

UNIVERSITY OF DELHI

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)

(To be effective from Academic Year 2014-15 and onwards)

Syllabus



**MBA (IB) Revised Syllabus as approved by Academic Council on 21st June, 2014 and
Executive Council on 19th July, 2014**

CONTENTS

		Pages
I	Preamble	1-2
II	MBA(IB) Programme Structure	3
III	Scheme of Examination, Pass Percentage, Promotion Criteria etc.	4-6
IV	Course Contents and Reading Lists of MBA (IB) Programme	7-56

I: PREAMBLE

The Department of Commerce at Delhi School of Economics, formally set up as a separate entity in 1967 takes pride to pioneer the two specialized courses, namely MIB and MHROD (now restructured and renamed as MBA (IB) and MBA (HRD)). Both the Courses have been well received by the industry since 1995 till date. In the backdrop of one-year Post-graduate Diploma in International Marketing (PGDIM) started during the year 1985-86, which was highly reckoned by the trade and industry, the department introduced the full time two-year Master's programme in International Business (MIB, now restructured and renamed as MBA-International Business as per the UGC Gazette Notification dated 5/11 July, 2014) laying special emphasis on aspects of international business operations including global marketing and international financial management, and MHROD (now restructured and renamed as MBA-Human Resource Development as per the UGC Gazette Notification in dated 5/11 July, 2014) laying emphasis on HR and OD aspects of a business organization. The main objective of the programme was to develop candidates suitable for entry level managerial positions in the field of domestic and international business management. The courses were designed in a manner so that the students gain an in-depth knowledge and analytical skills which will enable them to efficiently and effectively carry out various HR, OD, marketing and international business operations of an organisation in the emerging globalized environment.

The renamed Master of Business Administration (International Business) program, run by the Department of Commerce plays a pivotal role in equipping its students with the requisite skills to sculpt the face of the future arena of business. In 1985, the Ministry of Commerce, Government of India, and the International Trade Centre (ITC/ UNCTAD/GATT), Geneva identified the Faculty of Commerce and Business as a centre fit for conducting a specialized program in International Business and Trade, laying the foundation for MIB (now MBA(IB)). The course has been recognized with proven capability to continuously upgrade its knowledge base with a view to servicing the requirements of the government units, trade and industry. It is designed to enable students to bring success and add value to themselves as well as organizations in which they become stakeholders.

The Master of Business Administration (Human Resource Development) programme of the Department of Commerce has been designed to cater to the growing needs of industry and business for professionally qualified young man and women in the area of Human Resource and Organisational Development. In liberalized framework of the Indian economy, corporate experts in HRD will be amongst the key resource personnel needed for corporate strategic planning and control. Further, existing personnel specialists will need to develop fresh perspectives in order to cope with the changing role of personnel and industrial relations departments of corporate organisations. The objective of Master of Business Administration (Human Resource Development) is to provide quality education to highly motivated, bright young men and women so that they can provide professional expertise to business and industry in the area of human resource and organisational development.

Both the courses, viz. MIB (now restructured and renamed as MBA – International Business) & MHROD (now restructured and renamed as MBA – Human Resource Development) have been well received by the industry till date. However, in order to improve the course curriculum and impart the knowledge on contemporary developments taking place in the domain of International Business and Human Resources & Organizational Development, a need to revise the course structure was observed and executed. The revised syllabus, therefore, is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena. In order to facilitate the course revision

process, a four member Committee was formed for proposing the new structure of the course. The committee held about half a dozen meetings in order to improve and create the new structure. A special meeting was arranged with the alumni of the department, well placed in industrial sector to seek their valuable inputs for the curriculum. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before forwarding the proposed structure to other statutory committees of the University.

This syllabus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming a good leader and an asset for an organization. The structure was approved by the Department Council and the Council approved the names of various area convenors as per their specialization for the formulation of course contents. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, HR, IB, etc. which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5th May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. Further, the changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting of the Faculty held on 10th May, 2014. In the Academic Council meeting held on 21st June, 2014 the syllabus was approved for its course contents.

In order to provide an equal footing to that of an MBA programme run by the premier business schools of the country, for change in course nomenclature, the Department and the University authorities have had various communications with the University Grants Commission vide Letter No. C-1/16/15/98/118 dated 17th December, 2003 from the Registrar to the Chairman, UGC, Letter No. C-I/16/15/156 dated 1st April, 2002, Letter No. C-I/16/15/98/119 dated 27th October, 1998 to the Chairman UGC. The Department also received the proposal from UGC, letter No. D.O. No. F.5-1/2010 (CPP-II) dated 30.05.2011 and letter No. F.5-1/99(CPP-II) dated 13.12.2011 for review of existing list of degrees and considering fresh proposals for specification of degrees under section 22 of the UGC Act, 1956. The letter informed that MBA is a UGC specified degree and university may award MBA degree with any specialization in parenthesis, for example, MBA (HR & OD) or MBA (IB). To resolve the issue of adding the parenthesis MBA (IB) and MBA (HRD) for the two year professional course of the Department, namely MIB and MHROD, a meeting of the Departmental Council was called upon on 1st July 2011 in the Department of Commerce. In respect of the specification of degrees, the following was resolved: (i) Master of International Business (MIB) be restructured as Master of Business Administration (International Business) – MBA (IB) and (ii) Master of Human Resource and Organizational Development (MHROD) be restructured as Master of Business Administration (HRD). This recommendation was also communicated to the University Grants Commission vide letter No. CD/7/70/2011, dated 18.11.2011 by the Department of Commerce. The said decision was reiterated by the subsequent Councils on the December 12, 2013 and March 14, 2014 and Faculty of Commerce and Business meeting dated 10th May, 2014. In the light of the UGC Gazette Notification dated 5/11 July 2014, the recommendations of Faculty was placed in the emergent meeting of Academic Council and Executive Council held on 19th July, 2014 and the nomenclature of MIB and MHROD was changed to Master of Business Administration(International Business) and Master of Business Administration (Human Resource Development) accordingly.

