

PANJAB UNIVERSITY, CHANDIGARH

SYLLABI AND COURSES OF READING FOR MASTER OF BUSINESS ECONOMICS (MBE) EXAMINATION, 2011-2012

- Note :
1. The duration of the examination in each subject will be 3 hours.
 2. Maximum marks for external/written examination or 80 marks and Internal Assessment is 20 marks.

1ST SEMESTER

		Marks
MBE 6101	Business Economics	100
MBE 6102	Research Methodology and Business Statistics	100
MBE 6103	Legal Framework of Business	100
MBE 6104	Accounting for Managerial Decisions	100
MBE 6105	Human Resource Management and Organisational Behaviour	100
MBE 6106	Marketing Management	100
Total :		<u>600</u>

2ND SEMESTER

		Marks
MBE 6107	Business Environment	100
MBE 6108	Business Information Management	100
MBE 6109	Business Finance	100
MBE 6110	Direct and Indirect Tax Law	100
MBE 6111	International Marketing	100
MBE 6112	Viva-Voce and Summer Training Project	100
Total :		<u>600</u>

- Note :
1. After 2nd semester Examination all students will be required to undergo summer training for 6-8 weeks in an organization approved by the Chairman/Head and submit a report thereon.
 2. Summer Training Report will be submitted within two weeks of the commencement of third semester and viva-voce will be fixed within fifteen days thereof.

3RD SEMESTER

		Marks
Compulsory Papers :		
7101	Operations Research	100
7102	Business Forecasting & Estimation	100
7103	Project Management	100
 One of the following groups each with three papers :		
Group-A Banking and Insurance		
7104	Decision Making under Uncertainty	100
7105	Legal Framework of Banking and Insurance in Indian	100
7106	Financial Markets	100
 Group-B Trade and Marketing		
7107	Structure, Conduct and Performance of industries	100
7108	International Trade and International Business	100
7109	Foreign Language-I (German or French)	100
Total :		<hr/> 600 <hr/>

4TH SEMESTER

		Marks
Compulsory Papers :		
7201	Total Quality Management	100
7202	Strategic Management	100

One of the following groups each with three papers :

Group-A Banking and Insurance

7203	International Finance	100
7204	Marketing of Insurance and Banking Products	100
7205	Multinational Banking	100

Group-B Trade and Marketing

7206	Retail and Supply Chain Management	100
7207	International Business Laws	100
7208	Foreign Language-II (German or French)	100
7209	Viva-voce	100

Total :	600
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INSTRUCTIONS TO THE PAPER SETTERS:

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one questions and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all Two or Three question from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FIVE UNITS : Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

FIRST SEMESTER

MBE : 6101 : BUSINESS ECONOMICS

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Unit-I

Nature and scope of business economics : Demand theory and techniques for demand estimation. Demand elasticities – price, income and cross.

Theory of Production – Production Function for a single and multiple products, technological progress and the production functions.

Unit-II

Cost theory, traditional, modern and engineering; the empirical evidence on the shape of the cost; the relevance of cost theories in business decision making; business cost and incremental costs.

Market structure and degree of competition. Profit maximization, price and output in the short run and in the long run in perfect competition, monopoly, monopolistic and oligopoly.

Unit-III

Consumption function and theories of consumption, factors affecting the level of aggregate consumption. Role of investment, Investment Function and its theories.

Keynesian and classical theories of income, employment and output, wages and employment; evaluation of Keynesian Theory of employment. Keynesian theory and underdeveloped countries.

Unit-IV

Profit Management : nature and measurement of profit, profit theories, profit planning and forecasting.

The Location Decision : Factors influencing location, theories of location and regional policy.

Business cycles and trade cycles.

Unit-V

Balance of payment, Exchange Rate, Capital Flow and the Role of Monetary and Fiscal Policy.

Reference :

1. W. Duncan Reckie and Jonathan N. Crook. : Managerial Economics
2. A. Koutsoyiannis : Modern Micro-Economics
3. Jeol Dean : Managerial Economics
4. Edger K. Browing Jaqcleme M. Browing : Micro Economic Theory and Applications
5. Mote, Paul, Gupta : Managerial Economics
6. D.C. Hague : Managerial Economics
7. R.L. Varshney & K.L. Maheshwari : Managerial Economics
8. H.L. Ahuja : Advanced Economic Theory
9. Edward Shapiro : Macro Economics

MBE : 6102 : RESEARCH METHODOLOGY AND BUSINESS STATISTICS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Unit-I

Introduction to research in business

Types of research in business

Choosing the problem for research

General phases and principles of Research procedures

Unit-II

Formulating hypotheses

Use of Bibliographical Data in Research

Field Observation

Designing Questionnaires and schedules

Unit-III

The Interview

Review of Sampling Methods, sampling design

Analysis of research data

Scaling techniques

Preparation of report

Unit-IV

Frequency distribution, graphical representation, measures of central tendency, measures of dispersion/range variation, standard deviation. Probability : probability rules, states, independence, joint probability, marginal probability. Notion of random variables. Expectation, probability distribution. Binomial distribution. The Poisson distribution and the normal distribution.

Unit-V

Statistical Decision Theory, Sampling and Sampling Distributions. Hypothesis Testing : Large and Small Sample tests (Z-test, T-test and F-test). Non Parametric Test; Chi square, Run Test, Sign Test and Medium Test. Regression Analysis and Correlation Analysis; (Two Variables only).

Reference :

1. Digby : Business Research Methodology
2. Pauline V. Young : Scientific Social Surveys and Research
3. M.H. Gopal : An Introduction to Research Procedure in Social Sciences
4. Goode and Hatt : Method in Social Research
5. Kathari C.R. : Research Methodology – Methods and Techniques
6. Rao K.V. : Research Methodology in Commerce and Management
7. Goxien, Cowden & Bolch : Practical Business Statistics
8. Holl & Jasson : Business Statistics for Business and Economics
9. Stockton & Clark : Introduction to Business and Economic Statistics

MBE : 6103 : LEGAL FRAMEWORK OF BUSINESS

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Unit-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members.

Unit-II

Management of companies : directors, their appointment, duties, liabilities and powers Meetings of a company. Borrowing power of the company, charges and their registration. Prevention of oppression and mismanagement, winding up of a company; compulsory winding up and voluntary winding up.

Unit-III

Objectives of Foreign Exchange Management Act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties. Objectives of SEBI, provisions of SEBI and dealing with takeover and substantial acquisition of shares, buyback of shares and investor protection.

Unit-IV

Objectives of Consumer Protection Act 1986, rights of consumers, duties and obligations of business organization under Consumer Protection Act. Objectives of Environment Protection Act 1986. Duties and obligations of business organization under Environment Protection Act.

