MBA  
(INTERNATIONAL BUSINESS MANAGEMENT)  
Semester  
(With Effect from the Academic Year 2013-14)  

ELIGIBILITY FOR ADMISSION  

Candidates who apply for the degree of MBA shall possess the following qualifications.

(a) AGE LIMIT:  

There is no upper Age Limit.

(b) QUALIFICATION:  

Any Degree

3. DURATION OF THE COURSE  

The course will be conducted for Two years under Semester pattern.

On completion of two years, the students will be awarded MBA with Respective Specialisation.

3.1. EXAM : There will be an examination conducted by the University at the end of each Semester.

3.2. PASSING MINIMUM : 50 marks

3.3. MEDIUM OF INSTRUCTION: The Medium of instruction will be English.
## LIST OF SUBJECTS AND DETAILED SYLLABUS

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### 21. PROJECT REPORT

Students are required to undertake a Research for in a relevant specialization. They must submit a research report on the relevant specialization guided by the Qualified External Examiner before the end of IV semester. The maximum mark for the research report is 100. The Minimum mark required to pass the Research Report is 50 Percent.

### SEMESTER I

**PAPER 1 MANAGEMENT: THEORY AND PRACTICE**

**Objectives:** To help students understand Evolution of Management Thought, Concepts, basic functions and recent trends managerial concepts and practices for better business decisions.
UNIT I: Evolution of Management thoughts – Contribution of Selected Management Thinkers
– Various approaches to management – contemporary management practice – Managing in
global environment – Managerial functions.

UNIT II: Importance of planning – Types of planning – decision making process – Approaches
to decision making – Decision models – Pay off Matrices – Decision trees – Break Even
Analysis.

UNIT III: Departmentation – Span of Control – Delegation – Centralisation and
Decentralisation – Commitees – Line and Staff relationships – Recent trends in organisation
structures.

Leadership styles and qualities – Communication – process and barriers.

UNIT V: Managements control systems – techniques – Types of control.

REFERENCES

3. Hellriegel, Jackson and Slocum, Management: A Competency-Based Approach, South

PAPER II ORGANISATIONAL BEHAVIOUR

Objectives: To introduce students to framework that are useful for diagnosing problems
involving human behaviour, to increase students understanding of psychological and sociological
phenomenon that regularly occur in organizations. To understand the dynamics of human
organizations and concepts of individual as well as the group level.
UNIT I: Definition, need and importance of organizational behaviour – nature and scope – framework – organizational behaviour models.


REFERENCES


PAPER III ACCOUNTANCY FOR MANAGERS

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

UNIT II: Financial statement analysis – Ratio analysis-Preparation of Cash Flow Statement-cash flow and funds flow statement analysis


UNIT IV: Basics of Cost Volume Profit (CVP) analysis – BEP analysis- Application of marginal costing in decisionmaking - Basic framework of budgeting-Preparation of Master, flexible and cash budgets- Zero based budgeting

UNIT V: Standard costing-Setting standard costs - Analysis of variance - Significance of Computerized Accounting System

REFERENCES
1. Bhattacharyya, Management Accounting, Pearson,2010
2. Khan, Jain, Management Accounting : Text, Problems and Cases Tata McGraw Hill

PAPER IV MANAGERIAL ECONOMICS

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


UNIT IV: Analysis of inflation and unemployment – the role of economic policies – Indian experiences.


REFERENCES


PAPER V: STATISTICS FOR MANAGERS

Objectives: To help students understand application of statistics, probability Concepts, basic functions and practical usage for better business decisions.

UNITI: Basic definitions and rules for probability, conditional probability, independent of events, Baye’s theorem, random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II Introduction to sampling distributions, sampling techniques, sampling distribution of mean and proportion, application of central limit theorem. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - Hypothesis testing: one sample and two samples tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chisquare test for single samples standard deviation. Chi-square tests for independence of attributes and goodness of fit.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS -
Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

REFERENCES

SEMESTER II

PAPER I MARKETING MANAGEMENT

Objectives: It helps students to understand the basic concepts of Marketing Management, understand various marketing tools/models for solving marketing problems and to comprehend various situations and marketing terminologies.

UNIT I: Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas, marketing in a globalized environment.

