and Inter-Cultural Communication: William B. Gudykunst
- The 7-Habits of Highly Effective People: Stephen Covey
- The Essential Guide to Business Etiquettes: Lillian H. Chaney and Jeanette S. Martin.

*Prashant Chaudhary*  
*Neel Kumar*  
*Vijay*  
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