Unit-V

Labour Law : Factories Act; Industrial Disputes Act; Workman's Compensation Act. Payment of Wages Act, Payment of Bonus Act.

Reference :

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|--------------------------------|---|----------------------------------|
| 1. V.S. Datey | : | Student's Guide to Economic Laws |
| 2. Avtar Singh | : | Company Law |
| 3. V.S Datey | : | Student's Guide to Company Laws |
| 4. A.K. Majumdar & G.K. Kapoor | : | Company Law & Practices |

MBE : 6104 : ACCOUNTING FOR MANAGERIAL DECISIONS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Unit-I

Introduction to Accounting : Relationship of Economics with Accounting. Accounting Concepts, conventions and principles, branches of accounting : Financial, cost and management accounting and their inter-relationship.

Unit-II

Marginal Costing and Break-even Analysis : Concept of marginal cost, marginal costing and absorption costing; cost volume profit analysis, break-even analysis. Assumption and practical applications of break-even analysis. Decisions relating sales mix, make or buy decisions and discontinuation of a product line.

Unit-III

Budgeting : Definition of Budget, Essentials and budgeting kinds of budgets – Functional Budgets, Master Budget, Fixed and Flexible Budget, Budgetary control, Zero-Base Budgeting, Activity Based Budgeting.

Unit-IV

Standard Costing and Variance Analysis : Standard costing as a control technique, setting, of standards and their revision. Variance analysis – Meaning and importance, kinds of variances and their uses computation of material, labour and overhead variances.

Unit-V

Accounting Plan and Responsibility Centres : Meaning and significance of responsibility accounting, responsibility centers : cost centre, profit centre and investment centre. Objectives and significance of responsibility centers, transfer pricing. Reporting to management – objectives need types and methods.

Reference :

1. Horngren, Sundem and Ostratton : Introduction to Management Accounting – Prentice Hall of India.
2. Hilton : Management Accounting, The McGraw Hill.
3. Bhattacharyya, Deardon : Accounting for Management Test and Cases, Vikas Publishing House.

MBE : 6105 : HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Unit-I

Introduction to Management : Meaning, Nature, Scope, Functions, Process of Management.

Schools of Management Thought : Scientific, process, human behaviour and social system school; Decision Theory school; quantitative and systems school; Contingency theory of Management; Functions of a manager,

Unit-II

Human Resource Management : Definition; evaluation and approaches; Challenges to personnel management; Personnel functions of management; Place of personnel department in an organization structure; Changing role of personnel manager and department, Concept of HRD.

Man power planning. Placement career planning; Recruitment and selection. Tests and Interviews; Training methods, Promotion and transfers, Performance Appraisal.

Unit-III

Organisational Behaviour : Organisational behaviour – concept and significance; Relationship between management and organizational behaviour; Emergence of ethical perspective; Attitudes; Perception; Learning; Personality; Transactional Analysis.

Unit-IV

Group Dynamics and Team Development : Group dynamics – definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

Leadership : Concept, Leadership Styles; Theories-trait theory, behavioural theory, contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's School of leadership.

Unit-V

Organisational Conflict : Dynamics and management; Sources, patterns, levels of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organization conflicts; Resolution of conflict.

Interpersonal and Organisational Communication : Concept of two-way communication, Communication Process; Barriers to effective communication; Types of organizational communication. Improving Communication; Transactional analysis in communication.

Reference :

1. Harold Koontz & Cyriul O'Dannel : Management : A Book of Readings, McGraw Hill.
2. Joseph, L. Hassie : Essentials of Management, PHI.
3. Wendell, L. French : Organisation Development, PHI.
4. James, A.F. Stover, R. Edward Freeman Daniel X. Gilbert, Jr. : Management, PHI.
5. R.S. Dwived : Human Relatives & Organisational Macmillan.
6. Heinz Weiwich Harold Koonz : Management : A Global Perspective McGraw Hill.
7. J.D. Aggarwal : Organisational Behaviour, Indian.
8. Fred Luthans : Organisational Behaviour, McGraw Hill.

MBE : 6106 : MARKETING MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Unit-I

Marketing tasks and Philosophies; marketing system and marketing environment; the consumer market and buyer behaviour, Strategic Marketing Process : Industrial Markets; Market Segmentation. Concept of green marketing.

Unit-II

Market Measurement and forecasting, marketing of Services, Marketing Mix in Services, Concept of relationship marketing, Multi level marketing.

Unit-III

Decisions relating to product policy including branding and packaging; price policies and strategy channel decisions; management of physical distribution.

Unit-IV

Promotional decisions including management personal selling, management of advertising and sales promotion; planning and organizing marketing; Marketing Control; International Marketing Tasks.

Unit-V

Introduction to Internet Marketing – Origin, growth, prospects, terminology, technology. The demographic, psychographic and behavioural profile of internet users. B2B Scenario, managing marketing.

Reference :

1. Cundiff. Still & Govoni : Fundamentals of Modern Marketing.
2. Philip Kotler : Marketing Management : Analysis, Planning & Control.
3. Hunt, Shelby : Modern Marketing Theory
4. Stanton : Fundamentals of Marketings.
5. Philip Kotler : Principles of Marketing.

6. Robert Buzell : Marketing Management.
7. Tull, S. Kahel, L.R. : Marketing Management.
8. Kelley & Lazer : Managerial Marketing : Perspectives and View Point.
9. E.J. MCarthy : Basic marketing – A Managerial Approach.
10. Subhash C. Mehta : Indian Consumers
11. Dholakia, Khurana : Marketing Management, Cases & Concepts.
12. S. Neelamegham : Marketing Management and the Indian Economy.
13. Hanson Wad : Principles of Internet Marketing.
14. McDonald Malcolm and Hugh Wilson : E-Marketing – Improved Marketing Effectiveness.
15. Zimmerman, Jan : Marketing on Internet.

**SECOND SEMESTER
BUSINESS ENVIRONMENT**

M.B.E. – 6107

Unit-I

Nature, Role and changing profile of business environment; Micro & Macro environments and their significance for business.

Unit-II

Social responsibility of Business, Social Audit; Role of business pressure groups in changing Business Environment.

Unit-III

Indian Economic Environment; Indian Economic System – its basic features, promotional and regulatory role of State; Economic planning process in India; Current central budget plan and implications of economic policies for business.

Unit-IV

Institutional infrastructure for Export in India. India's export performance; India's export-import policy. Trade liberalization and incentives, Role of SEZ.

Unit-V

Global business environment : Significance of Foreign Investment in India; Opportunities and threats in WTO and the New International Trading Regime; Tariff and non-tariff barriers in global trade.