UNIT II: Understanding Industrial and individual buyer behavior – influencing factors– responding to buyer behaviour – building customer satisfaction – marketing to organizations and marketing of services Market segmentation – targeting and positioning, developing marketing mix,


UNIT IV: Marketing Research- Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects
UNIT V: Online marketing – web based marketing programmes – emerging now trends and challenges to marketers.

REFERENCES
1. Aakar Day, Kumar, Essential of Marketing Research.

PAPER II FINANCIAL MANAGEMENT

Objectives: Imbibing knowledge about the decisions and decision variables involved in building the asset side of balance sheet of the firm and developing the analytical skills by associating the tools and techniques with the situation and to develop skills for interpretation business information and application of financial theory in corporate investment decisions.

UNIT I: Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation.

UNIT II: Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting. Concept and measurement of cost of capital, Specific costs and overall cost of capital.

UNIT III: Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure. Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.


UNIT V: Indian capital and stock market, New issues market. Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing.
REFERENCES


PAPER III HUMAN RESOURCE MANAGEMENT

Objectives: To provide the future manager with inputs with a view to Enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions


UNIT II: Employment planning and forecasting – Recruitment, selection process- Building employee commitment : Promotion from within – Sources- Induction.

UNIT III : Orientation & Training : Orienting the employees, the training process, need analysis, Training -techniques, Developing Managers : Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organisation.


REFERENCES

3. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books,
PAPER IV OPERATIONS MANAGEMENT

Objectives: To understand the concepts of Operation Management and its applications in industrial situations and to familiarize the students with various concepts of Operation Planning and Management.


UNIT II: Facility Location Decisions (FLcD) – Selections of country, region and site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP),

UNIT III: Forecasting – Types, Methods (Qualitative and Quantitative), Types of variation in data, Minimising forecasting errors and selection of forecasting methods. Capacity Planning- MRP and MRP II systems Introduction to ERP Line Balancing and performance ratios,

UNIT IV: Material Management (MM) – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, Kanban, ABC Systems).Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models. Dependent Demand Inventory models

UNIT V: Johnson’s Algorithm for job sequencing -Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling, work measurement methods (WM) - Time study, methods-time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity- PERT / CPM – Drawing the network, computation of processing time, floats and critical path. Resource leveling techniques.

REFERENCES
2. Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers

PAPER V RESEARCH METHODS FOR BUSINESS

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


REFERENCES

1. Alan Bryman and Emma Bell, Business Research methods, OUP.

SEMESTER III

PAPER I OPERATIONS RESEARCH

Objectives: To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate, to introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present and to provide a tool that the students can use to solve management problems.

UNIT I: Introduction to applications of operations research in functional areas of management.
Linear programming- Formulation, Solution by graphical and simplex methods, Special cases, Dual simplex method, Principles of duality, Sensitivity analysis.
UNIT II: Transportation models (minimizing and maximizing cases) – Balanced and unbalanced cases – Initial basic feasible solution by N-W corner rule, least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping stone method. Cases of degeneracy. Transshipment models.

UNIT III: Solution to pure and mixed integer programming problem by Branch and bound and cutting plane algorithms. Game theory - Two person zero sum games - saddle point, Dominance Rule, Convex Linear combination (averages), methods of matrices, graphical and LP solutions.


UNIT V QUEUING THEORY AND REPLACEMENT MODELS - Queuing theory – single and multi-channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models (with and without time value of money) – Group replacement models.

REFERENCES
1. Paneerselvam R., Operations Research, Prentice Hall of India,

PAPER II STRATEGIC MANAGEMENT

Objectives: The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

UNIT I: Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility

UNIT II External Environment - Environmental Threat and Opportunity Profile (ETOP) – SWOT- Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Avoiding failures and sustaining competitive advantage-

UNIT III The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategic analysis and choice -OCP - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc
Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card

UNIT IV : The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control

UNIT V: Managing Technology and Innovation- Strategic issues for Non Profit organizations- New Business Models and strategies for Internet Economy

REFERENCES


PAPER III INTERNATIONAL BUSINESS

Objectives: The objective of this course is to give an understanding of the effects of the multinational dimension on the business strategies and management of a MNC company. Business problems created by operating a business in more than one country will be examined in order to modify the business strategies of firms in foreign markets.


UNIT IV: International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

UNIT V: Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., EUROPEAN UNION, ASEAN, BRIC, SAARC, Integration for Business.