II: COURSE STRUCTURE

**Master of Business Administration (International Business)
MBA (IB)**

(As approved by Academic Council on 21st June, 2014 and Executive Council on 19th July, 2014)

Semester I	Semester II
111 - General Management	221 - Marketing Management
112 - Legal Framework of Business	222 - International Business Environment
113 - Accounting for Managers	223 - International Trade and Policy Framework
114 - Economics for Managers	224 - Operations Research for Business Decisions
115 - Entrepreneurship and New Venture Planning	225 - Corporate Finance
116 - Corporate Governance and Social Responsibility of Business	226 - International Financial System
117 - Business Statistics and Research Methodology	227 - Internet Security and Cyber Laws
Semester III	Semester IV
231 - International Marketing	241 - International Marketing Research
232 - International Trade Practices, Procedures and Documentation	242 - Global Strategic Management
233 - Service Marketing and Customer Relationship Management	243 - Cross- Cultural Consumer and Industrial Buyer Behaviour
234 - International Financial Management	244 - International Advertising and Brand Management
235 - International Supply Chain Management and Logistics	245 - International Human Resource Management
236 - Foreign Language for Business – I	246 - Foreign Language for Business – II
237 - Training Report	247 - Project Report

III: Scheme of Examination

The system of examination shall be as follows:

- (i) Excepting papers 237, 247 in MBA (IB) and 337 and 347 in MBA (HRD) each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester. The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.
- (ii) Paper 237 and 337: Training Report: After the end of second semester, each student will go for summer training for a period of two months in a company. Immediately after the completion of the summer training, each student will submit a Training Report to the Department for evaluation in the beginning of the third semester. The evaluation of the Training Report shall be as follows:

Report evaluation - 70 marks

Report presentation and viva-voce - 30 marks

- (iii) Paper 247 and 347: Project Report : The scheme of evaluation for the Project Report shall be as follows:
 - (a) Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with the Faculty members. After approval of the project topics by the MBA (IB)/ MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.
 - (b) Based on the project work shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.

Evaluation and span period

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester, student who fails to secure 45 percent marks in any of the papers, he/she can reappear in those paper/papers in the subsequent semesters.

If a candidate admitted to the examination in any semester secures the minimum marks to pass in each paper but fails to secure the minimum marks to pass in the aggregate, he/she may appear in any of the paper/s of the Semester concerned according to his/her choice in order to be able to secure the minimum marks prescribed to pass in the aggregate in each semester.

- (ii) If a student fails to appear in any of the papers in MBA (IB)/ MBA (HRD) Semester – I of Part-I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part – I.

- (iii) Admission to Part-II of MBA (IB)/ MBA (HRD) Course shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (IB)/ MBA (HRD) Part –I course comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (IB)/ MBA (HRD) Part – II in the second year.

- (iv) If a student fails or fails to appear in any of the papers in third semester examination of Part-II other than Training Report, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part-II Examination.

- (v) Only those candidates who have secured at least 45 per cent in each paper and 50 percent in aggregate in each of the semesters of the MBA (IB)/ MBA (HRD) course shall be eligible for the award of the Degree. Successful candidates will be classified on the basis of the combined results of Part – I and Part – II examination as follows.

Candidates securing 60% and above: I Division

All others: II Division

- (vi) Candidates who have already received the minimum pass marks in the Training Report/Project report at the University examinations shall not be allowed to reappear in the examination.
- (vii) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months.
- (viii) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) course.

- (ix) Candidates who fail or failed to appear the MBA (IB)/ MBA (HRD) examination after pursuing a regular course may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old course will remain in force for ex-student only for a period of three years from the year in which the revised course introduced.
- (x) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
- (xi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

**Master of Business Administration (International Business)
Semester I**

Course 111: GENERAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.*

Contents:

Unit I- Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, RandD; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches- An Overview.

Unit II -Planning and Control: Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques- Traditional and Modern (PERT and CPM).

Unit III-Organising: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.

Unit IV-Directing: Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.

Unit V-International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Note: Some cases of real business world are required to be discussed in each unit.

Suggested Readings:

1. Wehrich, Heing and Harold Koontz, *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), *Management*, Prentice Hall of India Pvt.Ltd.
3. Ivancevich, John M., J. H, Donnelly (Jr.), and J. L. Gibson, *Management: Principles and Functions*, AITBS, Delhi.
4. Luthans, Fred, *Introduction to Management* , McGraw Hill.
5. Jones, Gareth R. and Jennifer M. George, *Contemporary Management*, Tata McGraw Hill.
6. Ghuman, K. and K. Aswathappa, *Management: Concepts, Practice and Cases*, Tata McGraw Hill.
7. Charles Hill, W.L. and Steven L.McShane, *Principles of Management*, Tata McGraw Hill.
8. Singh, B.P. and and T.N. Chhabra, *Management Concepts and Practices*, Dhanpat Rai, New Delhi.

9. Singh, B.P. and A.K. Singh, *Essentials of Management*, Excel Books, N. Delhi.
10. R.S. Dwivedi, *Management – An Integrated Approach*, National Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 112: LEGAL FRAMEWORK OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquire knowledge and understanding of major commercial and economic laws.