Book Recommended :

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| 1. Adhikary, M. | : Economic Environment of Business. |
| 2. Aswathappa, K. | : Legal Environment of Business. |
| 3. Davis and Biomstrom | : Business and its Environment. |
| 4. Ghosh, Alak | : Indian Economy. |
| 5. Nair and Kumar (ed) | : Intellectual Property Rights. |
| 6. Mussieman and Hughes | : Introduction to Modern Business, Issues and Environment. |
| 7. Ramchandran, K.S. | : Global Trade-Challenges and Opportunities. |
| 8. R.L. Varshney & B. Bhattacharya | : International Marketing Management. |

BUSINESS INFORMATION MANAGEMENT**M.B.E. – 6108****Max. Marks : 100****Unit-I*****Information Age :*** Importance of Information as an economic and business resource.

- (i) Organisation, Information and Decision.
- (ii) Information and Management.
- (iii) Computer as a tool for managing information.

Unit-II***Computer Fundamentals***

- (i) Hardware : Basic computer structure and various hardware concepts associated with it.
- (ii) Software : Operating Systems (OS, DOS, MS, Office, SPS.)

Unit-III***Computer applications in a modern office (with Practicals)***

- (i) Handling Documentation
 - (a) Document creation and presentation.
 - (b) Publishing.
 - (c) Desktop publishing and computer related presentation.
- (ii) Handling Data Bases
 - (a) Need for organization Information Database.
 - (b) Overview of Database approach.
 - i.e. (I) Creation, modification and Edition of database in the context of PC environment.
 - (II) Spreadsheet and their role in Decision Making.

Unit-IV***Handling Communication.***

- (i) E-mails, Internet, Intranet and their application in modern business.
- (ii) Communication : Data Communication concepts.
- (iii) Local Area Network (LAN) and Wide Area Network (WAN).

Unit-V***Management Information Systems***

- (i) Introduction to MIS
 - (a) MIS vis-a-vis computer systems and organizational systems
 - (b) Logical Foundation of MIS
 - (c) Future of MIS

Book Recommended :

1. Menneth C. Landon, Jane P. Landon : “Management Information Systems – Managing the Digital Firm”.
2. Merrdick and Ross : “Information Systems for Management”.

BUSINESS FINANCE**M.B.E. – 6109****Unit-I**

Corporate Finance : Goals and Functions of Finance; Concepts in Valuation; Market risk and return; Capital Budgeting Decisions : Investment Evaluation Criterion; Methods of Estimating Cash Flows and Cost of Capital; Investment Decisions Under Capital Rationing.

Unit-II

Capital Structure Decisions : Relationship between Capital Structure and Value of A firm (Net Income Approach, Net operating Income Approach, Traditional Approach, Modigliani and Miller Approach); Factors Influencing Capital Structure; EBIT-EPS Analysis; Operating and Financial Leverage.

Unit-III

Working Capital Management : Need for Working Capital : Determinants of Working Capital Requirements and their Estimation; Sources of Working Capital Finance; Management of Cash and Inventory.

Unit-IV

Dividend Decisions : Forms of Dividends; Objectives of Dividend Policy; Dividend Theories (Walter, Gordon and Modigliani and Miller Models).

Unit-V

Emerging Areas of Corporate Finance : Lease Financing; Venture Capital Financing; Corporate Restructuring – Mergers, Acquisitions, Takeovers and Privatisation (Motives behind them and their cost-benefit analysis).

Book Recommended :

1. I.M. Pandey : Financial Management, Vikas Publishing House, New Delhi.
2. Khan and Jain : Financial Management, Tata McGraw Hill, New Delhi.
3. R.M. Srivastava : Financial Management and Policy, Himalyan Publishing House, Bombay.
4. Prasanna Chandra : Financial Management – Theory and Practice, Tata McGraw Hill, New Delhi.
5. J.J. Hampton : Financial Decision Making Concepts. Problems and Cases, Prentice Hall of India, New Delhi.
6. Van Horne : Financial Management and Policy, Prentice Hall of India, New Delhi.
7. J. C. Verma : Corporate Mergers Amalgamations and Takeovers, Bharat Law House, New Delhi.

DIRECT AND INDIRECT TAX LAWS**M.B.E. – 6110****Unit-I**

Income Tax Act, 1961 : Basic concepts, Basis of charge, Income from salaries, house property.

Unit-II

Income from business and profession, capital gains, income from other sources.

Unit-III

Customs Act, 1962 – An overview, levy, Collection & Exemptions from custom duty, date of determination of duties and tariff valuation. Prohibitions/restrictions of export and import, determination of duty where Goods consist of articles of different rate of duties, warehousing, duty drawback u/s 74 & 75, special provisions regarding baggage, postal goods.

Unit-IV

Valued Added Tax – Its features, terms, definitions, procedure of assessment, filling of returns.

Unit-V

Central Excise Act, 1944 – Its meaning, definitions, levy and collection, classification of goods, valuations, assessment, payment of duty and removal of goods refund of duties, Appeals and Penalties and CENVAT, Service Tax.

Book Recommended :

1. Singhanian, V.K. : Direct Tax Laws and Practice.
2. Mehrotra, H.C. : Income Tax Law and Practice
3. Dubey, V.S. : Indirect Tax Law and Practice
4. Dr. Mehrotra and Dr. Goyal : Indirect Taxes.

INTERNATIONAL MARKETING**M.B.E. – 6111****Unit-I**

Theories of International Trade : Richardian Theory of Comparative Advantage : H-O Theory; Opportunity Cost Theory.

Unit-II

Meaning and Scope of International Marketing, International Marketing tasks. Reasons for entering export markets.

Unit-III

International Economic Environment – Regional Economic Cooperation; World Trade Trends, Tariffs and non-tariff restrictions.

Unit-IV

The selection of export markets, planning of export marketing strategy-product, pricing, promotion and distribution channels. Preparation of Export Marketing Plan.

Unit-V

Indian export and import policy. Export promotion organizations. Export Incentives. The procedures and practices in the context to processing of an export order; export documents. Producing for exports. Export Quality Control, Export Finance, Shipment and procedures thereof.

Book Recommended :

1. Miracle and Albaum : International Marketing Management.
2. John Fayerweather : Management of International Operations.
3. Martin T. Sliiper : Accessing Export Potential.
4. R. Vernon : Manager in the International Economy.
5. G.S. Lall : Finance of Foreign Trade and Foreign Exchange.
6. V.H. Kriplani : International Marketing.
7. B,S. Rathore : Export Marketing.
8. S.C. Jain : Export Procedures and Documents.

