

MBA in INTERNATIONAL BUSINESS

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DYPP1.1 Marketing Management.

1. Objectives.

- To help students understand the basic concepts of marketing management.
- To help students understand various marketing tools/models for solving marketing problems.
- To help students comprehend various situations and marketing terminologies.

2. Scope.

- Introduction to Marketing Concepts, its relevance in India.
- Marketing Mix, Marketing Structures and Systems.
- Environmental scanning and Market opportunity analysis.
- Buyer behavior – Household and Institution / Organizational.
- Market segment and segmental analysis.
- Market estimation – Market potential, Demand Forecasting & Sales Forecasting.
- Marketing Informations Systems.
- Marketing Research.
- Market Planning.
- Product Mix Decision – Product identification, Product Life Cycle, Branding and Packaging.
- New Product development and management.
- Pricing Policies, Structures and Methods.
- Concepts of Regulated Prices in selected industries.
- Promotion decision – Communication process, Promotion mix, Promotion strategies with reference to consumer and industrial products.
- Advertising and personal selling.
- Distribution management – Importance of distribution in a developing country.
- Role of middle man, identification selection and managing dealers – distribution channels – channel management - physical distribution.
- Performance and controls – Marketing Audit.

3. Prescribed Text.

- Phillip Kotler, 2003. Marketing Management. 11th Edition, New Delhi : Pearson Education.

4. References.

- V.S.Ramaswamy and S. Namakumari, 2002. Marketing Management : Planning implementation and Control, 3rd Edition. New Delhi : Macmillan India Ltd.
-
- Rajan Saxena, 2003. Marketing Management, 2nd Edition, New Delhi : Tata McGraw Hill.

5. Internet References.

www.mmaglobal.com
www.marketingpower.com

DDYP1.2 PRINCIPLES OF MANAGEMENT.

1. Objectives.

To help students understand managerial concepts and practices.

2. Scope.

- Evolution, objectives, importance and advantages of management
- Role and functions of a manager and activities of management
- All functional aspects of Management
- Management practices and their applications in the Indian Context
- Concepts of profession and professionalisation of management
- Role of values and ethics in management.

3. Prescribed Text:

- Principles of Management, Koontz
- Principles of Management, Davar
- Management a competency Building Approach, Heil
- Reigel, Jackson, Slocum

DDYP1.3 BUSINESS STATISTICS.

1. Objectives.

- To emphasize the need for statistics and decision models in solving business problems.
- To impart learning about concepts involved in statistics and decision models.

- To familiarize the students with sampling and sampling theories.
- Need for statistics in solving business and research problems.

2. **Scope.**

- Basic Statistical Concepts.
- Summarization of Data : Frequency Distribution : Measures of Central Tendency.
- Measure of Dispersion ; Relative Dispersion – Skewness, Kurtosis.
- Elementary Probability theory ; Relative frequency approach; Axiomatic Approach; Subjective Probability; Marginal and Conditional Probability; Independence / Dependence of Events.
- Elementary Statistical Distribution; Binomial, Poisson, Normal, Estimation; Point and Interval, Sampling, Distribution, Mean and Proportion.
- Testing of Hypothesis.
- Simple Correlation and Regression; Spearman's Rank Correlation.
- Types of Sampling – Simple and Random, Stratified sampling and Cluster sampling.
- Time series – Components of time series, Estimation of trends and seasonal components.

3. **Prescribed Text.**

- Business Statistics, S.P. Gupta.

DDYP1.4 ORGANIZATIONAL BEHAVIOUR

1. **Objectives.**

- To introduce students to framework that are useful for diagnosing problems involving human behavior.
- To increase students understanding of psychological and sociological phenomenon that regularly occur in organizations.
- To help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level.
- To understand the dynamics of human organizations and organization structure.
- To understand the concepts at and individual as well as the group level.

2. **Scope.**

- Introduction to Organizational Behaviour : Origin, Nature and Scope of organizational behaviour and its relevance to organizational effectiveness and contemporary issues.
- Personality : Meaning and Determinants of personality; process of personality formation; personality types; assessment of personality traits for increasing self awareness.
- Perception, Attitude and Value : Perceptual processes, effect of perception on individual decision making, attitude and behaviour. Sources of value, effect of values on attitudes and behaviors. Effects of perception, attitudes and values on work performance.
- Motivation Concepts : Motives, Theories of motivation and their application for behavioral change.
- Group Behavior and Group Dynamics : Work groups, formal and informal groups and stages of group development : Concepts of group dynamics, group conflicts and group decision making. Team effectiveness : high performing teams, team roles, cross functional and self directing teams.
- Organizational Design : Structure, size, technology, environment; organizational roles: concept of roles; role dynamics; role conflicts and stress. Organizational conflicts.
- Leadership : Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership, power and politics, sources and uses of power; politics at work place; tactics and strategies.
- Organizational development; organizational change and culture, environment, organizational culture and climate; contemporary issues relating to business situations. Process of change and organizational development.

3. Prescribed Text.

- Understanding Organizational Behavior – Uday Parekh
- Organizational Behavior – Stephen Robbins.
- Organizational Behavior – Fred Luthans.
- Organizational Behavior – L.M.Prasad, Sultanchand.

4. References.

- Organizational Behaviour, Fred Luthans.
- Organizational Behaviour, Stephen Robbins.
- Organizational Behaviour, Ashwathappa.
- Organizational Behaviour, L.M.Prasad.

DDYP1.5 FINANCIAL ACCOUNTING.

1. Objectives:

- To familiarize the students with basic Accounting concepts and Conventions.
- To make the students understand Financial Statements.
- To familiarize with the intricacies of accounting, planning and Management and to make them aware about the tools for decision making.

2. Scope :

- Financial Accounting – Scope and Importance
- GAAP, Conventions and Concepts
- Balance Sheet and Related Concepts
- Profit and Loss Account and Related Concepts
- Accounting Mechanism: Basic Records – Understanding of Transactions and related documents – Process leading to preparation of Trial Balance and Financial Investments
- Revenue Recognition and Measurement – Revenue Vs Capital (Receipts and Expenditure)
- Accounting Methods – Cash, Accrual, Hybrid
- Inventory Accounting – Perpetual and Periodic System Accounting and Physical flow Valuation
- Fixed Assets and Depreciation Accounting
- Understanding of the following items:
 - Net worth
 - Reserves
 - Provisions
 - Intangible Assets
 - Fictitious Assets
- Revaluation of fixed assets and its impact on financial statements
- Overview of External and Internal Audit
- Inflation Accounting
- Corporate Financial Reporting in India
- Mandatory Accounting standards

3. Prescribed Text :

- Management Accounting, M.Y.Khan & P.K.Jain.

4. References :

- Financial Accounting Text and Cases, Deardon & Bhattacharya
- Financial Accounting for managers, T.P.Ghosh.
- Financial Accounting, R. Narayanswamy.

DDYP1.6 BUSINESS LAW

1. Objectives.

- To make the students familiar with the concept of law & various laws relating to business.

2. Scope.

- Indian Contract Act.
- Special Contracts.
- Negotiable Instruments Act.
- Partnership Act.
- Introduction to Company Law.

3. Prescribed Text.

- Law of Contract – Avtar Singh
- Company Law – Avtar Singh
- Special Contracts – Avtar Singh
- Negotiable Instruments Act – Avtar Singh
- Business Law – K.R.Bulchandani
- Partnership Act – Avtar Singh.

4 References.

- Company Law – Ramaiah
- Special Contracts – N.D.Kapur.

DDYP1.7 MANAGERIAL ECONOMICS

1. Objectives.

- To impart knowledge and understanding to students on managerial economics and their application to business decision making.

2. Scope.

- Introduction: Meaning and relevance of Managerial Economics-
- Relationship to Economic Theory-Relationship to the decision sciences.
- The management revolution-Role and Responsibilities of a Managerial
- Economist- The Firm, objectives and constraints.

- Demand Analysis: Demand Theory, Demand determinants, Using elasticities in managerial decision making. Demand Estimation and Demand Forecasting
- Production and Cost Analysis: Cobb Douglas Production Function
- ISOquant approach, Scale line, Factor substitutability – Cost concepts for business decisions - Cost-output relationship in the short-run and the long run Learning and Costs
- Market Structure and The Theory of Prices: Concept of Perfect
- Competition Price and output decisions under monopoly, oligopoly and monopolistic competition - Pricing practices.
- Case study on demand forecasting/elasticity/pricing practices.