Contents:

Unit I- Law relating to Contract: Meaning and essentials of a valid contract; Legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; Transfer of ownership of goods including sale by non-owners; e-contracts.

Unit II – Law relating to LLP: The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

Unit III-Law Relating to Information: Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; Powers and functions of information commissions; appeals and penalties.

Unit IV: Law relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986-consumer protection in India; rights of consumers; consumer disputes redressal agencies.

Unit V-Law Relating to Foreign Exchange: Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.

Suggested Readings:

1. Lee Reach, *Business Laws*, Oxford University Press, UK
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
4. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi
5. *Handbook of Corporate Laws* by Bharat Law House, New Delhi

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 113: ACCOUNTING FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.

Contents:

Unit I - Financial Accounting: An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).

Unit II - Accounting Process: Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.

Unit III - Financial Statement Analysis: Analyzing Financial Statements through Ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital Structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis.

Analytical Comparative Statement; Cash Flow Statement.

Unit IV - Introduction to Cost Accounting: Objectives and importance of Cost Accounting; Cost concepts; Classification of Cost including Cost for Managerial Decision making; Elements of Cost; Cost Centre; Cost Unit; Cost Allocation, Cost Apportionment and Ascertainment; Cost Sheet; A brief Introduction of Methods of Costing (Theory Only); Cost Control and Cost Reduction.

Unit V - Cost Volume Profit Analysis: Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc.

Unit VI – Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of Functional Budgets, and Master Budget; and Flexible Budgets.

Responsibility Accounting and Divisional Performance.

Suggested Readings:

1. Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.
2. Lal, Jawahar, *Advanced Management Accounting*, Text and Cases, S. Chand & Company, New Delhi.
3. Horngren, Charles T., *Introduction to Management Accounting*, Prentice Hall of India Private Ltd., New Delhi.

4. Anthony Robert, and David Hawkins; *Accounting: Text and Cases*, McGraw-Hill.
5. Bhattacharya, S.K. and Jonn Dearden, *Accounting for Management*, Vikas Publishing House, New Delhi.
6. Jhamb, H. V., *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.
7. Meigs, R. F., et. al., *Accounting: The Basis for Business Decisions*, McGraw-Hill.
8. Garrison, R.H. and E.W. Norean, *Managerial Accounting*, McGraw-Hill.
9. Anthony, A., et. al., *Management Accounting*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 114: ECONOMICS FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Unit I: Demand and The Firm: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product.
Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

Unit II: Production, Cost and Market Forms: Production: Law of variable proportions. Production function: Concept of productivity and technology, Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function, Relationship between cost and production function, Cost: Classification of costs; Short run and Long run cost functions.
Market Forms: Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination.

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

Unit IV: Macro-Economic Markets and Integration: Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.
Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium.
IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

Unit V: Trade Cycles and The Open Economy: Trade Cycles: Theories of trade cycles and Aggregate demand. Open economy macro economics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.

Suggested Readings:

1. Dominick, S., *Managerial Economics a Global Economy*, McGraw Hill Inc., Princeton.
2. Dornbusch, R. and Stanley Fisher, *Macroeconomics*, McGraw Hill, New York.
3. Koutsoyiannis, A. *Modern Micro Economics*, Macmillian Press Ltd.
4. Paul A Samuelson. William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 115: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

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

Unit II-Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

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

Unit IV- Financing Venture: Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit V- Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges; Intrapreneurship.

Suggested Readings:

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization,
2. Pearson, India.
3. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin.

4. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
5. Ramachandran, K., *Entrepreneurship Development*, Tata McGraw Hill, India.
6. Roy, Rajeev, *Entrepreneurship*, Oxford University Press.
7. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
8. Holt, David H., *Entrepreneurship: New Venture Creation*, PHI Learning.
9. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning.
10. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
11. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India
12. Natarajan., K and E. Gordon, *Entrepreneurship Development*, Himalya Publication, India.
13. Vasant., Desai, *Small- Scale Industries and Entrepreneurship*, Himalya Publication, India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.*

Contents:

Unit I-Conceptual Framework Of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit II-Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit III-An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).

Unit IV-Major Corporate Governance Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

Unit V-Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Unit VI-Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.

3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics and CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on their application to business and economic situations.*

Unit I: Probability and Probability Distributions: Nature of statistical data. Scales of measurement. Descriptive and inferential statistics. Approaches to calculation of probability. Marginal, joint and conditional probability. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Binomial, Poisson, and Normal distributions.

Unit II: Statistical Decision Theory: Decision-making process. Decision rules under risk and uncertainty. Expected monetary value approach and EVPI. Marginal analysis. Decision-tree analysis.

Unit III: Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concepts of sampling distribution, its expected value and standard error. Sampling distribution of means. Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation. Confidence intervals for means and proportions. Sample size determination for a mean.

Unit IV: Research Process: Research Methods- Field study, laboratory study, survey method, observational method, Existing data base; longitudinal studies; panel studies; Sample survey- sampling method and sample size; Measurement- unidimensional and multidimensional scales, Measurement scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking scale, Likert and semantic differential scale.

Unit V: Hypothesis Testing: One and Two-sample Tests: General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test.

One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests involving proportions.

Two-sample Tests: Tests for difference between means – when the population standard deviations are known and when they are not known. Inferences about difference between two means for matched samples.

Hypothesis testing of difference between two proportions.

Unit VI: Analysis of Variance and Chi-square Tests: One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi- square test for Independence and Goodness-of-fit.

Unit VII: Correlation and Regression Analysis: Simple linear correlation and regression analysis. Rank correlation. Multiple linear regression analysis, involving up to three variables.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, Cengage Learning, New Delhi
4. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Levine, D. M., et al., *Statistics for Managers*, Prentice-Hall of India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 221: MARKETING MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Contents:

Unit I-Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix; Marketing management process-a strategic perspective; Marketing Information Systems; Marketing research-meaning and scope, types of marketing research.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions.