THIRD SEMESTER
MBE : 7101 : OPERATIONS RESEARCH

Time : 3 Hours	Max. Marks	:	100
	External Exam.	:	80
	Internal Assessment	:	20

Objective : The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I

Formulation of LPP, Graphical Method, simplex method, Duality, Sensitivity Analysis (use of software package) Transportation model, least time transportation Assignment model.

Unit-II

Break even analysis, Decision Theory, Decision Making under uncertainty, Decision Trees.

Unit-III

Quadratic Programming, Integer Programming, Branch and bound Truncated Enumeration Method, Goal Programming, Non Linear Programming.

Unit-IV

Game Theory, Dominance Graphical Method 2x2 games. Saddle point, Pure and Mixed strategies, Sequencing.

Unit-V

Queuing Theory Single Server, Multiple Server, Simulation Monte Carlo Simulation to Business solution.

References :

1. H.A. Taha : Operations Research
2. P.K. Gupta and Hira : Operation Research.
3. Kanti Sawarup : Fundamentals of Operation Research.
4. M.P. Gupta : Operation Research and Management.

MBE : 7102 : BUSINESS FORECASTING AND ESTIMATION

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of this course is to expose the participants to the concept and methods of business forecasting.

Unit-I

Introduction : Meaning and Importance of Business Forecasting in Good Decision Making; Important Considerations for Forecasting [Objectives, Cost Function, Model Specification], Business Forecasting in Practice.

Smoothing Techniques : Trends, Moving Averages, Exponential Smoothing, Holts Linear Exponential Smoothing, Holt-Winters' Forecasting Technique, Forecasting by Z chart and Decomposition Analysis.

Unit-II

Causal Modeling and Forecasting : Modeling the Causal Series, Planning and Development of Linear Models, Estimation of Regression Models, Testing Hypothesis, Problems of OLS methods (Basic introduction), and Forecasting by Regression Analysis.

Unit-III

Probabilistic Models : Use of Logit, Probit and Tobit Models in Business Forecasting.

Dynamic Econometric Models : DL and AR Models.

Unit-IV

Econometric and Time Series Models-I

Univariate Approach : Concept and Tests of Stationarity, Processes Generating Time Series, DSP and TSPs. Box-Jenkins Methodology to Forecasting AR, ARMA and ARIMA Models.

Multivariate Approach : Co-integration-Concept and Test; Co-integration Regression, Error Correction Mechanism.

Unit-V

Econometric and Time Series Models-II : VAR models, Representation of VAR Process, Impulse Response, VERM, and Forecasting with VAR Models.

Volatility Modeling : ARCH and GARCH Models.

Suggested Readings :

1. Hanke, John E. and Dean W. Wichern and Arthur G. Reitsch : Business Forecasting, 7th Edition, Prentice Hall, 2001.
2. Evans, Michael K., Practical Business Forecasting, Blackwell Publishing Co, 2003.
3. Maddala G.S. Econometrics, 4th Edition, McGraw Hills, New York.

MBE : 7103 : PROJECT MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The course aims at acquainting the students with the subject of project management and also nature, significance and problems of small business with special reference to India.

Unit-I

Private commercial criteria for project choice, project cycle, feasibility, marketing feasibility, financial feasibility.

Unit-II

Brief outline of social cost benefit analysis : rationale, UNIDO and little Mirrlees approaches, UNIDO-IDCAS manual, shadow3 prices and conversion factors, applications in India.

Unit-III

Planning and scheduling networks, critical path, PERT model, CPM model, PERT/cost, resource leveling and allocation.

Unit-IV

Small Business : Concept and definition, Nature and characteristics, Rationale and objectives of small business, Role of small business in modern Indian economy, Organizational structure and ownership pattern of small scale business, Growth of small business in India, Small entrepreneur in International business.

Problems of small business, Industrial sickness in S.S.I. – Causes, consequences and remedial measures.

Unit-V

Establishing small scale enterprises, Scanning of opportunities. Choice of enterprise, Market assessment for S.S.E. – How question of opportunities identification, Choice of technology and selection of site – question of market entry, financing the new and small enterprise, Preparation of the Business Plan, Operating the small scale enterprises, Financial Management Issues in S.S.E, Operation Management Issues in S.S.E, Marketing Management Issues in S.S.E, Organizational Relation in S.S.E, Performance appraisal and growth strategies.

Books Recommended:

1. UNIDO : Guidelines for Project Evaluation, United nations, 1972.
2. Manual for the preparation of Industrial Feasibility Studies, United Nations 1978.
3. Manual for Evaluation of Industrial Projects, United nations, 1980.
4. IMD little and J.A. Mirrlees : Project Apraisal and Planning in Developing Countries.
5. Prasanna Chandra : Projects : Preparation, Appraisal Budgeting and Control.
6. D.W. Pearc & C. A. Nash : Social Appraisal of Projects.
7. J.D. Wiest and F.K. Levy : A Management Guide to PERT/CPM (PH India).
8. Petroj : Small Business Management.
9. D. Anderson : Small industry in developing countries.
10. D. Strenloff and J. Burges : Small business management fundamentals, McGraw Hill, 1980.
11. Vijay, K Jain : Marketing Management for Small Units, Management Publication Company, 1980.

MBE : 7104 : DECISION MAKING UNDER UNCERTAINTY

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Assessment : 20

Objective : The aim of this course is expose the students to the concept of uncertainty and how to take decisions under uncertainty

Unit-1 : Choice under Uncertainty

Probability, expected value, deviation from it; attitude towards risk : risk aversion, preference, neutrality (representation through indifference curves), coping with risk : diversification, insurance; role of information, choice between risk and return, the consumer's optimum decision.

Unit-2 : Strategic Behaviour (Game Theory)

Importance of strategic behavior in economic decision making, co-operative and non-co-operative games; different equilibrium concepts : dominant strategy equilibrium, Nash equilibrium in pure and mixed strategy; repeated games, sequential games, subgame perfect Nash equilibrium and non-credible threats; applications : Cournot and Bertrand models, entry deterrence and commitment models.

Unit-3 : Market Failure

Why competitive markets are efficient : brief idea of the two welfare theorems, why markets fail : problem of externality, problem of information, market power. Coase theorem, role of transaction costs. Public goods : definition, market failure, property rights. Application : problem of emission.

Unit-4 : Asymmetric information and Markets

Adverse selection : market for used cars, importance of standards, guarantees and reputation, signaling. Moral hazards : principal-agent problems, market for insurance.

Unit-5 : Stochastic Process

Random variables, random vectors, dependence and independence, definition of stochastic process, Brownian motion, Bernoulli process, Markov chain and continuous time Markov processes; application in finance, exchange rate markets.