3. Prescribed Text.

- Managerial Economics – Joel Dean
- Managerial Economics, Concepts and Cases – Mote, Paul & Gupta.
- Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
- Economics – Samuelson.
- Managerial Economics – R.L.Varshney & Maheswari.

4. References.

- Managerial Economics, Joel Dean.
- Managerial Economics – Concepts and Cases, Mote, Paul & Gupta.
- Economics, Samuelson.
- Keat, Paul.G & Young, Phillip K.Y. 3rd Edition, Managerial Economics; Economic tools for today’s decision makers.
- Schiller, The Micro Economy Today.
- Salvatore Dominic, 3rd Edition, Managerial Economics in a Global Economy.

5. Internet References.

www.economist.com

www.epw.org.in

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DDYP1.8 BUSINESS ENVIRONMENT.

1. Objectives :

- To familiarize and equip students with techniques of environmental analysis as a prerequisite to corporate strategy.

2. Scope :

- Analysis of Business Environment, technological, political and economic – PEST, SWOT Analysis.
- Government industry interface – Market intervention, need for regulation and promotion monetary and fiscal policies.
- Consumerism, Consumer Protection, Labour issues – National and International.
- Analysis of Competitive Environment – Competitive policy & law.
- Role of Government in Industrial development.
- Meaning and Rationale for globalization from domestic market to global market, India – WTO and trade blocs, TRIPS, IPR.
- International Business Environment analysis.
- New Economic Policy, Basic Economic trends and Business forecasting.
- Turnaround Management.
- Joint Ventures.
- Ecology and Sustainable Development.
- Corporate Governance.

3. Prescribed Text :

Essentials of Business Environment, Ashwathappa, Himalaya Publication.
Business Environment Text and Cases, Dr. Francis Cherunilam, Himalaya.

4. References :

Economic Environment, Mishra & Puri.
Indian Economy, Mishra S.K, Puri.

DDYP1.9 INFORMATION TECHNOLOGY FOR MANAGEMENT.

1. Objectives :

- To familiarize the students with the concepts of Information Technology and their relevance to Management.

2. Scope :

- Historical Perspective of Computer and Information Technology.
- How a computer works, hardware and software components and their characteristics from a user/ buyer perspective
- Basics of networking-need for components of networks, LAN, WAN, MAN, various options for networking for a business – Dial Up, Leased Lines, DSL Lines, VSAT. Various medium options for Networking for communication – terrestrial, satellite, copper, fiber optic etc

- Basics of Internet - how internet works – Familiarity with various components of the internet Browser, Web Server, DNS Server, Search Engine – Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet
- Impact of IT on business and society
- Role of IT – Overview of concepts such as ERP, SCM, CRM, Data Warehousing and Business Intelligence, e-commerce, e-Business, Knowledge management etc

3. Reference Text

- e-Business : Roadmap for Success : Ravi Kalakota and Marcia Robinson
- The Seven Steps to Nirvana: Strategic Insights into e-Business Transformation: Mohanbir Sawhnay
- Competitive Strategy by Michael Porter
- Knowledge Management by Ganesh Natarajan and Sandhya Shekhar
- Business @ The Speed of Thought by Bill Gates
- TechVenture: New Rules on Value and Profit from Silicon Valley by Mohanbir Sahwney
- Alex Leon & Mathews Leon: Introduction to computers (Vikas)
- Rajaraman: Introduction to Information Technology (Prentice Hal India)
- Sanders, D. H.: Computers in Business: An Introduction (McGraw Hill)
- Articles from HBR, Journal of Marketing

DDYP1.10 FOREIGN LANGUAGE:

1. Objectives :

- To impart the basics of the French language.
- To teach basic conversation in French language.

2. Scope

- Theory
Basic nouns
Things around us.
Items of daily use.
- Numbers
0-100.
Ordinal numbers.
- Colours
use them in complex sentences
change them according to the nouns.
- Different materials
eg. silk, coton.....

- Grammer
 - Definite & indefinite articles.
 - prepositions.
 - singular-plural.
 - adjectives.
 - masculine-feminine.
 - negation & inversion of verbs.
- Verbs
 - Basic verbes like etre, avoir.....
- Conversation skills

understand simple sentences used in class.

formal & informal greetings.

understand & translate simple passages.

answer basic & complex "wh" type questions.

MBA in INTERNATIONAL BUSINESS

SEM II

DDYP2.1 MARKETING STRATEGY AND APPLICATIONS.

1. Objectives

- Appreciate the value of marketing concepts when they are used as guides for understanding management problems and developing comprehensive marketing programs
- Develop a disciplined analytical skill amongst the participant for marketing situations
- Make connections between marketing and other functional areas of business
- Appreciate how the elements of successful marketing programs fit together.
- To familiarize participants with the concept of marketing strategy, its link to corporate strategy and environmental influences on marketing strategy. Also to provide some exposure to marketing strategy in different types of industries; how to plan proactive marketing

2. Scope

- Corporate Planning, Business Planning & Strategies Marketing Planning including BCG, GE & Ansoff Models.
- Marketing Strategy Development
- New Product Development Process
- Pricing Strategy
- Distribution Strategy
- Introduction to Integrated Marketing Communication
- Advertising & Media Planning
- Introduction to sales management and Selling Process
- Product Life Cycle Strategy
- Marketing Audit and Control
- Concept of strategy: The environment, corporate vision and mission; setting goals and objectives, planning and strategy, from corporate strategy to marketing strategy. The 4 “A” s of Day’s Marketing Strategy model
- Approaches to strategy: Porter’s 5 forces model, generic strategies; Hamel and Prahalad and the concept of “Strategic Intent”; Consumer oriented, competition oriented and resource based strategies

- Competitive strategies: Porter's concept of value chain analysis; market leader/challenges/follower strategies
- Competitive strategies: Industry life-cycle stage and company's marketing strategy; strategic mapping
- Competitive strategies: Branding as a marketing strategy: when and how industrial products v/s consumer products; Positioning the Company and the Brand; Brand Extensions
- Marketing Strategy and Marketing-mix: Customer-value creation intensive integrative and diversification growth strategies
- Structural approaches to marketing strategy: PIMS Model, Malcolm Baldrige Model, McKinney's 7-S Model
- Financial considerations in evolving marketing strategy.

3. Prescribed text

- Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education

4. References

- V. S. Ramaswamy and S Namakumari (2002). Marketing Management: Planning Implementation and Control (3rd Edition). New Delhi: Macmillan India Ltd.
- Rajan Saxena (2003) . Marketing Management, Second Edition. New Delhi : Tata McGrawhill
- Harish Bijoor (2001). Marketing Trends: Smart Insights Into the world of Indian Business New Delhi: Vikas Publishing House Pvt. Ltd.
- Porter, M.; Competitive Strategy
- Porter, M; Competitive Advantage
- Hamel, G & C. K. Prahalad: Competing for the Future
- Aaker,D.; Managing Brand Equity
- Kapferer, J.; Strategic Brand Management Day, G. S.; Market Driven Strategy

DDYP2.2 COST ACCOUNTING & MANAGEMENT ACCOUNTING.

1. Objectives

- To familiarize with the intricacies of cost accounting, planning and management and to make aware about the tools for decision-making.
- This paper complements the inputs provided in financial accounting. It is a detailed foray into aspects not covered very deeply in the financial accounting systems. In this era of intense global competition, cost control has become an imperative part of strategic management.

2. Scope

3. Cost Accounting:

Specialised areas of accounting:

Financial, Cost and Managerial Accounting – Aims and objectives of Cost and Managerial Accounts as a part of Management Information System.

Cost Classification:

The Elements of Cost – Direct Material; Direct Labour; Direct Expenses; Overhead; Cost Behaviour; other methods of classification to suit the requirements of management.

Accounting of Costs:

Materials:

Purchasing procedures; Organisation of stores, Stores Records – Methods of valuing material issue – Inventory control procedures.

Labour:

Engagement, Time Keeping and Time booking – Methods of remuneration – Factors influencing the wage settlements – Treatment of different items included in the compensation package for labour – Preparation of wage sheet and payment of wages – Accounting for labour.

Overheads Expenses:

Classification into Production, Administration and Selling and Distribution – Distribution of overheads – Apportionment, recovery of overheads. Methods of calculating depreciation; Obsolescence; Interest on Capital. Treatment of overheads in valuation of work-in-progress and finished goods inventory.