Consumer and industrial buying behaviour- An Overview.

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit II-Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labeling; Product -support services; Branding decisions; Product life cycle – concept and appropriate strategies to be adopted at different life cycle stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical social and environmental concerns in product and pricing decisions.

Unit III-Distribution Decisions: Channels of distribution – concept and importance; Role of Channel intermediaries and their functions; Channel management; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical, social and environmental concerns in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers.

Unit IV-Promotion Decisions: Role of promotion in marketing; Promotion tools- their characteristics, relative merits and demerits; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Personal selling- Types of selling, scientific selling process, Sales Planning, Organising and Control, Factors influencing promotion mix. Ethical, social and environmental concerns in promotion decisions.

Unit V-Legal aspects of marketing.

NOTE: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.
7. Neelamegham, S., *Marketing in India: Text and Cases*, Vikas Publishing House.
8. Rajgopalan, *Marketing Management : Text and Cases*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 222: INTERNATIONAL BUSINESS ENVIRONMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.*

Contents:

Unit I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Unit II: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment.

Unit III: Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

Unit IV: Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit V: International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

Unit VI: Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

Unit VII: Contemporary Issues in International Business: Labour and Environmental Issues.

Suggested Readings:

1. Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.

4. Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
5. Hill, Charles W. L., *International Business*, McGraw Hill, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 223: INTERNATIONAL TRADE AND POLICY FRAMEWORK

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

Contents:

Unit I - Theoretical Foundations of International Trade: Reasons for international trade:

Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit II - Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.

Unit III - Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

Unit IV - Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

Unit V – Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

Unit VI - Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
4. Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
5. Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
6. Salvatore, D., *International Economics*, John Wiley and Sons.
7. Sodersten, BO, *International Economics*, McMillan, London

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 224: OPERATIONS RESEARCH FOR BUSINESS DECISIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with operations research techniques that play an important role in managerial decision-making.

Contents:

Unit I: Linear Programming and Theory of Games: Introduction to quantitative approach to managerial decision making.

Linear Programming; Formulation of linear programming problems. Solution by graphic method and by using Simplex algorithm including Big-M method. Unique and multiple optimal solutions. Cases of infeasibility and unbounded solutions. Degeneracy. Duality. Post-optimality analysis.

Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Formulation of a game as an LPP.

Unit II: Transportation and Assignment Problems: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method. Unique and multiple optimal solutions. Cases of unbalanced problems, prohibited routes and degeneracy. Solution of problems with the 'maximisation' objective.

Assignment problem: Solution using Hungarian Assignment Method. Unique and multiple optimal solutions. Special cases of unbalanced problems, prohibited assignments and problems with maximisation objective.

Unit III: Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities. Total, free and independent floats. Project scheduling with uncertain activity times. Time-cost trade-off.

Unit IV: Inventory Control: Inventory decisions. Periodic review and Fixed order quantity systems. Economic order quantity (EOQ) models – classical, price-breaks, and gradual replenishment. Techniques of selective control. Determination of optimal level of safety stock and reorder level.

Unit V: Waiting Lines, and Markovian Analysis: Waiting Lines: General structure of a queuing system. Single-channel queuing model: Poisson-distributed arrivals and exponentially distributed service times with infinite source population. Economic analysis of queues.

Markov chains: Brand-switching analysis. Predicting future market shares. Equilibrium conditions.

Suggested Readings:

1. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, *An Introduction to Management Science*, South-Western.
2. Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
3. Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
4. Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
5. Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
6. Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
7. Levin, Richard I., David S. Rubin, Goel P. Stinson and Everett S. Gardner *Quantitative Approaches to Management*, McGraw Hill Book Company, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 225: CORPORATE FINANCE

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to familiarize the students with various tools and techniques, which can enhance their analytical power to make sound financial decisions in an organization.*

Contents:

Unit I- Introduction: Nature and scope of Financial Management. Objectives of Financial Management- Profit maximization vs. Wealth maximization, Stakeholders' Wealth Maximisation and EVA. Concept of Risk and Return; Time Value of Money. Financial Decisions. Role of a Finance Manager. Agency Problem. Instruments of financing short, medium, and long term funds. Recent trends and developments in capital market. Contemporary Issues in Finance.

Unit II- Investment Decision: Capital budgeting decision process. Estimation of cash flows. Capital budgeting techniques - Accounting Rate of Return, Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), MIRR and Profitability Index. Capital Budgeting under constraints (capital rationing and inflation). Techniques for incorporating uncertainty and risk in capital budgeting- RADR, Certainty Equivalent method, Simulation, Sensitivity Analysis and Scenario analysis. Mergers and acquisitions.

Unit III- Capital Structure Decision: Concept of capital structure. Nature and significance of Financial Plan. Cost of Capital - cost of equity shares (including CAPM), preference shares and debt. Weighted Average Cost of Capital (WACC). Capital Structure Theories – NI, NOI, MM hypothesis, Traditional Theory, Pecking Order Theory and Signalling Theory. Operating and Financial Leverage. Determinants of capital structure in practice.

Unit IV- Dividend Decision and Working Capital Management: Forms of dividends. Theories of dividend (Walter's Model, Gordon's Model and MM hypothesis). Types of dividend policies and dividend decision in practice. Concept and estimation of Working Capital. Determinants of Working Capital. Cash management, Inventory management and Receivables management (an Overview)

Unit V-Security Valuation: Bond Fundamentals, Types of Bonds, Valuation of Bonds, Bond Yields, Analysis of risks in bonds. Approaches to Equity Analysis. Fundamental analysis (EIC Framework). Equity Valuation Models (DDM and P/E Ratio Model). Technical Analysis. Efficient Market Hypothesis.