References:

1. Pindyck, Robert S. and Daniel L. Rubinfeld (2002) *Microeconomics*, Pearson Education Fifth Edition.
2. Varian, H. R., (1992) *Microeconomic Analysis*, W. W. Norton and Co, Third Edition.
3. Mas-Colell, Andreu, Michael D. Whinston and Jerry R. Green, (1995) *Microeconomic Theory*, Oxford University Press.
4. Mikosch, T., *Elementary Stochastic Calculus with Finance in View*, World Scientific. (freely available on the internet).
5. Papoulis, Athanasios & Pillai, S. Unnikrishna (2001). *Probability, Random Variables and Stochastic Processes*, McGraw-Hill.

MBE : 7105 : LEGAL FRAMEWORK OF BANKING AND INSURANCE IN INDIA

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Assessment : 20

Objective : The objective of this paper is to study the legal framework for carrying Banking and Insurance operations in India

Unit-I

Negotiable Instrument Act 1881, Banking Regulation Act 1949 (study to be based on case law).

Unit-II

Reserve Bank of India Act, Indian Contract Act 1872 (section 10, 11, 13, 25, 29, 42, 43, 44, 56, 60, 61, 68, 71, 72, 124, 126 to 129, 131, 132, to 138, 148, to 152, 170 to 176, 182, 183, 202) sale of goods act 1930 (section 2, 26, 39, 53).

Unit-III

SARFAESI Act 2002, Prevention of Money Laundering Act 2002, Know Your Customer (KYC) Guidelines (RBI). Banker's Book Evidence Act 1891 (Section 2, 4, 5 & 6). Companies Act 1956 (Sections 125, 132, 135, 142, 143).

Transfer of Property Act 1882 (Sections 3, 5, 6, 8, 58, 60, 65, 67, 130).

Code of Criminal Procedure 1973 (Section 91, 102, 162, 349).

Information Technology Act 2000, Provisions for Digital Signatures, Punishing Electronic Crimes, Computer Printouts as Evidence, Authority for Certification of Digital Signatures giving a Digital Identity.

Unit-IV

IRDA Act, Insurance Act (1938) (Section 2, 40, 64 (b) 102, 103, 104, 114, Regulations issued by IRDA under Section 114 of Insurance Act.) Public Liability Insurance Act 1991.

Unit-V

Selected Sections : of Motor Vehicle Act 1988 (Section 140, 141, 142, 14)

Indian Railways Act 1989 (Section 124, 124A & 125)

Indian Post Office Act (Section 30 to 33)

Workmen's Compensation Act 1923 (Section 2 & 4)

Employee State Insurance Act 1948

Consumer Protection Act, 1986

Law related to Marine Insurance

Introduction to FEMA 2000

References :

1. Taxmann's : Insurance Act 1938
2. IRDA : IRDA Act
3. N.M. Mishra : Principles & Practices of Insurance
4. Taxman : Bankers Manual
5. Varshney, P.N. : Banking Law and Practice

MBE : 7106 : FINANCIAL MARKETS

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Assessment : 20

Objective : The aim of this course is to expose the students to financial system of the country, capital markets, money markets and derivative markets.

Unit-I

Indian financial system, financial instruments, financial markets, financial intermediaries. Regulators in financial markets. SEBI, RBI. Dimensions of financial markets. Capital market, money market, derivative markets, foreign exchange market.

Unit-II

Capital market I : Introduction functions and types of capital market. Primary market : Introduction, regulatory framework, free pricing regime, IPOs (SEBI provisions including look building on line IPOs, green shoe option). Brief about GDRs, ADRs, FCCBs ,ECBs. Recent trends in IPOs.

Unit-III

Capital Market II – Secondary market : stock exchange in India detail study of NSE & BS. Listing of securities, trading clearing and settlement system (including internet trading, stock market indices. Buy back of securities, role of credit rating in debt segment stock lending. Impact of reforms on the secondary market.

Unit-IV

Money Market : Introduction, steps to develop money market in India, call money market, treasury bills market, commercial bills market, markets for commercial papers and certificate of deposits. Players in money market. DFHI. Money market and monetary policy.

Unit-V

Markets for future, option and other financial derivatives foreign exchange markets, introduction to mortgage markets.

References :

1. Bhole, L.M. : Financial Institutions and Market.
2. Frederic, S. Mishkin & Stauley G. Eakins : Financial Markets and Institutions.
3. Khan, M.Y. : Indian Financial System
4. Avadhani, V.A. : Studies in Indian Financial System
5. Discount and Finance House of India : Annual Reports Discount & Finance
6. Reserve Bank of India : Report of Currency & Finance

MBE : 7107 : STRUCTURE, CONDUCT AND PERFORMANCE OF INDUSTRIES

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The paper aims to study the structure, conduct performance, Market Performance, Public Policy towards Market Structure, Conduct and Performance of Modern corporate firms.

Unit-I

Ownership and Control Structure of Modern Corporate Firms :

Separation of Ownership from Control and Management : Causes and Consequences. Owner, Majority, Minority, Nominal/Managerially controlled firms.

Managerial Discretion and alternate theories of the firm : Neoclassical Theory of the firm; Non Profit Maximization Models of the Firm : Contributions of William Boumol, O.Willianson, Robin Marris and Cyert & March.

Unit-II

Market Structure of an industry : Concept, measurement and determinants of Sellers Concentration; Concept of Countervailing Power and Buyer's Concentration; Barriers to Entry; Stochastic Determinants of Market Structure. Government Policies and Market Structure. Seller's Concentration and Market Power.

Firms Structure and determinants of Firm's Market Power : Market Share, Vertical Integration; Diversification; Mergers; Multi-plant operations; Product Differentiation and advertisement.

Unit-III

Market Conduct : Pricing with Market Power : Current and Inter temporal Price Discrimination; Peak Load Pricing; Two Part Tariff; Factors facilitating and limiting collusion among oligopoly firms. Pricing under varying shades of colluding and Rivalry. Predatory Pricing. Discrimination and Exclusionary Practices.

Vertical Restraints : Re-Sale Price – Maintenance; Territorial Restrictions. Exclusive dealing. Tying and Bundling.

Potential Competition and Market Contestability. Entry prevention. Advertising.

Unit-IV

Market Performance : Structure – Conduct – Performance relationship : Alternative views : The Traditional (Bain's), The UCLA, The Behaviorists Views and Boumol's Contestability Hypothesis.

Allocative Efficiency : Industrial Market Structure and Profitability : Theory and Evidence.

Structure, Conduct and Technological Performance of an industry : Research & Development and innovations under different Market Structures.