Cost Book Keeping:

Cost Ledgers and Control accounts for recording transactions – Link between financial and cost books – Reconciliation of cost and financial accounts – Integrated accounts.

Costing Methods

Basic grouping job/process costing methods

Job order cost systems

Contract costs.

Process costing:

Cost flows in job

Process costing methods

Treatment for joint and by products in process costing

Cost Accounting for services

Management Accounting.

Past and Present of Management Accounting

Cost-Volume-Profit Analysis

Linear-Programming Models for Planning

Cost Estimation and Regression Analysis

Topics in Regression Analysis

Cost Analysis for Pricing Decisions

Assigning Service Department Costs
Joint Costs
Sales, Profitability, and Productivity Variances
Measuring Quality
New Technology for Manufacturing Operations: JIT and CIM
Justifying Investments in New Technology
Decentralization
Profit Centers and Transfer Pricing
Investment Centers: Return on Investment
Executive Contracts and Bonus Plans
Formal Models in Budgeting and Incentive Contracts.

3. Prescribed text

- 'Cost Accounting: A Managerial Emphasis' (CAME) 11th edition, by Charles T Horngren, George Foster and Srikant M Datar. Prentice Hall of India Pvt. Ltd. New Delhi.
- Management Accounting for profit control, Keller & Ferrar.

4. References

- 'Management & Cost Accounting' by Colin Drury. Chapman & Hall Publication
- 'Students' Guide to Cost Accounting' by Ravi M Kishore. Taxmann publication
- 'Cost Management: A Strategic Emphasis' by Edward J Blocher, Kung H Chen and Thomas W Lin. Irwin McGraw Hill publication
- 'Accounting for Decision Making and Control' by Jerold L Zimmerman. Irwin McGraw Hill publication
- 'Management Accounting' by M Y Khan and P K Jain. Tata McGraw Hill publication Magazines & Journals :
- 'Management Accounting: Text & Cases' by Robert N. Anthony & James S. Recce.
- 'Management Accountant' published by the Institute of Cost & Works Accountants of India, Calcutta.
- 'Chartered Accountant' published by the Institute of Chartered Accountants of India, New Delhi
- 'The Journal of Accounting' published by the Indian Accounting Association, New Delhi
- 'Accounting World' published by the Institute of Chartered Financial Analysts of India, Hyderabad.

6. Internet References

- The Institute of Chartered Accountants of India, www.icaai.org
- The Institute of Cost and Works Accountants of India, www.icwai.org

- The detailed information of Indian companies, industry and economy, www.indiainfoline.com
- The news of economy and business, www.economictimes.com
- The Business Magazine for business and economy news, www.business-today.com
- The International Accounting Standards Board, UK, <http://www.iasc.org.uk>
- The American Institute of Certified Public Accountants, <http://www.aicpa.org/index.htm>
- The Chartered Institute of Management Accountants, www.cima.org.uk

DDYP2.3 BUSINESS MATHEMATICS AND OPERATIONS RESEARCH.

1. Objectives

- The concepts involved in Quantitative Methods in Operations Management
- Need for Quantitative Methods in Operations Management in solving business problems
- Scope and limitation of use

2. Scope.

BUSINESS MATHEMATICS.

- Introduction to probability.
- Probability Distributions.
- Decision Analysis.
- Utility and Decision Making.
- Forecasting.
- Introduction to Linear Programming.
- Project Scheduling : PERT & CPM.
- Markov Processes.
- Multi-Criteria Decision Problems.

OPERATIONS RESEARCH

- Introduction to OR: Concepts, genesis, application potential to diverse problems
- in business & Industry, Scope and Limitations.
- Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution – Maximisation / minimization – Balanced / Unbalanced – prohibited assignments – problems.

- Transportation Problem (TP): Concepts, formulation of model – Solution Procedures for IFS and Optimality Check – Balanced / Unbalanced – Maximization/Minimization – case of degeneracy – prohibited routing problems – Post-optimal sensitivity analysis.
- Linear Programming (LP): Concepts, Formulation of models, diverse problems – Graphical explanation of solution – Maximisation/minimization – Simplex Algorithm- Use of slack/surplus/artificial variables – Big M method/Two phase method – Interpretation of the Optimal tableau – (Unique, optimum, multiple optimum, Unboundedness, Infeasibility & Redundancy problems) Integer Linear Programming.
- Linear Programming (LP): Duality principle – Primal/dual inter-relationship- Post-optimal sensitivity analysis for changes in b-vector, c-vector, addition/deletion of variables/constraints – Dual simplex method- problems. Limitations of LP vis-à-vis Non-linear programming problems. Brief introduction to Non-LP models and associated problems.
- Network Analysis: Minimal spanning tree problem- shortest route problem- Maximal flow in capacitated network-Concepts and solution algorithm as applied to problems – Project Planning & control by use of CPM/PERT concepts – definitions of project, jobs, events – Arrow diagrams – Time analysis and derivation of the critical path-concepts of floats (total, free, interfering, independent) – Crashing of a CPM network- Probability assessment in PERT network.
- Queuing (Waiting-line) models: Concepts- Types of queuing systems (use of 6 character code) – Queues in series and parallel – problems based on the results of following models (M/M/1) single channel queue with poisson arrival rate, and negative exponent service time, with and without limitations of queue size. (M/G/1) single channel with poisson arrival rate, and general service time, PF-Formulae.
- Inventory Models: Types of inventory situations; Fixed quantity/fixed review period – Costs involved – Deterministic probability models – Economic – order-quantity (EOQ) and EBQ for finite production rate – Sensitivity analysis of EOQ-EOQ under price break-Determination of safety stock and reorder levels-Static inventory model – (Insurance spares)
- Digital simulation: Concepts – areas of application – random digits and methods of generating probability distributions-Application to problems in queuing, inventory, new product, profitability, maintenance etc.
- Replacement and Maintenance Models: Replacement of items subject to deterioration and items subject to random total failure – Group V/s. Individual replacement policies.
- Game Theory: Concept 2-person, n-person games-Zero-sum and Non-zero sum games- Solution Procedures to 2-person zero sum games-Saddle-point, Mixed Strategy, Sub-games method for $m \times 2$ or $2 \times n$ games- Graphical methods-Equivalence of game theory and Linear Programming models – Solution of 3×3 games by LP simplex including duality application for maximizing / minimizing player's strategy.

3. Prescribed text

- Operations Research by Taha
- Operations Research by J K Sharma
- Problems in Operations Research by Hira Gupta
- Quantitative techniques in management by N D Vohra

4. References

- Operations Research Techniques for Management by B. Banerjee
- Operations Research by Ravindran Phillips & Solberg
- Introduction to Operations Research by Hillier & Lieberman

DDYP2.4 HUMAN RESOURCE MANAGEMENT.

1. Objectives

To provide the future manager with inputs with a view to:

- Enhancing the appreciation of the Human Resources function as a potential career option.
- Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions.

2. Scope

- Human Resource Management – Its scope, relationship with other
- social sciences – Approaches to Human Resource Management /
- Interdisciplinary approach.
- Organisation of Personnel Functions – Personnel Department, its
- organization, Policies, responsibilities and place in the organization.
- Manpower Planning, Job Analysis, Job Description, Scientific
- Recruitment and Selection Methods.
- Motivating Employees – Motivational Strategies, Incentive Schemes,
- Job-enrichment, Empowerment
- Job-Satisfaction, Morale, Personnel Turnover
- Performance Appraisal Systems – MBO Approach, Performance
- Counselling, Career Planning
- Training & Development – Identification of Training Needs, Training
- Methods, Management Development Programmes.
- Organisational Development – Organisation Structure – Reengineering,
- Multi-skilling, BPR.
- Management of Organisational Change.
- HRD Strategies for long term planning & growth
- Productivity and Human Resources Management

3. Prescribed text

- Decenzo and Robbins “Human Resource Management,” John Wiley and Sons Inc. Sixth Edition
- Aswathappa, K., “Human Resource and Personnel Management-Text and Cases” Tata McGraw Hill, 2003. Third Edition
- C.B. Mammoria, Human Resource Management.

4. References

- Bohlander G.; Snell, S.; Sherman A. “Managing Human Resources” Thomson South Western, 2001. 12th Edition
- Gary Dessler Human Resource Management 2004, Prentice Hall, New Delhi, 9th ed.