Some case studies related to above topics are required to be discussed.

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.

4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley and Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y and Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. and Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty and David F. Scott, *Financial Management: Principles and Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 226: INTERNATIONAL FINANCIAL SYSTEM

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.*

Contents:

Unit I - Introduction: Growing importance of international finance, costs of international investment-crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

Unit II- International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization.

The European Monetary Union and its costs and benefits.

Fixed versus floating exchange rate systems.

Unit III- Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention and sterilized and non-sterilized intervention.

Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect.

Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.

Unit IV- International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market.

International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.

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

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

Suggested Readings:

1. Levi D, Maurice, *International Finance*, Routledge.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, *International Economics*, Pearson Education.
3. Madura, Jeff, *International Corporate Finance*, South-Western/Cengage learning.
4. Eun, Cheol S. and Resnick, Bruce G., *International Financial Management*, Tata McGraw- Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester -- II**

Course 227: INTERNET SECURITY AND CYBER LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: This course aims to familiarize the students with the application of cyber laws in e-business.

Contents:

Unit I-Basic Concepts: Evolution of computers; information technology; virus and worms; network security; online data; cyber space; cyber law; e business; e consumers; spam; phishing.

Unit II-Definition and Terminologies defined in the Information Technology Act, 2000: Concept of internet, internet governance, e-contract, e-forms, encryption, data security, cybercrime. access, addressee, adjudicating officer, affixing digital signatures, appropriate government, certifying authority, certification practice statement, computer, computer network, computer resource, computer system, cyber appellate tribunal, data, digital signature, electronic form, electronic record, information, intermediary, key pair, originator, public key, secure system, verify, subscriber.

Unit III-Regulatory Framework: Authentication of electronic records; legal recognition of electronic records; legal recognition of digital signatures; use of electronic records and digital signatures in government and its agencies; retention of electronic records; attribution, acknowledgement and dispatch of electronic records; secure electronic records and digital signatures; regulation of certifying authorities; appointment and functions of controller; license to issue digital signatures certificate; renewal of license; controller's powers; procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate, duties of subscribers; penalties and adjudication; appellate tribunal; offences.

Unit IV: Case Laws

1. **Communication Device-Section 2(ha)** of the Information Technology (Amendment) Act, 2008- 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385,2003(71) DRJ178, 2003(3) JCC1669'
2. **Computer Network-Section 2 (j)** of the Information Technology (Amendment) Act,2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)'
3. **Electronic Record Sec. 2 (t)**- 'Dharambir v Central Bureau of Investigation 148 (2008)DLT 289'
4. **Time and Place of Dispatch and Receipt of Electronic Record-section 13**- 'P.R.Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC'; 'Groff v America Online, Inc., 1998 WL 307001 (1998)'
5. **Penalty for Damage to Computer or Computer System- Section 43**- 'UmashankarSivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
6. **Tampering with Computer Source Documents-Section 65**- 'Syed Asifuddin and Ors.vThe State of Andhra Pradesh andAnr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'
7. **Punishment for sending offensive messages-Sec. 66A**- 'SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra', Suit No. 1279/2001'
8. **Punishment for Identity Theft-Section 66C**- 'CBI v ArifAzim Case Judicial Reports(Criminal) 2003 (2) page 272'

9. **Punishment for Cheating by Personating by using Computer Resource-section 66D-**‘National Association of Software and Service Companies (NAASCOM)v Ajay Sood.(2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’

10. **Punishment for Publishing or Transmitting Obscene Material in Electronic form- section67-**‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del),116(2005) DLT427, 2005(79) DRJ576’

11. **Punishment for Publishing or Transmitting of Material Containing Sexually ExplicitAct, etc., in Electronic Form-Section 67A-**‘R v Graham Waddon., Southwark [CrownCourt, 30/6/1999]’

Note: Upcoming case studies may be adopted year on year basis.

Suggested Readings:

1. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
2. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
4. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 andCyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000.*
6. Jyoti Rattan, *Cyber Laws and Information Technology*, Bharat Law House Pvt Ltd, New Delhi

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 231: INTERNATIONAL MARKETING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction: Introduction to International Business- an overview; International marketing management process, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system.

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

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

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

Unit III-International Distribution Decisions: Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

Unit IV-International Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.

Unit V-Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.

NOTE: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan,*International Marketing*,Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.

5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley and Sons.
7. Onkvist, Sak and John J. Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

**Course 232: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND
DOCUMENTATION**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

Contents:

Unit I: EXIM Policy Framework and Foreign Exchange Regulations: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business; Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts.

Unit II: International Trade Terms and Trade Finance: Trade contract and trade terms; Trade terms and need for standardization; INCO terms, Concept of Contract and formation of contract; Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

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

Unit IV: EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and ADS documentation.

Unit V: Risk Management: Cargo Risk and Credit Risk: Nature of transit risk; Contract of cargo insurance; Parties involved – Insurer/assured, Indemnity and insurable value; Principles of Insurance; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation; Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Unit VI: Export Clearance: Central Excise Clearance and Custom Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. Export Custom Clearance Procedure.

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

Unit VIII: Export Incentives and Promotional Schemes: Duty Drawback: Concept and rationale; Monitoring authority; Types and mechanism; Settlement of claims under EDI and Manual System; Procedure and documentation; EPCG, Duty Exemption and Remission Schemes; Promotional Schemes like MDA/MAI/FMS/FPS, etc.