Unit-V

Public Policy towards Market Structure, Conduct and Performance : Optimality of Perfect Competition. Costs of Monopoly : Theoretical issues and empirical measurement of social welfare losses.

Evolution of Government of India's policy towards Monopolistic, Restrictive & Unfair Trade Practices; Mergers, Amalgamations and Takeovers.

Competition Policy in the UK, USA and India.

References :

1. Hay, D.A. and Morris, D.J. (1991) : Industrial Economics : Theory and Evidence, Oxford University Press.
2. Martin Stephen (1989) : Industrial Economics : Economic Analysis and Public Policy, MacMillan Publishing Company.
3. Shepherd, W.G. (1990) : The Economics of Industrial Organization (3rd Edition), Prentice Hall.
4. Scherer, F.M. and Ross, D. (1990) : Industrial Market Structure and Economic Performance, (3rd Edition) Houghton Mifflin Company, Boston.
5. Wildsmith, J.R. (1975) Managerial Theories of the Firm.
6. Caves, R. (1972) American Industry : Structure, Conduct and Performance (2nd Edition) Prentice Hall.
7. Barthwal, R.R. (2005 reprint) Industrial Economics, New Age International Publishers.

MBE : 7108 : INTERNATIONAL TRADE AND INTERNATIONAL BUSINESS

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of this course to highlight the International Environment including relationships between Business, Government, Economic Groupings, and The Consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Unit-I

Absolute and comparative advantage, gains from trade – Adam Smith, David Ricardo, production possibility curve, Indifference Curves, offer curves, free trade equilibrium. Heckscher – Ohlin Model – factor prices, factor intensities, factor reversals, comparative advantage, factor price equalization, Leontief paradox.

Unit-II

Modes of international business – merchandise exports and imports, trade in services, investment including direct and portfolio investment. Environment facing business – cultural including language, religion, behavioural practices, Calvin and Hobbes study, Hofstede and culture. Political and legal environment including WTO, Economic Environment.

Unit-III

Foreign Direct Investment – Growth, Direction, Source, Horizontal and Vertical direct Investment. Product life cycle theory, location specific advantages (Dunning), Michael Porter's Diamond model and national competitive advantage. Regional economic integration – Free Trade Area, Customs Union, Common Market, Customs Union.

Unit-IV

Foreign Exchange Market – Functions, Nature Currency Convertibility Exchange Rate System, International Monetary Fund, Balance of Payments, Global Capital Market.

Unit-V

The strategy of International Business – Strategy and The Firm, cost reductions and local skills, strategic choices – International Strategy, Multidomestic, Global Strategy Transnational strategy. Organization of International Business Business, Entry Decisions, Global Manufacturing and Supply Chain, Marketing Strategy, Global Human Resource Management, Accounting in the International Business, Financial Management.

References :

1. International Economics – Bo Sodersten and Geoffrey Reed.
2. International Business – John Daniels and Lee Radebaugh.
3. International Business – Charles W. Hill.
4. International Business – Alan M. Rugman.
5. Competitive Advantage of Nations – M.E. Porter.

MBE : 7109 : FRENCH-I

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of the course is to introduce to the students to the basis of French Language

- | | | |
|----|---|----------|
| 1. | Questions on civilization from the prescribed textbook (only objective type questions) | 15 marks |
| 2. | Comprehension of an easy unseen passage | 15 marks |
| 3. | Question on applied grammar pertaining to the prescribed textbook (Unit 1-6) | 35 marks |
| 4. | Translation of an easy unseen passage or short sentences from English to French (5 marks) and French to English (5 marks) | 15 marks |

80 marks

Courses of Reading

Campus-I : Methode de francais, Jacky Giradet, Jacques Pecheur, CLE International, Pais 2002 (Unit 1 to 6).

MBE : 7109 : GERMAN-I

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of the course is to introduce to the students to the basis of German Language

Theory Paper

Unit-1	Comprehension (Question on an easy unseen text to be answered in ones own words in German)	8 marks
Unit-2	Essay	15 marks
Unit-3	Civilization (Knowledge acquired from text book or information material on Germany given by Teacher)	7 marks
Unit-4	Applied Grammar	35 marks
Unit-5	Translation of an easy unseen passage from German into English	15 marks

80 marks

Prescribed Text-book

Deutsche Sprache fur Auslander

Dora-Schulz

Max Hueber Verlag

Chapter 01 to 08 i.e. from page No. 01 to 35

Supplementary readings : Material to be supplied by Teacher from

- Deutsch als Fremdsprache Teil 1
- Moment Mal Teil 1

FOURTH SEMESTER
MBE : 7201 : TOTAL QUALITY MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objectives : The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

Unit-I

Introduction to TQM : History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM.

Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM.

Introduction to Tools and Techniques : Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why Diagrams.

Total Quality Control, Quality Assurance : Practices and Techniques, TQM and Management : New Management challenges and trends and contribution of TQM.

Unit-II

Customer Focus : Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

Continuous Improvement Process : What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process.

Designing for Quality : Opportunities for improvement in product design, early warning concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance.

Workforce Teams : Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to teamwork.

Benchmarking : Definition, importance and benefits, types, basic steps, pitfalls.

JIT : Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.

Unit-III

TQM for Marketing Function : Quality in marketing and sales, Factors for excellence.

BPR and IT : Business Process Management

Quality Control SQC/SPC : Statistical Process Control

Change Management

Technology and Product Quality :

Quality of After Sales Services : Quality measurement in customer service.

Unit-IV

Organization for Quality : Quality Circles, Self-managing teams, Quality Director
Reliability of Quality Characteristics

Quality Leadership : Developing a quality culture, Technology and culture, Motivation

Quality Linked Productivity

Total Employee Involvement : Awareness of quality, Recognition and rewards,
Empowerment and self-development, Education and training.

Cost of Quality : Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control.

Supporting Technologies : Overview of Supplier Quality Assurance System.

Unit-V

TQM Implementations & barriers to implementation

ISO 9000 series of standards : Concept, relevance, benefits, elements of ISO 9001 : 2000

Six Sigma : History, Structure, Application, Keys to success and failure

Books Recommended :

1. **Quality Planning and Analysis**, J.M. Juran & Frank M. Gryna, Tata McGraw Hill, New Delhi, 2004.
2. **Managing Total Quality**, Hurbert K. Rampersad, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2005.
3. **TQM and ISO 14000**, K.C. Arora, S.K. Kataria & Sons, New Delhi, 2000.
4. **Small Business Total Quality**, Neil Huxtable, Chapman & Hall, 1995.
5. **Total Quality Management, Organization and Strategy, 4e**, James R. Evans, Thamson, 2007.
6. **The Management and concept of Quality**, James R. Evans, Thamson, 2005.