5. Internet References

- www.shrm.org/hr/links
- www.human-resources.org
- www.hrvillage.com

DDYP2.5 FINANCIAL MANAGEMENT.

1. Objectives

- To understand financial statements
- To interpret and analyze the financial summaries
- To inculcate a finance sense among students

2. Scope

- Financial Objectives – Financial Planning and Control – Analysis of Profit and Loss A/c – Balance Sheets.
- Financial Ratio Analysis – a tool in planning and control – Inter Firm Comparisons
- Fund Flow Analysis – Analysis of statement of Long Term sources and uses of Funds – Working Capital Based Fund Flow statement – Cash Flow Statements
- Sources of Term Finance – Term Loans – Fixed Deposits – Debentures- Bonds- Role of Financial Institutions- Equity capital as a source of Finance-Govt. regulations of Issue of Securities in India – Internal generation as a source of Finance.
- Cost of Capital – Weighed average and Marginal Concept – Application in capital Budgeting decisions.
- Direct or Corporate Taxation and its implication on Financing

- Capital Expenditure decisions-Projects appraisal – Non Financial Factors influencing capital budgeting decisions-Payback period method. ROI approach – Discounted cash flow techniques and its applications.
- Working capital management – Assessing working capital requirements – Financing working capital requirements – RBI guidelines influencing Working Capital Finance – Management of Receivables and inventories.
- Dividend Policy – Guidelines for issue of Bonus Shares

3. Prescribed text

- White, Sondhi & Fried, Analysis & Uses of Financial Statements, Wiley
- Helfert Erich, Techniques of Financial Analysis, Jaico

4. References

- Van Horne James C., Financial Management & Policy, Prentice Hall India

5. Internet References

- www.crisilonline.com

DDYP2.6 LEGAL ASPECTS OF BUSINESS

1. Objectives :

- To familiarise the students with basic concepts of law
- To provide adequate knowledge of recent developments in Law

2. Scope :

- Company Law. – In Detail
Sales of Goods Act – Contracts of Sale, Conditions & Warranties.
Consumer Protection Law – Basic Definitions & Restrictive Trade Practices.
Overview of Related Law – CPC, Constitution and Criminal Law.
- Competition Act – Overview.
- WTO and related agreements.
- Intellectual Property Laws and TRIPS.
- Foreign Exchange Management Act.

3. Prescribed Text :

- Company Law - Avatar Singh, Eastern Books, Lucknow, 2004
- Competitor Law – D.P. Mittal

- W.T.O - WTO organisation, Deep & Deep Publication, New Delhi, 1998
- Intellectual Property Laws – Narayan P., Eastern Law, Calcutta, 1990

4 . Reference :

- SEBI manual
- SEBI guidelines and listing of companies : Studies in financial services in India, V.S. Avadhani
- Corporate taxation Vol. I, H.P. Raina, 6th edition
- Corporate taxation Vol. II, H.P. Raina, 6th edition
- Textbook of company law, Mahesh Tandon, 6th edition
- Commentary on companies bill, 1993, K. Srinivasan, B.P. Bhargava
- Intellectual property rights and copyright, S.P. Satarkar
- Intellectual property manual, Avinash Shivade
- Innovation and competition policy, Allan Gutterman
- Agriculture, Trade and the WTO : Creating a trading environment for development, Merlinda Ingco
- GATT 1994, the WTO and India, Shyamal Banerjee
- WTO analytical index Vol I : Guide to WTO law and practice, World Trade Organisation
- WTO analytical index Vol II : Guide to WTO law and practice, World Trade Organisation
- Foreign exchange management act with rules and regulations under FEMA, Taxmann
- The law and practice of arbitration and conciliation : The arbitration and conciliation act, 1996, O.P. Malhotra
- Trips, PCT and global patent procurement, Markus Nollf
- Corporate hijack of biodiversity : How WTO-TRIPS rules promote corporate hijack of peoples biodiversity and knowledge, Vandana Radha Holla Afsar H, Shiva Bhar Jafri

5 . Internet References :

- www.laweye.de
- www.ibd.com
- www.august1.com
- www.alllaw.com
- www.justice.com
- www.law.cornell.edu
- www.ilsa.org
- www.hg.org

DDYP2.8 PRODUCTION MANAGEMENT.

1. Objectives.

- To understand the concepts of Production and its applications in industrial situations.
- To familiarize the students with various concepts of Production Planning and Management.

2. Scope.

- The Production Function – nature and scope, interface with other
- functional areas like Marketing, Finance, Personnel, Materials.
- Types of Production Systems – Job, Batch and Flow Systems,
- Assembly Lines, Process Plants, Intermittant and Continuous Production
- Elementary knowledge of Manufacturing Processes – Assembling, Fabrication, Forming and Heat Treatment, Welding; Machining and similar processes.
- Plant Layouts- Objectives, Symptoms, of poor layouts, types of layouts – functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimizing layouts.
- Materials Handling – Objectives, principles and methods of efficient handling, introduction to material handling equipment.
- Problems of Location – Types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres
- Inventory Management – types of inventory management systems, detailed mathematical treatment of P, Q and MRP Systems, Selective inventory control – techniques like ABC analysis, HML analysis, FSN analysis, SDE analysis etc., make & buy decision.
- Scheduling – objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.
- Network Analysis – Activity Analysis, Network Diagramming, PERT, CPM, Estimation of Schedule statistics, Earliest and latest start and finishing times, floats, Cost crashing, Estimation of probability of completion of project in a given time, applications in industry.
- Break Even Point Analysis – concept of break even point, utility of BEP analysis in short and long term decision.
- Reliability, Maintenance and Plant Services – objectives, types of Maintenance - breakdown and preventive maintenance, introduction to estimation of system reliability, fault tree analysis.
- Quality Control – Total Quality Control, What is quality, inspection,

- quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and (C) charts.
- Emerging Trends – Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM.
- Concepts of productivity – Introduction to Productivity Techniques, Value Analysis, Value Engineering.

DDYP 2.9 RESEARCH METHODOLOGY.

1. Objectives

- To impart knowledge to evaluate and conduct research on management problems/issues
- To provide skills necessary for the conduct of student research projects as a part of the programme requirement
- To highlight importance of research in management.

2. Scope

- The research process -Relevance and scope of research in management, Steps involved in the research process / scientific process. Role of research in the industry.
- Formulation of a research problem-Sources of research problems, management dilemma—management Question – research question hierarchy, how to formulate a research problem? Essential characteristics of research problem
- Objectives, variables and hypotheses:-Objectives of research, identification and types of variables, hypotheses, Concept and types.
- Related literature- Significance and sources of related literature, reviewing of literature, References andreferencing systems. Research paradigms
- Research design -Research design-meaning and significance, Types of research designs...exploratory, descriptive, (survey and case study methods), Explanatory (ex-post facto and experimental) Factors affecting internal and external validity of experiments.
- The sampling process-Sampling – types - probability and non-probability, Sampling error, sample size confidence interval and determination of sample size.
- Tools and techniques of data collection- Validity and reliability of tools. Quantitative tools----questionnaire, ranking and rating scales and scale, Construction psychometric tools. Qualitative techniques interviews, focus groups, participant and non-participant observation. Primary and secondary sources of data, Use of library and the internet sources for collection of data, data clustering. Data mining and data warehousing,
- Application of data analysis techniques- Types of data-nominal, ordinal, interval and ratio conditions on data for the use of parametric and non-

parametric Tests. Testing of hypothesis-chi-square test, t-test, Z test , F test. Multivariate analysis, cluster analysis, discriminant analysis, correlation and regression analysis, factor analysis. Relation between the type of data and the statistical techniques to be used. Use of SPSS in data analysis

- Research proposal Significance and preparation of a research proposal.
- Report writing -Mechanics of report writing

3. Prescribed text

- Cooper, Donald , R.Schindler, Pamela.S ,Business Research Methods, Tata McGraw Hill, Sixth edition 2002
- Dr. Uma Sekaran , Research Methods for Business – A Skill Building Approach, John Wiley and Sons, Fourth edition,2003
- Zikmund . Business Research Methods,Thomson S.W.,Seventh Edition,2004

4. Internet References

- http://www.wadsworth.com/psychology_d/templates/student_resources/workshops/workshops.html
- http://www.slais.ubc.ca/resources/research_methods/index.htm

DDYP2.10 FOREIGN LANGUAGE.