Suggested Readings:

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

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

**Course 233: SERVICES MARKETING AND CUSTOMER RELATIONSHIP
MANAGEMENT**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To enable the students in evolving marketing strategies that meet the unique challenges and opportunities of the services sector. The course also aims at familiarising the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.*

Contents:

Section A: Service Marketing

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

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

Understanding Service Customers –Buying influences and decision making process; Customer expectations and perceptions; Service Quality – determinants of service quality; Gap model.

Unit III-Services Marketing Decisions: Developing Services product-New service development, Core and supplementary services, Branding; Service distribution - through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

Section B: Customer Relationship Management

Unit IV-Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Theories of customer relationships; Firm and customer motivations for relationships; relationship development process; Attributes and determinants of relational exchanges; networking and its significance in marketing; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Supplier relationships.

Unit V-Customer Relationship Management (CRM): Definition; Levels of CRM; Technology and CRM; Customer loyalty management.

Unit VI-Implementation of CRM: Information management for building relationship; Sales Force Automation (SFA); E-CRM; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets.

NOTE: *Class discussions to be supported by relevant case studies.*

Suggested Readings:

1. Christopher, H. Lovelock, *Services Marketing*, Prentice Hall International, New Jersey.
2. Payne, Adrian, *The Essence of Services Marketing*, Prentice Hall of India Ltd.
3. Shankar, Ravi, *Services Marketing: The Indian Experience*, South Asia Publications, New Delhi.
4. Zeithmal, V.A. and Bitner, M.J., *Services Marketing*, McGraw Hill.
5. Verma, Harsh V., *Services Marketing: Text and Cases*, Pearson.
6. Barnes, James G., *Secrets of Customer Relationship Management*, McGraw Hill, New York.
7. McKenna, Regis, *Relationship Marketing: Successful Strategies for the Age of the Customers*, Addison Wesley Publishing Company.
8. Seth, Jagdish N., Parvativar, Atul and S hainesh, G., *Customer Relationship Management: Emerging Concepts, Tools, and Applications*, Tata McGraw Hill.
9. Stone, Merlin and Wood rock, Neil, *Relationship Marketing*, Kogan Page, London.
10. Godson, Mark, *Relationship Marketing*, Oxford, Indian Edition
11. Sainesh G., Sheth Jagdish, *Customer Relationship Management - A Strategic Perspective*, Mcmillan India,

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 234: INTERNATIONAL FINANCIAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision making in a global setting.*

Contents:

Unit-I: Introduction: Globalisation and the multinational firm. Complexities and issues in financial decisions of a multinational firm. Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Greenfield investment Vs. Cross border MandAs. Foreign exchange market-spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage. Contemporary issues in international financial management.

Unit-II: International Capital Budgeting Decision: Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision- currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision. Assessment and management of political risk. Country risk analysis.

Unit-III: Financing Decision, Dividend Policy and Working Capital Management in a Multinational firm: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees etc. Dividend policy of MNEs. International working capital management- Cash management, inventory management and receivables management.

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

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

Unit-VI: International Accounting and International Taxation: Foreign currency translation; Multinational transfer pricing and performance measurement; consolidated financial statements; International accounting standards and practices. Relevant accounting standard in India (AS-11). International tax environment; Bilateral tax treaties and tax heavens. Impact of taxation on cross-border investment decisions.

Class discussions to be supported by relevant case studies.

Suggested readings:

1. Eun, Cheol S. and Resnick, Bruce G., '*International Financial Management*', Tata McGraw- Hill.
2. Apte P.G., '*Multinational Financial Management*', Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., '*International Financial Management*', Prentice Hall.
4. Madura, Jeff, '*International Financial Management*', Cengage Learning.
5. Shapiro, Alan C., '*Multinational Financial Management*', John Wiley.
6. Levi D, Maurice, '*International Finance*', Routledge.
7. Sharan, V., '*International Financial Management*', PHI Learning Pvt. Ltd.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 235: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Contents:

Section A: Supply Chain Management

Unit I-Basic Framework: Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations

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

Unit III-Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Role of on-line sales and supply chain. Designing strategic distribution network. Factors influencing distribution network.

Unit IV-Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development.

Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.

Section B: Trade Logistics

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

Unit VI-Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision.

Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust.

International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.

Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices—causes and protection; Role and types of cargo intermediaries.

Unit VII-Warehousing and Inventory Management: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.

Suggested Readings:

1. Ballau, R.H., *Business Logistics Management*, Prentice Hall, Englewood Cliffs.
2. Bes, J., *Chartering Practices*.
3. Bes, J., *Dictionary of Shipping and chartering Practices*.
4. Christopher, M., *Logistics and Supply Chain Management*, Prentice Hall.
5. *ICAO Journal*, New York., various issues.
6. *Indian Shipping and Transport*, Mumbai, Various issues.
7. Murphy, Paul R. and Donald F. Wood, *Contemporary Logistics*, Prentice Hall.
8. Marks, Daniel, *Shipping Cartels*.
9. Shapiro, R., *Logistics Strategy: Cases and Concepts*, West Publishing, St. Paul.
10. [Coughlan, A.](#), [Anderson, E.](#) and [Louis W. Stern](#), *Marketing Channels*, Prentice Hall.
11. *The Marine Times*, Mumbai, various issues.
12. Jhon J Coyle, C. Jhon and Langley, Brian J Gibbs, *Logistics approach to Supply Chain Management*, Cengage Learning.
13. Burt, Dobler and Starling, *World Class Supply Management*, Tata McGraw Hill.
14. Bowersor, Donald J and David J Closs, *Logistics management and Integrated Supply Chain Management*, Tata McGraw Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 236: FOREIGN LANGUAGE FOR BUSINESS – 1