MBE : 7202 : STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : This course focuses on organizational strategy and managing for sustained competitive advantage. It is based on the premise that companies can become and remain successful if managers have an appropriate vision and plan for running the organization, and if they carry out the plan proficiently.

Unit-I

Introduction to Strategic Management – An Introduction – Evolution of business policy as a discipline – Concept of strategic management – Characteristics of strategic management – Defining strategy.

Strategic analysis and choice – Environmental Analysis (ETOP, PEST analysis) Industry analysis and Competitive analysis (Organizational Capability Profile, Strategic Advantage Profile, industry Life cycle, Porter's Five Forces Model, Mc Kinsey's 7s Framework), Creating competitive advantage, Internal resources analysis and identification of "core competencies" of the firm (VRIO framework, Porters Value Chain, Resource Capability Profile, Financial Analysis), Developing a vision for the firm.

Unit-II

Strategy formulation – Stakeholders in business – Vision, mission and purpose – Business definition, objectives and goals – Tailoring strategy to fit specific industry stage (SWOT, TOWS, Resource Based View, Industrial Organization Model, industry life cycle, GAP Analysis) – Levels of strategies (functional Business, Corporate level) – Guidelines for crafting successful strategies, GE9 Cell Model.

Unit-III

Strategy implementation – Issues in implementation – Resource Allocation – Budgets – Organization Structure – Matching structure and strategy – Behavioral issues – Leadership style – Corporate culture – Values – Power – Social responsibilities – Ethics – Building a capable organization – Functional issues – Functional plans and policies – Financial, Marketing, Operations and Personnel plans and policies.

Unit-IV

Strategy Evaluation & Control – Importance – Symptoms of malfunctioning of strategy – Turnaround strategy – Organization anarchies – Operations Control and Strategic Control – Measurement of performance – Analyzing variances – Role of organizational systems in evaluation.

Unit-V

New Business Models and strategies for Internet Economy – Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce.

References :

1. Hunger & Wheelen, “ Essentials of Strategic Management” (4th edition), Prentice Hall.
2. Hitt, Ireland & Hoskisson, “ Strategic Management : Competitiveness and Globalization” (5th edition), South Western Thomson.
3. Hill and Jones, “Strategic Management”, (6th edition), Dreamtech press India, Indian adaptation.
4. Porter, “Competitive Advantage”, 1985, The Free Press. New York.
5. Montgomery & Porter (Editors), “Strategy : Seeking and Securing Competitive Advantage”, Harvard Business Press.
6. Jauch & Glueck, “Business policy and strategic management”, (5th edition), McGraw-Hill.
7. Azhar Kazmi, “Business Policy”, (2nd edition), Tata McGraw Hill.
8. Ramaswamy and Namakumari : Strategic Planning-Formulation of Corporate strategy; MacMillan India Ltd. New Delhi.
9. Thompson & Strickland, “Strategic Management : Concepts and Cases”, (12th edition), Tata McGraw Hill.
10. P.K. Ghosh : Strategic Planning and Management-sultan Chand & Sons; New Delhi, 8th Ed. 2000.
11. McCarthy, Minichiello & Curran : Business Policy and Strategy-Concepts and Readings; AITBS Publishers & Distributors (Regd.) Delhi; 4th Ed., 2000.

MBE : 7203 : INTERNATIONAL FINANCE

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : To orient the students with various tools, techniques and processes of international financial management.

Unit-I

International Financial Management : An Overview, Objectives of International firm, concept of Risk and wealth maximization, Financial Function in Multinational Corporation, the nature and measurement of exposure and risk, Global financial markets and interest rates.

Unit-II

Foreign exchange market, structure of Foreign exchange market, mechanism of currency trading, types of transactions and settlement dates, Exposure information system, Exchange rate determination and forecasting, corporate exposure management policy, hedging, speculation and management of transactions exposure, management of operating exposure, management of interest rate exposure.

Unit-III

International working capital management, Investments and International money market, Euro currency and other important international money market, International ranking and payment settlement mechanism, International equity investment.

Unit-IV

International financial instruments and markets, Country risk analysis

Cost of capital and capital structure of multinational corporations, Sources of long term finance for a multinational corporation, International investment management, International mergers, acquisitions and divestitures.

Unit-V

Changes in international trade and business and their impact on International Finance, Recent changes in International Money and Capital Markets.

Taxation in International Finance, Foreign Investment in India; trends and regulations.

References :

1. P.G. Apte : International Finance Management.
2. Allan C. Shapiro : Multinational Financial Management.
3. Maurice D. Levi : International Finance.
4. Shirin Rathore : International Accounting.
5. Howe Martyn : International Business.
6. Prasad and Shetty : An Introduction to Multinational Management.
7. David Zenoft and Jack Zwick : International Financial Management.
8. Advian Buckley : Multinational Finance.
9. V.K. Bhall : International Financial Management.

MBE : 7204 : MARKETING OF INSURANCE AND BANKING PRODUCTS

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of this course is to help the participants to understand the conceptual framework of marketing management in banking and insurance sector.

Unit-I

Marketing of Financial Services : A Conceptual Framework : Issues In Marketing and Financial Services, Consumer Behaviour In Relation To Financial Services.

Unit-II

Life Insurance Products : Terms, Endowment, Whole Life and Annuity, ULIP, Insurance Documents, Best Life Insurance Policy. Life Insurance Pricing : Tools of Rate Making And How To Compute Premium.

General Insurance Products : Property and Liability Insurance Health Insurance. Personal Accident Insurance, Insurance Documents. General Insurance Pricing : Tools of Rate Making and How To Compute Premium.

Unit-III

Distribution Channel of Insurance, Duties of Intermediaries Related to Selling of Insurance Products and After Sales Services. Sales Techniques – The Art of Building Customer Relationship Salesmanship – Principles of Quality Service, One to One Sale, Claim Procedures In Life and General Insurance. General Nature of Disputes Arising In Settlement of Claims.

Unit-IV

Banking Products and Services : Deposit Products Credit Products, Fee Based Products, Bank Marketing Features of Retail Banking, Cooperate Banking and Core Banking. Market Planning and Strategies in Banks Vis – A-Vis Banking Regulations Covering Structural and Prudential Regulations and Investor Protection. Service Marketing Mix for Banks.

Unit-V

Channels of Distribution for Banks, Direct Selling In Banks Types of Branches, Electronic Banking, Internet Banking, Online Banking, Segmentation of Banking Services, Product and Pricing Strategy In Banks, Principles of Customer Relations In Banks. Relationship and Transaction Banking.