1. Scope :

- Theory
Parts of the body
Related adjectives and verbs.
- Time
12 hour & 24 hour clock.
Days of the week.
Months of the year.
- Seasons
talk about the weather
festivals celebrated in each season.
Weight scale.
- Grammer
Negation & plural form with indefinite articles.
possessive adjectives.
demonstrating adjectives.
articles contract?s.
imperative mode.
- Verbs
Basic "er" verbs
- Conversation skills
General conversation about weather.
Complex sentences.
3)Read simple passages and answer questions.
4)Self-introduction.

MBA SECTORAL	
Semester III	Semester IV
Mgt. Information system	INT. Business
Business Policy & Strategic Mgt.	Environment Mgt. & Ethics in Business
Entrepreneurship Mgt.	Mgt. Control System
Foreign Language	Foreign Language
IB	
Managing innovation for value creation & intellectual capital	Int. Financial markets & investment banking
Int. Financial mgt.	Int. Logistics & supply chain mgt.
Int. Marketing & strategic issues in global markets	Int. Law
Mergers acquisitions MBO & other corporate restructuring'	Global project mgt.
Global sourcing	Formulating & implementing strategies for multinational corporations
Int. Negotiations & corporate governance in global markets	Final project

MBA in INTERNATIONAL BUSINESS

SEM III

DDYP3.1 MANAGEMENT INFORMATION SYSTEMS

1. Objectives

- To make the students appreciate the role of information systems in the effective functioning of the organisation and the need for effective Management Information Systems as a support for decision making
- To familiarize the participants with the process of creating and implementing a Management Information System.

2. Scope

- Structured Systems Analysis & Design
- Tools & Techniques
- Documentation
- Detailed SAD procedure
- Design of commercial systems
- Information Systems Concepts & Trends
- Overview of Information System in:

- Marketing
- Finance
- Production
- Personnel

3. Prescribed Text

- James A O'Brien, - Management Information Systems
- Turban, McLean and Wetherbe – Information Technology for Management

4. References

- Robert Schultheis and Mary Sumner, - Management Information Systems
- Kenneth C. Laudon, Jane P. Laudon-Management Information Systems

5. Internet References:

- www.techrepublic.com

DDYP3.2 BUSINESS POLICY AND STRATEGIC MANAGEMENT

1. Objectives

- To familiarize the participants with the basic concepts of business strategy.
- To facilitate the participants to apply the concepts to live corporate situations
- To explain contemporary concepts of strategy

2. Scope

- Evolution and basic concepts, Vision, Mission and business definition.
- Contributions by Mintzberg, Ansoff, Porter and Prahalad, Gary Hammett
- Environment survey and appraisal -Industry and competitive analysis-
- Dominant economic features, strength of competition and competitive forces.
- The Strategic management Process- Situation analysis, Formulating Corporate Level Strategy, Portfolio Strategy.
- Formulating Business level Strategy – Porter's competitive Forces and Strategies, Cooperative Strategies. Strategic implications of five competitive forces, Evaluating company resources and competitive capabilities, Competencies, core and distinctive competencies and competitive advantages.
- Formulating Functional level Strategies – Putting strategy into action- leadership- structural design, Information and control systems, human resources- Implementing global strategies.

- Corporate goals and strategic gap, Five generic strategies
- To use Case Studies on a Cross Functional Basis
- To Understand the Dynamics of Growth
- Change and Turnaround Strategies – To Apply Existing Models
- Decision Making and Corporate Planning
- General Management –Emphasis on Projects & Development of Cases in Indian Industry Porter’s model)
- Managing internal organization for Strategy implementation

3. Prescribed text

- Strategic Management “Gregory G. Dess and Alex Miller” Published By McGraw-Hill, Inc
- Management Policy and Strategic Management, R.M.Srivastava
- Strategic Management and Business Policy, Nitin Balwani
- Competitive Strategic Techniques for Analysing Industries, Micheal Porter
- Business Policy, Azhar Kazmi
- Business Policy, P Subba Rao
- Strategic Management, Francis Cherunilam
- Strategic Management Arthur A. Thompson, Jr. and A.J. Strickland III Published by “Irwin/Mc Graw-Hill
- Strategic Management, the Indian Context, R Srinivasan, Prentice Hall of India Pvt. Ltd., New Delhi 2005

4. References

- Strategic Management In The Asian Context-A Casebook In Business Policy and Strategy:Luis Ma. R. Calingo Publisher John Wiley & Sons
- Strategic Planning- Formulation of Corporate Strategy (Text Cases- The Indian Context) V.S. Ramaswamy and S. Namakumari Publisher Macmillan”
- Strategic Management- Competitiveness and Globalization by: Michael A. Hitt, R. Duane Ireland And Robert E. Hoskisson Published by “South-Western College Publishing”.
- Commitment- Business Unit Strategy –Eli Segev – Wiley Series in Practical Strategy, 1997.
- Strategic Management- A Fresh Approach To Developing Skill, Knowledge And Creativity, by: Paul Joyce & Adrian Woods Published by Kogan Page Limited.
- Business Policy and Strategic Management by: William F. Glueck And Lawrence R. Jauch Published by McGraw-Hill International Book Company.
- Exploring Techniques of Analysis And Evaluation In Strategic Management by: Veronique Ambrosini with Gerry Johnson And Kevan Scholes Published by Prentice Hall Europe.

- Commitment- The Dynamic of Strategy, Pankaj Ghemawat, Published by - The Free Press.
- Digital Storm- Fresh Business Strategies From The Electronic Marketplace, by Philipp Gerbert Alex Birch with Gerd Schnetkamp Dirk Schneider published by Capstone Publishing Limited.
- Strategic Information Technology: Opportunities for Competitive Advantage, Raymond Papp, Published by Idea Group Publishing.
- Harvard Business Review Articles.
- Management Review
- Business Barons- A Monthly Indian Journal Published by Minhaz Merchant, Mumbai.
- Effective Executive- A Monthly Indian Journal Published by A.V. Vedpuriswar, Hyderabad.
- Business India- A Weekly Indian Journal
- Business Today- A Weekly Indian Journal
- Business World

5. Internet References

- www.strategy-business.com
- www.planware.org/strategy.htm
- www.fortune.com
- www.bsstrategist.com

DDYP3.3 ENTREPRENEURSHIP MANAGEMENT.

1. Objectives

- To enhance appreciation of the role of entrepreneurship in the economic progress of the country through wealth creation and innovative strategies
- To impart knowledge about entrepreneurial competencies and skills required for starting and sustaining a successful enterprise.

2. Scope

- Concept of Entrepreneurship and Emergence of Entrepreneurial class
- Theories of entrepreneurship
- Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning
- Analysis of business opportunities
- Environmental scanning, sectoral studies
- Process of generating business ideas, screening and selection
- Techno-economic feasibility studies
- Developing detailed project report for implementation
- Ancillary industry development, identification of opportunities for ancillary industries

- Entrepreneurial opportunities in service industry transportation, distribution and agro industries
- Institutional framework for entrepreneurship development in our country
- Government policy, agency supporting entrepreneurial development
- Industrial estates
- Financial incentives, backward area benefits
- Schemes for educated unemployed
- Fiscal incentives
- Procurement of industrial equipment, marketing support
- Sources of finance – Institutional and others
- Training for entrepreneurship development
- Entrepreneurial behaviour, techno economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurship development.
- Lessons from success stores of Indian and International entrepreneurs (case studies)

3. Prescribed Text

- Dynamics of Entrepreneurship Management, Vasant Desai, Himalaya Publications.