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The purpose of this paper is to equip the students with foreign language skills at least to that extent that is required for conducting international business

Contents:

- A: FRENCH FOR INTERNATIONAL BUSINESS – 1
- B: GERMAN FOR INTERNATIONAL BUSINESS – 1
- C: SPANISH FOR INTERNATIONAL BUSINESS – 1
- D: JAPANESE FOR INTERNATIONAL BUSINESS – 1
- E: ARABIC FOR INTERNATIONAL BUSINESS – 1
- F: RUSSIAN FOR INTERNATIONAL BUSINESS – 1
- G– J: Other foreign Languages for International Business – 1

Foreign Language Knowledge Relating To:

Unit I: Social and Professional Relations:

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II: Professional Environment:

- Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading, writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.
- Interviewing another person and handle a job interview.

Unit III: Functions of the Company:

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.

- Placing orders.

Unit IV: Administrative functions:

- Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

Unit V: Official tours

- Obtaining information on timings, tariffs
- Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meetings and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI: Telephonic conversation

- Receiving or send simple telephonic message
- Identifying the person on phone and his/her request
- Spelling, repeating, reformulating, concluding, taking leave.

Unit VII: Writing Communication

- Reading simple and commonly used documents in professional and day-to-day life.
- Filling up forms in professional or day to day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Note: The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign Instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-Programme Co-coordinator and the concerned foreign language teacher (s).

The internal weight age to be given to each topic will also be decided by the committee and communicated to the students. Moreover, the division of the course contents for each language to be thought in the semester, viz., Semesters III and IV, shall be decided by the Commit too.

**Master of Business Administration (International Business)
Semester III**

Course 237: TRAINING REPORT

After the end of second semester, each student shall go for a summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report to the Department for evaluation in the third semester. The evaluation of the Training Report be as follows:

Report evaluation – 70 marks

Report presentation – 30 marks

**Master of Business Administration (International Business)
Semester IV**

Course 241: INTERNATIONAL MARKETING RESEARCH

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

Unit I-Introduction: Nature and scope of marketing research; Marketing research in international context - Importance, complexities and issues; Organizational framework for international marketing research; International marketing information system (IMIS); Framework for international marketing research.

Unit II-Marketing Research Process: An overview- Problem identification and setting objectives; Preparing research proposal; Exploratory, descriptive and experimental research designs; International secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

Unit III-Measurement Instruments and Sampling: Measurement scales- Four levels of measurement; Ranking and Rating scales; Attitude measurement and scaling techniques- Likert scale, Semantic differential scale and stapel scale; Reliability and validity in measurement; Product research; Advertising research; Behavioural and motivational research; Etic and emic dilemma; Questionnaire design; Sampling techniques-Probability and non-probability sampling techniques and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.

Unit IV-Multi-Country Data Analysis and Interpretation: Data editing and coding preliminary data analysis; Univariate and multivariate data analysis techniques – Analysing differences and associations ('t'-test and χ^2 -test), Analysis of variance and Analysis of Covariance, Multiple Regression analysis, Discriminant analysis, Factor analysis, Cluster analysis and Conjoint analysis (using statistical software like SPSS); Issues in multi-country data analysis - Data comparability and validity problems; Report preparation and presentation.

Unit V-Cross-Cultural Consumer Research: International market opportunity analysis; Ethical issues in international marketing research.

Suggested Readings:

1. Malhotra N. K., and Dash, S., *Marketing research: An applied orientation*, Pearson Education, India.
2. Feinberg, F.M., Kinnear, T. and Taylor, J. R., *Modern marketing research*, Cengage Learning Publication.
3. Aaker, D. A., Kumar, V., and George S. D., *Marketing research*, Wiley India.
4. Hair, J.F., Black, W.C. et al., *Multivariate data analysis*, Pearson Education, New Delhi.
5. Craig, C.S., and Douglas, S.P., *International marketing research*, John Wiley, New York.
6. Nargundkar, R., *Marketing research: Text and cases*, Tata McGraw-Hill.
7. Malhotra, N. K., *International marketing research - An applied orientation*, Person Education.

8. Kumar, V., *International marketing research*, PHI Learning.
9. Zikmund, W. and Babin, B., *Essential of marketing research*, South-Western, Cengage Learning.
10. Schmidt, M.J., Hollensen, S., *Marketing research: An international approach*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 242: GLOBAL STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:

Unit I-Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.

Unit II-Environmental Analysis: Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; International Product Life Cycle (IPLC)
Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

Unit III-Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.)

Unit IV-Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit V-Strategic Issues and Alternatives in Globally Competitive Markets: Reasons and process of firms internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies.

Unit VI-Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Unit VII-Ethical and Social considerations in Global Strategic Management: Corporate Governance in Global Context.

Note: Case studies and problems involving issues in global strategy are required to be discussed.

Suggested Readings

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South- Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
12. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
13. Ghosh, P.K., *Strategic Management- Text and Cases*, Sultan Chand and Sons.
14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 243: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

Unit I-Consumer Behaviour: Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

Unit II-Internal Determinants of Buying Behaviour: Individual differences among customers and market segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

Unit III-External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures.

Unit IV-Models of Consumer Behaviour: Organisational Buying Behaviour: Process, Influences and model.

Unit V-Cross-Cultural Consumer and Industrial Buying Behaviour: Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and its implications for international marketing.