References :

1. Sudhir Kumar Jain : Principles of Insurance.
2. Insurance Institute of India : IC 22, 23, 54, 65, 74.
3. Cockerell, H.A.L. : Insurance.
4. Allan Hiwillet : Economic Theory of Risk and Insurance.
5. Madhukar, R.K. : Dynamics of Bank Marketing.
6. Jha S.M. : Service Marketing.
7. Indian Institute of Bankers : Marketing of Banking Services.
8. -do- : Marketing Financial Services.
9. Meidan Arthur : Bank Marketing Management.
10. Jain, V.K. and Hemlata : Electronic and Mobile Commerce.
11. Journal : IBA Bulletin of Indian Bankers Association
Mumbai
12. IRDA Journal of Insurance Regulatory
Development Authority Mumbai.

MBE : 7205 : MULTINATIONAL BANKING

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of this course is to expose the students to the operations and working of multinational banks.

Unit-I

Introduction To International Banking; Organizational Features of International Banking : Contributory Factors for Growth of International Banking; Intermediation and Resource Allocation, Policy Implications of International Banking, Correspondent Banking, Resident Representatives, Bank Agencies, Foreign Branches, Foreign Subsidiaries and Affiliates, Consortium Banks.

Unit-II

Role and Function of Overseas Banking, Foreign Lending, International Lending Policies and Practices, The Payment Mechanism : Settlement System-Settlement System in US, Settlement System in UK, Settlement System in France, Settlement System in Germany, Settlement System in Switzerland, Japanese Settlement System.

Unit-III

Financial Markets Internationalization, Globalization and Securitization : Deregulation, Technology and Financial Innovations, the Eurocurrency Market, Instruments of International Banking, Syndicated Loans, Globalization of Financial Markets ; International Banking Growth : Recent Trends; Banking Issues of Concern.

Unit-IV

Risk and Credit Analysis, Management of Foreign Exchange Risk, Current Banking Practice in The Analysis and Control of Foreign Portfolio Risk, A Modern Portfolio Theory Oriented Approach to Assessment of the Riskiness of Bank's Foreign Claims. Loans to Governments and Sovereign Risk. Asset Liability Management.

Unit-V

International and Regional Financial Centers Offshore Banking, Growth, Features and Functioning, Major off Shore Centers, Supervision of off Shore Banking. International Monetary Fund International Bank for Reconstruction and Development. India in international Banking; operations of Indian banks.

References :

1. International Banking Principles and Practice, edited by Emmanuel N. Roussakis.
2. International Banking and Finance, Frances A. Less.
3. International Financial Management, by V.K. Bhalla.
4. Global Financial Markets, by Ian H. Giddy.
5. Money Banking and Financial Markets, by Baye and Jansen.

MBE : 7206 : RETAIL AND SUPPLY CHAIN MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of this course is to help the participants to understand the concept of retailing and supply chain management.

Unit-I

Retailing and types of retailers – Specialty Store, Department Store, Supermarket, Convenience Stores, Discount Store, Importance of Retailing in the marketing strategy. Types of Retail Organizations – Chain Store, Co-Operatives, Franchise, Conglomerates.

Unit-II

Target market, Product Assortment and Procurement, Services – Pre purchase Post Purchase and Ancillary Services. Pricing decision. Promotion decisions including window displays, Point of Purchase Decisions, demonstrations. Place decisions. Role of IT retailing.

Unit-III

Concept of logistics, physical distribution and supply chain. Importance of supply chain for retail outlets, Systems approach to supply chain, activity centers. Concept of service package, service quality – concept and measurement.

Unit-IV

Transportation – mode, legal forms, choice of transportation. Routing and scheduling. Intra and inter-state movement of trucks. Inventory management conditions certainty and uncertainty. Inventory costs and EOQ, calculation of safety stock, demand estimation. Multi-item inventory policy, P and Q systems of inventory.

Unit-V

Warehousing – size number and location of warehouses. Models for number of warehouses – mathematical, simulation and heuristic models. Internal ware house management. Packaging and unitization. Packaging materials. Information system for logistics. Materials handling. Outsourcing of supply chain functions.

Books :

1. Logistics Management – A Supply Chain Approach – Kapoor S., and Kansal P.
2. Logistics Business Management – Ballou Ronald H.
3. Logistics Strategy – Shapiro Roy, Heskett James.
4. Supply Chain Management – Chopra Sunil and Meindl Peter.
5. Logistics Management – Bowersox Donald, David Closs, Theodore P. Stark.

MBE : 7207 : INTERNATIONAL BUSINESS LAWS

Time : 3 Hours

Max. Marks	:	100
External Exam.	:	80
Internal Exam.	:	20

Objective : The objective of this course is to expose the participants to the basic legal principles and issues involved in international business.

Unit-I

Overview of international business law, legal framework of India's foreign trade, Indian customs act, 1962. Foreign trade (development and regulation) act, 1992, Indian law of contracts, sale of goods act.

Unit-II

Export/import contracts for products, uniform law on international sale of goods : project export contracts; service contracts; contracts with shipping, air and overland. The carriage of goods and the liability of air and sea carrier.

Unit-III

Issues regarding methods of payments and overseas distribution; technology imports; laws regarding protection to intellectual property rights, patents trade marks, inventions, WTO and intellectual property rights.

Unit-IV

Marine insurance, foreign investment laws, international taxation and double taxation agreements international conventions and trade laws, international arbitration.

Unit-V

Cross-border Litigation and alternative dispute resolution. International sales and excess for non performance (legal as part of bank collections, trade finance and letters of credit. Host country regulations. Nationalisation, expropriation and privatization. International concerns for protection of national environment.

Books and Journals :

1. Journal of World Trade Law.
2. Schmithoff C.R. Export Trade : The Law an Practice of International Trade, 1980.
3. Govt. of India, Handbook of Import – Export Procedures.
4. John Daniels, Ernest W. Gram and Lee H. Pedepuugh, International Business; Environment and Operations.
5. International Trade Forum.
6. Schaffer, Earle, Agust – “GATT Law and World Trade Organisation”.

MBE : 7208 : FRENCH-II

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective : The objective of the course is to introduce to the students to the basis of French Language

Theory Paper

- | | |
|--|----------|
| 1. Comprehension of an easy unseen passage | 15 marks |
| 2. General Questions based on the topics covered in the textbook including questions on civilization (objective type or very short type questions) | 15 marks |
| 3. Composition of a dialogue/letter | 15 marks |
| 4. Grammar from prescribed textbook (Units 7 to 12) | 35 marks |

80 marks

Courses of Reading

Campus-I : Methode de francais, Jacky Giradet Jacques Pecheur, CLE International, Paris 2002 (Unit 7 to 12)