4. References

- Innovation & Entrepreneurship - Peter Drucker (Heinmann - London)
- Entrepreneurship Strategies and resources, Marc J.Dollinger, Pearson Education (Singapore) Pvt. Ltd, 2003.
- Opportunities - Edward De Bono (Associated Business Programmes - London)
- Entrepreneurial Development - S S Khanka (S Chand)
- Thought Leaders - Shrinivas Pandit (Tata McGraw Hill)
- Made in Japan - Akio Morita (Penguin Books)
- The New Alchemists - Charles Handy (Random House)
- Managing Radical Change - Sumantra Ghoshal & Gita Piramal (Penguin)
- The Amul Story - Ruth Heredia (Tata McGraw Hill)
- Roadmap to Entrepreneurial Success - Robert W Price (American Management Association)
- Handbook for New entrepreneurs – ed P.C. Jain, Entrepreneurship Development Institute of India, Oxford University Press
- Industrial Entrepreneurship in India, Rao V Lakshmana Rao [A], Chugh Publication
- Entrepreneurship Development, Bhanushali S G [A], Himalaya Publishing House
- Training Entrepreneurs for Small Business Creation Lessons, Loucks Kenneth [A], International Labor Organization
- Developing New Entrepreneurs, Entrepreneurship Development Institute Of India [A], Entrepreneurship Development Institute Of India

- Entrepreneurial Development The Entrepreneur...And Policies, Desai Vasant [A], Himalaya Publishing House
- Defining Success (Small Enterprise) In Entrepreneurship...and Policies, Gibb Allan A [A], International Labor Organization
- Entrepreneurial Connection, Narola Gurmeet [A], Tata McGraw-Hill Publishing Company Limited
- Net Entrepreneurs Only, Erickson Gregory K [A], John Wiley and Sons
- Entrepreneurship by Hisrich Peters (Tata McGraw-Hill Edition)

5. Internet References

- www.cln.org/themes/entrepreneurship.html
- www.esc.com/esonline
- www.zeromillion.com
- www.hbswk.hbs.edu
- www.kipnotes.com/Entrepreneurship.htm
- www.thinkingmanagers.com/business-management/entrepreneurship
- www.entrepreneur.com
- www.ediindia.org

DDYP3.4 FOREIGN LANGUAGE

Theory:-

1)nouns relating to the rooms

- *living room
- *kitchen
- *bathroom
- *bed room

2)relations

- *help to make their own family tree.

3)meals

- *break fast
- *lunch
- *dinner

Grammer:-

1)Past tense

- *with etre
- *with avoir

2)interrogation & negation in Past tense.

3)Partitive articles

4)Future tense

Verbs:-dire, commencer, monter, descendre, mettre, prendre, aller, venir, boire, servir, manger.

Conversation skills:-

- 1)Ask directions.
- 2)etiquettes.
- 3)order meals
- 4)table manners.

DDYPI3.1 Managing Innovation For Value Creation & Intellectual Capital

1. Objectives

- To understand the commercialization of new product innovations through various management methods, tools, practices, and strategies
- To help students identify and design practical, implementable, action-oriented solutions to product development
- To understand the importance of institutionalized knowledge and learn to manage it for competitive advantage.

2. Scope

- Organization Learning – Developing Capabilities for Learning, Experimentation, Innovation
- Building business under Sustaining and Disruptive Conditions
- Innovation strategy – Design and Development of innovation System in Organizations
- Managing the Innovation Process – Internal / external customers of innovation, conflicts due to poor coordination between product development, strategy formulation, and implementation, Culture, Customers and Managing Global R&D networks within a large Firm in a Changing industry
- Diffusion of Innovation process
- Problems in Bringing New Revolutionary Products to the Market
- Integration of New Technology and Paradigms, Choice of Customers, How to Deploy Innovation Across the Organization
- Role of Standards in Competitive Strategy RBV and Knowledge
- Knowledge Creation and Dialectics
- The Knowledge Creating Company
- From Managing to Enabling Knowledge
- Knowledge Management and Global Competition
- Inter and Intra Organization Knowledge Creation
- Knowledge Management in Strategic Alliances

3. Prescribed text

- Argote, L. Organizational learning: Creating, retaining, and transferring knowledge. Boston, MA: Kluwer Academic, 1999.
- Brooks, F. The mythical man month. Reading, MA: Addison-Wesley, 1995.
- Buderer, R. Engines of tomorrow: How the world's best companies are using their research labs to win the future. New York: Simon & Schuster, 2000.
- Burt, R. Structural holes. Cambridge, MA: Harvard University Press, 1992.
- Carmel, E. Global software teams: collaborating across borders and time zones. Upper Saddle River, NJ: Prentice Hall PTR, 1999.
- Christensen, C. The innovator's dilemma. Boston, MA: Harvard Business School Press, 1997.
- Foster, R. Innovation: The attacker's advantage. New York: Summit Books, 1986.
- Ikujiro Nonaka and Hirotaka Takeuchi, Hitotsubashi on Knowledge Management

4. Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPI3.2 International Financial Management

1. Objectives

- To introduce the basic tools techniques of managing the Corporate Finance Functions in an International Context.
- To understand key areas of finance within an International Environment.
- To explore the traditional areas of Corporate Finance from the perspective of MNE

2. Scope

- To identify and exploit opportunities to make money from currency arbitrage.
- Understand the factors which drive exchange rates and in particular how spot and forward exchange rates are related to interest rates and inflation rates.
- Identify and exploit opportunities to make money from covered (and uncovered) interest arbitrage.
- To understand and learn the types of foreign exchange risks faced by exporters / importers and MNEs.
- To understand the basic features of the major derivative instruments available for currencies: forwards, futures, options and swaps.

- To appreciate the differences between the major derivative instruments, and identify types of exchange rate risk which may be hedged using specific derivatives.

DDYPI3.3 International marketing & Strategic issues in global marketing

1. Objectives

- To familiarise the students with the theoretical base for International Marketing.
- To enhance the students understanding of International Marketing Environment and Strategies.
- To enable students to develop skills.
- To make Strategic and Operational Marketing Decisions in the context of different, complex marketing environments.
- Assess marketing opportunities by analyzing customers, competitors and strengths and weakness of the company.
- To develop skills needed to formulate and critique complete marketing programs including product, price, distribution and promotion policies
- To understand marketing strategy in the global context

2. Scope

- Introduction to International Marketing
- Major Decisions in International Marketing
- International Marketing Environment
- Methods of Entering International Markets (Entry Strategies)
- International Marketing Research
- Product – Promotion Decision
- Pricing Decisions
- Distribution Decisions
- Export Management
- Export Procedure
- Preshipment Documentation
- Terms of Payment in Export
- Inco terms
- Analyzing Marketing problems and cases
- Analyzing different global contexts and marketing opportunities
- Segmentation, differentiation and Positioning Strategies
- New product launch; marketing strategies
- International PLC management
- Brands-Local v/s global; managing brand equity
- Pricing strategy
- Measurement and control systems for marketing

3. Prescribed text

- Strategic International Marketing by Philip R. Cateora (Homewood I.L.: Dow Jones – Irwin)

- International Marketing – Analysis and Strategy by Sak Onkvisik and John J, Shaw (P.H.I.)
- International Management by P. Saravanvel
- Market-Based Management: Strategies for Growing Customer Value and Profitability: Roger Best, Prentice hall, 3e
- Product Management: Lehmann and Winer, McGraw Hill, 2006, 4e
- Marketing Strategy: Boyd and Larreche, Tata McGraw Hill, 4e

4. Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPI3.4 Mergers Acquisitions MBO and Other Corporate Restructuring

1. Objectives & Scope

- Introduction to M&A – what is it, what are the major drivers of M&A both domestic and international, who are the major players in the M&A landscape, what value does a banker bring to the transaction, rules governing M&A and whether they protect shareholders
- Strategic and Practical considerations: process timeline for M&A transaction, how are M&A ideas generated, process from origination to closing, role of synergies in M&A analysis, importance of pro-forma “merger consequences” analysis, important tactical considerations before approaching a potential target role of Foreign Institutional Investors in M&A
- Valuation Basics: how is a company valued, purpose of valuation analysis including stand – alone value, synergy value and break-up value, role of marketplace dynamics in valuation, factors that cause intrinsic and realizable value to diverge.
- Due Diligence: how do you conduct effective due diligence? Who should you talk to? What should you ask for? What is the target likely to be looking for in terms of Confidentiality and Agreement s? What should you be looking for in the great morass of documents produced? Who is responsible for what-how can accountants, bankers, consultants, and lawyers help? How do the result of due diligence impact valuation?
- Financing Decisions: How does the transaction get financed? What macro and micro factors impact M&A financing? What are the major financing alternatives from senior secured debt to high yield? How will an acquisition company’s debt rating, EPS and stock price and why does it matter?
- Transaction Structures: What forms can a transaction take and how do they differ? What is a tender offer? What is the difference between a one-step and two-step deal? How do tax factors influence the choice of transaction structure/
- Anatomy of a Merger Agreement: What are the basic components of the Merger Agreement? How does the Merger Agreement relate to the due

diligence process? How do you “protect” a friendly deal from interlopers (i.e., lock-ups and “no-shops”)?