Unit VI-Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

Suggested readings:

1. Assael, H., *Consumer Behaviour and Marketing Action*, South Western Publishing Company, Ohio.
2. Block and Roering, *Essentials of Consumer Behaviours*, Dryden Press. Chicago.
3. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, *Consumer Behaviour*, Dryden Press, Chicago.
4. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, *Consumer Behaviour Implication for Marketing Strategy*, McGraw Hill.
5. Hoyer, Wayne D. and Debovar J. Macinnis, *Consumer Behaviour*, Cengage Learning.
6. Peter. J. Paul and Jerry C. Oison, *Consumer Behaviour and Marketing Strategy*, Richard D. Irwin, Illinois.
7. Schiffan, Leon G. and Kanuk, Lealie. Lazar, *Consumer Behaviour*, Prentice Hall.
8. Wikie, William L, *Consumer Behaviour*, John Wiley and Sons, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 244: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.*

Contents:

Section A: International Advertising

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

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

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

Unit IV-International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

Section B: International Brand Management

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

Unit VI-Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.
Brand Building in Different Sectors- Customers, industrial, retail and service brands.

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

Suggested Readings:

1. Aaker, David A. and Alexander L. Biel, *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*, Psychology Press.

2. Mooij, Marieke de, *Global Marketing and Advertising: Understanding Cultural Paradoxes*, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
4. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, *Advertising Principles: Choice Challenge, and Change*, NTC Business Books, Illinois, 1999.
6. Dunn, S. W. and Barbar, A. M., *Advertising: Its Role in Modern Marketing*, Dryden Press.
7. Aaker, David A., *Managing Brand Equity*, Simon and Schuster.
8. Arnold, David, *The Handbook of Brand Management*, Addison-Wesley
9. Kapferer, Jean Noel, *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity*, Simon and Schuster.
10. Moorthi, Y.L.R., *Brand Management – The Indian Context*, Vikas Publishing House.
11. SenguptaSubroto, *Brand Positioning: Strategies for Competitive Advantage*, Tata McGraw Hill Education.
12. Upsaw; Lynn B., *Building Brand identity: A Strategy for Success in a Hostile Market place*, Wiley.
13. Kumar, Ramesh, *Managing Indian Brands*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 245: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *Liberalisation and globalisation have led to new challenges in the area of human resource management. Today international human resource management has developed as a distinct field of specialisation. International HRM is an important lever to achieve integration of different units operating in multiple national locations. This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.*

Contents:

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

Unit II-International Context of HRM: Introduction to IHRM; Human Resource Management in the International Firm- The Framework; Cross national differences in personnel and organisations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

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

Unit IV-Training, Development and Compensation in International Perspective: Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context.

Unit V-Direction and Control: Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.

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

Note: Class discussions to be supplemented with the case studies.

Suggested Readings:

1. Dowling P. J., *International human resources management*, Cengage EMEA.
2. Harzing, A. W. and Pinnington, A., *International human resource management*, Sage Publication, London.
3. Saini, D. S. and Sami A. K., *Human resource management – Perspectives for the new era*, Response Books (A Division of Sage), New Delhi.
4. Aswathappa, K. and Dash, S., *International human resource management*, McGrawHill Education India.
5. Hollinshead, G., *International and comparative human resource management*, McGrawHill Education India.
6. Evans, P., Pucik, V. and Bjorkman, I., *The global challenge: International human resource management*, McGrawHill Education India.
7. Tayeb, M.H., *International human resource management*, Oxford University Press, India.
8. Dessler, G., and Varkkey, B., *Human resource management*, Pearson Education, Delhi.
9. Decenzo, D.A., and Robbins, S. P., *Fundamentals of human resource management*, Wiley, India.
10. Rao, V. S. P., *Human resource management: Text and cases*, Excel Books.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV
Course 246: FOREIGN LANGUAGE FOR BUSINESS –II**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The purpose of this paper is to equip the students with a foreign language skill at least to that extent that is required for conducting international business.

Contents:

A: FRENCH FOR INTERNATIONAL BUSINESS – I and II
B: GERMAN FOR INTERNATIONAL BUSINESS – I and II
C: SPANISH FOR INTERNATIONAL BUSINESS – I and II
D: JAPANESE FOR INTERNATIONAL BUSINESS – I and II
E: ARABIC FOR INTERNATIONAL BUSINESS – I and II
F: RUSSIAN FOR INTERNATIONAL BUSINESS – I and II
G –J: Other foreign Languages for International Business I and II

Foreign Language Knowledge Relating To:

Unit I: Social and Professional Relations:

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its results and express all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II: Professional Environment:

- Talking about the framework of professional environment, its working conditions, the posts, the timings, salaries, leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.
- Interviewing another person and handle a job interview.

Unit III: Functions of the Company:

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.
- Placing orders.

Unit IV: Administrative functions:

- Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

Unit V: Official tours:

- Obtaining information on timings, tariffs.
- Making and cancelling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meeting and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI: Telephonic conversation:

- Receiving or send simple telephonic message.
- Identifying the person on phone and his/her request.
- Spelling, repeating, reformulating, concluding, taking leave.

Unit VII: Writing Communication

- Reading simple and commonly used documents in professional and day -to- day life.
- Filling up forms in professional or day -to-day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Note:

The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign language instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-ordinator and the concerned foreign language teacher(s).

The internal weightage to be given to each topic will also be decided by the Committee and Communicated to the students. Moreover, the division of the course contents for each language to be taught in the two semester, viz., Semesters III and IV, shall be decided by the Committee.

**Master of Business Administration (International Business)
Semester IV**

Course 247: PROJECT REPORT

Evaluation of Project Report shall be as follows:

Report evaluation by internal and external examiners of 35 marks each - 70 Marks

Viva Voce examination- 30 Marks

Project Report work shall begin from Semester III (Part II). Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MBA (IB) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.