- Restructuring Options: What are the alternatives available to the firm to “unlock” shareholder value, including mechanics of the divestiture process and maximization of after-tax proceeds, straight sale, leveraged joint ventures, letter stock, rights offerings, spin-offs, Morris Trusts, spin-outs, and split-offs? When should a firm consider “going private”, including mechanics of an LBO, what constitutes a good LBO candidate and exit strategies for the LOB?
- Takeover Defense: What makes a company vulnerable? What are the major “defense” mechanisms and they do they work? How do you launch a hostile bid? How are the recent SEC and FASB “rules” likely to change the “hostile” landscape?
- Gaughan, Mergers, Acquisitions, and Corporate Restructurings (Wiley)
- Reed & Lajoux, The Art of M&A: A Merger Acquisition Buyout Guide (McGraw-Hill)
- Copeland, Koller & Murrin, Valuation: Measuring and Managing the Value of Companies (Wiley University Editions)

4. References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPI3.5 Global Sourcing

1.Objectives :

- To help students understand managerial issues in global sourcing decisions.
- To appreciate how appropriate sourcing decisions can lead to competitive advantages in global markets

2. Scope:

- Problems in global sourcing
- PEST and impact on global sourcing decisions
- Decisions on using sourcing brokers v/s developing direct relationships with suppliers
- Decision on single v/s multiple suppliers
- Managing relationships with suppliers who have become competitors
- Cross-Cultural issues
- Balancing global risks and returns
- Product development partnerships and balancing needs of OEMs, ODMs and suppliers
- Logistics in sourcing decisions

3. References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPI3.6 International Negotiations and Corporate Governance in Global Markets

International Negotiations

50 Marks

1. Objectives

- To develop students' critical understanding of bargaining and negotiating behavior in an international business context via an appreciation and evaluation of the extent and effects of cross-cultural differences in negotiating styles

2. Scope:

- Understand the nature and process of negotiations
- Techniques for effective negotiation through simulations of business negotiations
- How to positively frame/reframe problems in cross-cultural settings
- How to generate creative alternatives when confronted with difficult problems
- How to recognise and deal with perceptions/assumptions in cross-cultural settings
- How to establish a positive negotiation climate
- How to establish common ground and move from positions to interests

- How to promote credibility and build long-term relationships
- How to deploy and positively use power during a negotiation
- How to achieve win-more / win-more deals
- How to prepare for a negotiation

3.Prescribed text

- Lane, H.W. and DiStetano J. (1995) Kiss, Bow or Shake Hands. Managing Cultural Differences. “INTERNATIONAL MANAGEMENT BEHAVIOR”, Second Edition. PWS Kent Publishing Co
- Lewicki R.J., Litterer J.A. and Minton J.W. (1993) “NEGOTIATION: READINGS, EXERCISE AND CASES”. Second edition. Irwin, Boston

4. Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

Corporate Governance in Global Market

50 Marks

1. Objectives

- To highlight how firm value depends on corporate governance practices and investor protection around the world

2. Scope

- Requirements of independent directors on the Board – USA, EU norms
- Sarbennes-Oxley implications
- Director’s Duties
- Liability for accounts
- D & O and directors’ indemnities
- Implications of Whistleblower’s act
- Corporate governance and investor protection
- Proxy contests
- Executive compensation
- Determinants of Board Effectiveness
- Governance in Bankruptcy – role of the Board in financial distress
- Shareholder and institutional activism
- Corporate pyramids, Tunneling and Financial development – Dual class share, pyramids, value of shareholder votes, evidence on tunneling

4. Prescribed text

- The course instructor will supply reading material

5. Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

MBA in INTERNATIONAL BUSINESS

SEM IV

DDYP4.1 INTERNATIONAL BUSINESS

1. Objectives

- To focus on emerging business environment in India and the world.
- To bring out the importance of international business; and to analyze global business principles and practices with reference to various Indian firms.

2. Scope

- Considering the importance of International Business in general and that of products and business practices in Indian environment in particular, the course will flow in many parallel streams.
- While lectures and concept elaboration will constitute the mainstream, class seminars, article review and projects will form the other pedagogic streams. Lectures will be conducted in the form of discussions to avoid monologue, and class-participation would be generated, whenever necessary. The following aspects of international business would be covered along with other contemporary issues:
 - Introduction to International Business
 - Major Decisions in International Business
 - International Business Environment and Assessing Political Risks
 - Barriers to International Trade
 - Methods of Entering International Business
 - International Strategic Alliance
 - Strategy-making in International Business Management: Achieving
 - Competitive Advantage

4. Prescribed text

- Strategic International Marketing
- Philip R. Cateora (Homewood I.L. : Dow Jones – Irwin)
- International Marketing – Analysis and Strategy
- Sak Onkvisik and John J. Shaw (P.H.I.)
- Global Strategies (Harvard Business Review)
- International Business : A Strategic Management Approach Alan Rugman
- International Management: Concept and Cases
- Takur, Burtan and Srivastava

5. References

- International Business
- James Taggart, Michael Dermott (Prentice Hall India, New Delhi)
- International Business, Issues and Concepts - Reed Moyer
- International Business: Dryden -Czinkota Ronkainen Moffett
- International Business – Charles W.L. Hill – Richard D. Irwin, Inc.
- The Essence of International Business – Prentice Hall India, New Delhi – Taggart/McDermott
- International Business – Macmillan Business – Edgar P. Hibbert
- International Business – The Challenge of Global Competition – Irwin – Ball/McCulloch
- The dynamics of International strategy – Thomson Press – Susan Segal/David Faulkner

DDYP4.2 ENVIRONMENT MANAGEMENT & ETHICS IN BUSINESS

ENVIRONMENT MANAGEMENT

50 Marks

1. Objectives

- To provide the candidates the knowledge on the emergence of strategic options for environmental decision making.
- To provide the skills to prepare corporate environmental and social reports for the triple bottom line.
- To provide the foundations for corporate governance –non-financial implications and the significance of environmental governance and best practices.

2. Scope

- Overview of the nature and significance of emerging environmental issues and trends with specific reference to the developing countries.
- Major industrial and other environmental disasters like Bhopal Tragedy and their long lasting impact and the need to regulate the environmental activities-sector wise impacts
- Global Environmental issues and the role of national government as signatory and participatory bodies.
- Discussion on International conventions like Earth Summit and similar other developments and their significance in policy formulation and policy enactment.
- Industrial Pollution- types of industrial pollution, - Air pollution, Water pollution, soil pollution, Noise pollution, Role of the industries in managing the industrial pollution.

- Corporate environmental responsibility, pollution prevention, Total Quality Environmental Management, ISO 14000 EMS certification.
- Role of the Government in managing the environmental activities in all sectors. Organisational set up in the Central and state level to manage the environment.
- Regulatory and legal instruments available for Environmental Management & Specific Environmental Laws.
- Garbage disposal and management, solid waste management options for waste minimisation.

3. Prescribed text

- Environment Management by Dr. (Smt.) Bala Krishnamoorthy, Prentice Hall of India, new Delhi, 2006 Environmental Laws, Kailash Thakur.

4. References

- Environment planning and management in India Vol. I by Sapru R. K
- Environment planning and management in India Vol.II by Sapru R. K
- Human Health and Environment by Sinha A.K.
- Handbook of environmental health and safety by Koren H.
- Environmental issues and Themes by Agarwal S.K.
- Environmental Divide: The Dilemma of Developing countries by Das R.C. and Others
- Encyclopaedia of environment, pollution, planning and conservation: State of India's environment: (A set of 6 volumes) by Trivedi
- Earth summit 2002: A new deal by Dodds Felix
- Economics of the Environment: Selected readings by Stavins Robert N.
- Business Today Survey on Green Corporation
- Journal of Down to earth published by Centre for science and education

6. Internet References

- www.unep.org
- www.sdn.org
- www.envifor.nic.in
- www.cpcb.nic.in
- www.worldbank.org/nipr/india
- www.teriin.org
- www.narmada.org
- www.sanctuaryasia.com
- www.undp.org
- www.iema.net

- Evolution of thought of Ethics in Business
- Culture and Ethics – Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns
- Social and Economic Values and Responsibilities
- Trusteeship Management – Gandhian Philosophy of Wealth Management
- Ethics and Indian Management
- Ethics and Decision making
- Corporate Social Responsibility of Business
- Ethical Aspects of Corporate Policy
- Corporate Governance
- Morality and Rationality in Formal Organisation
- Moral Relationship between Individual and Organisations
- Relationship between Ethics and Corporation Excellence
- Approaches for developing various orientate towards Ethical Business Behaviour.
- Case Studies

Prescribed Text :

DDYP 4.3 MANAGEMENT CONTROL SYSTEMS

MANAGEMENT PLANNING AND CONTROL SYSTEM

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1. Objectives

- Developing a conceptual understanding of planning and control systems in functional areas of management. Operations Planning and Control systems, Finance Planning and Control, Resources Planning and control. Strategic planning in a dynamic business environment

2. Scope

- Understanding strategies, Perspectives of management control systems – basic concepts, boundaries of management controls, goals, concepts of corporates and business unit strategies.
- Economic Value added EVA.
- Organizational hierarchies and behavior – goal congruence, informal factors that influence goal congruence, types of organizations and formal control system, functions of the controller.
- Responsibility centers -responsibility center revenues, expenses and investment center, administrative support, and R&D center.
- Responsibility Budgeting –Case studies.
- Profit center, profit centers for control and decentralization – case studies
- Transfer pricing, objectives, cost, market and margin based methods, pricing, corporate services and administration of Profit centers.

- Measuring and controlling of Assets.
- Operations strategies, Resources Management, Aggregate planning, Master Operations Schedule, Planning Material Requirement, MRP, MRP II, Capacity Planning & Control
- Services planning and control systems
- Design of Continuous, Flow Systems, Intermittent Systems, Job Scheduling, Flexible Manufacturing System, Group Technology, CAD / CAM / CIM
- Theory of Constraints, Project planning and control, event planning.
- Technological Innovations in Operations. Financial goal setting
- Analysis of Incremental ROI
- Concept and Technique of Responsibility Budgeting
- Sensitivity Analysis & Developing financial goals along organizational hierarchy

3. Prescribed text

- Management Control Systems by Anthony and Govindarajan –Tata McGraw - Hill 9th edition, 1998
- Operations Planning and Control by Vollman, Berry and Whybark

4. References

- Management control systems Text and Cases Sharma, Subhash
- Management Text and Cases – Dearden John and Anthony Robert N.

DDYP4.4 FOREIGN LANGUAGE

Theory:-

1)Clothes

*male

*female

2)Toiletries.

3)Travelling

*train

*ship

*bus

*taxi

4)Hotel reservations.

Grammer:-

1)Future Proche.

- 2) Pass? Recent.
- 3) Reflexive verbs.

Verbes:- Tenir, Remplir, R?pondre, ?crire, lire, connaitre, conduire.

Conversation Skills:-

- 1) Booking a room in a hotel.
 - 2) Photo description.
 - 3) Railway station
- *vocabulary
*conversation.

DDYPI4.1 International financial markets and investment banking

1. Objectives

- To provide an in depth knowledge of trading instruments in Foreign exchange as well as in money markets from cash, options, swaps, futures, forwards, FRA's etc.
- To provide an overview of foreign exchange and money markets that will serve as a stepping-stone for future managers.

2. Scope

- Functioning of money markets and foreign exchange
- The roles of Central Banks, Commercial and Investment Banks, Corporations, and Brokers.
- Money Markets Instruments :
- Cash related instruments – coupons / zero coupons bearing instruments
- Money Market Derivates on exchange and OTC
- Foreign Exchange instruments:
- Transaction instruments – spot and forward transactions
- Foreign exchange derivates – currency futures – swaps – options

3. Prescribed text

- The Foreign Exchange and Money Market Guide by Julian Walmsley (John Wiley and sons 1992)
- New Financial Instruments by Julian Walmsley (John Wiley and sons 1998)
- Options futures and other derivatives by John C. Hull (Prentice Hall press 1997)
- Financial derivatives by David Winstone (Chapman and Hall 1st ed. 1995)

DDYPI4.2 International Logistics and Supply Chain Management

1. Objectives

- Understand global supply chain strategy and planning

- Identify and avoid potential pitfalls in global operations
- Have a clearer vision of supply chain trends and developments in key market areas
- How to gain competitive advantage from improved operations
- 2. Scope
- Globalization of Operation Strategy
- Global Supply Management
- Logistics Network Designs for Global Operations
- Risk Management in Global Operations
- Distribution in Global Operations
- Supply Network Development
- Information Management for Global Logistics
- Performance Management and Evaluation in Global Logistics
- Organisational Structures for Global Logistical Excellence
- Strategic Framework for Global Logistics

3. Prescribed text

- Global Operations and Logistics: Text and Cases by Philippe-Pierre Dornier, Ricardo Ernst, Michel Fender, Panos Kouvelis

4. Internet References

- www.logisticssupplychain.org

DDYPI4.3 International Law

1. Objectives

- To develop an appreciation of legal issues impacting business operations.
- To highlight the consequences of non-compliance by companies.
- Awareness of major legal issues related to the business of company.
- To address major legal aspects of international business and trade.

2. Scope

- Protecting and licensing intellectual property
- Contracts and joint ventures.
- Legal issues in M&A.
- International securities markets.
- The legal aspects of the employment relationship as they relate to protection of trade secrets, wrongful termination, discrimination and sexual harassment
- Products liability.
- Fair competition, anti-trust laws and ethical issues
- Business disputes, pros and cons of litigation and alternative dispute resolutions like arbitration and mediation
- Legal structure of the WTO
- International trade regulation including tariffs, quotas, and non-tariff barriers
- The most-favored-nation obligation
- Free trade areas and customs union
- The national treatment obligation
- International trade in services and intellectual property
- Labour and environmental regulation
- Dispute settlement processes of the WTO and their implications for national sovereignty.
- Legal framework of research, licensing, and commercialization of new technologies in entrepreneurial and other settings
- Liability and regulatory implications of innovative business models and new products
- Different forms of business organizations available and the fiduciary duties of officer & directors

3. Prescribed text

- International Economic Relations- Jackson
- (3rd Edition)- West, International Economic Relations Supplement- Jackson 95-West
- International Law, Das Hari Hara (A), National Publishing House, 2003
- International Law, Diwan Paras (A), Deep & Deep, 1998 4th

DDYPI4.4 Global project management

1. Objectives

- To understand the basics of project management

- To understand the role of project management in deriving a competitive advantage globally
- To use soft ware tools to improve project management decision making

2. Scope

- Concept of Project Management
- Selection of Site in Various Countries, Global Logistics Considerations
- Financial Analysis
- Materials Planning – Procurement, Storage, Disposal
- International Sources of Finance
- PBRT/CPM for Monitoring and Control of Projects
- Managing International Projects
- Software Tools in Project Management

3. Prescribed text

- Project Management – A Managerial Approach, Jack Meredith and Samuel Mantel
- Other Readings
- Total Project Management, Stalworthy and Kharbanda, Gower Publications
- Project Cost Control for Mangers, Bill Tompkins, Jaico Publishing
- Global Project Management Handbook, Cleland, David and Roland Gareis
- Project Management – A Systems approach to Planning, scheduling and controlling, Harold Kerzner, Van Nostrand Reinhold, New York
- Manual for Industrial Feasibility Studies, UNIDO Publications

4. Internet References Nil

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPI4.5 Formulating & implementing strategies for multinational corporations

1. Objectives

- This course is designed to address the creation of competitive advantage in multinational corporations.
- This course provides participants with a conceptual and practical understanding of the strategies and organizational challenges facing MNCs.
- Cases used in the course companies of all sizes, from entrepreneurial ventures to long-established large multinationals. Coverage spans USA, Europe and Asia. As a result, students will be exposed to a wide range of business environments, from politically unstable economies to G8 countries.

2. Scope

- Host Country – MNC Relations
- The Competitive Advantage of Nations

- Global Economies of Scale/scope v/s localization
- Globally Coordinated Strategies Intent and Maneuvering
- Building Global Value Added Chains and Activity Architecture
- Adapting the Multi-Domestic Strategy to a Globalizing World
- Internationalization – The First Steps
- Regional Product Launch Strategy
- Global Growth Strategy
- Expanding Through Cross-Border Alliances, Mergers and Acquisitions
- Transitioning from a Multi-domestic to a globally integrated company
- In addition to cases, students are expected to submit a project to deepen understanding of this course.
- Students will analyze a global company's business model-identifying the company's value proposition, global core competencies, and resource allocation as well as how and where global competitors are attacking this business model.

DDYP4.6 Final Project.

The student will work independently on a project in one of the areas of international business management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