REFERENCE

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Daniels - International Business (Pearson, 1st Ed.)
3. Hill C.W. - International Business (TMH, 5th Ed.)

PAPER IV: INTERNATIONAL BUSINESS LAW

Objectives: The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

UNIT I: Sources of law and definitions - Concept and your understanding of “rule of law” - Which laws & “rule of law” conditions affect your business - “Host” country laws and “home country” law - Regional laws and memberships - Global law and memberships

UNIT II: Western legal systems: Comparison of Civil & Common Law systems - Applying the "Analytical Framework" to the U.S. legal system as a representative market based capitalist, western liberal model

UNIT III: Legal aspects principles related to FTA, ASEAN, EU, NAFTA, ILO and BRIC. WTO: Philosophy; purpose; basic principles; structure, means to reach agreement, enforcement, Time limited special treatment of developing countries - theory and practice Relationship of WTO to regional trade groups and bilateral agreements WTO “Safeguards” and exceptions - WTO Dispute Settlement system

UNIT IV: The alternatives to “free trade” - Managed trade. Protectionist practices-historic and present pros and cons - Regional economic integration regimes - Critical assessment of ASEAN performance over the last 20 years and today including (a) economic progress
and lack of progress of ASEAN (b) ASEAN rhetoric/ agendas compared to ASEAN performance (c) continuing importance of ASEAN as compared to trade outside ASEAN (d) impacts of regional giant “China” on ASEAN  

UNIT V: Drug patent law and impact on developing countries; textile quotas and impact on developing countries; intellectual property rights laws and impact on developing countries- dumping and anti-dumping - significance of the laws relevant to dumping- the range of remedies for dumping- the role of WTO role in dumping/anti-dumping (e) the pros and cons of product “dumping” and anti-dumping laws from consumer, national and international perspectives.

REFERENCE:  

PAPER V INTERNATIONAL MARKETING  

Objectives: The objective of this course is to give an understanding of the effects of the multinational dimension on the marketing strategies and management of a company. Marketing problems created by operating a business in more than one country will be examined in order to modify the marketing mix of firms in foreign markets.

UNIT III: Concept of Export Pricing, Methods of Export Pricing, Role of Non-Price Factors in International Marketing, Price Issues for Developing Countries, Counter Trade, Strategies for Managing Competitive Export Pricing.

UNIT V: International Promotional Mix-Advertising, Personal Selling and Sales Promotion, Strategies for International Markets, International Trade Fairs & Exhibitions, Internet as a Marketing Tool in International Markets.

REFERENCE

SEMESTER IV

PAPER I: ENTREPRENEURSHIP

Objectives: To enable the students have entrepreneurial motivation by providing the basic idea of entrepreneurship, business ideas, project writing and new venture creation


Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria- Venture Creation.


UNIT V: Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

REFERENCES
2. Khanka S.S., Entrepreneurial Development, S.Chand and Company Limited

PAPER II: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives: The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.


UNIT III: Structural models of exchange rate determination, exchange rate forecasting, the exchange rate of rupee, foreign exchange risk exposure: types of risk, the risk management process: hedging, swaps, futures, options, types of derivatives, role SEBI.

UNIT IV: International project appraisal, exchange rate risk & cost of capital, financial market instruments - GDRs, ADRs, Euro issues, CP and ECB. foreign exchange markets; exchange rate determination

UNIT V: International joint ventures, A review of NPV approach, repositioning of funds, FDI & FII in India, measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

References
1. Adrian Buckley, Multinational Finance, PHI.

PAPER III WTO AND IPR

Objectives: The objective of the course is to provide students with a broad view of WTO, International Trade Systems and IPR Related issues and its understanding to enable a global manager to do business in a global setting.

UNIT 1: General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure Technology Transfer Dispute resolution Mechanism- Doha Declaration WTO Agreements including TRIPS & TRIMS.

UNIT 2: Paris convention Bern Convention WCT- Budapest treaty Madrid Agreement Hauge Agreement UPOV.
UNIT III: Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents Patentable and Non patentable inventions Legal requirements for patents Types of patent applications- Patent document: specification and claims Important procedural aspects Management of IP Assets and IP portfolio Commercial exploitation of IP.

UNIT IV: IPR: Designs and Geographical Indication (GI) Designs: Basic requirements Procedure Convention application Term Date Geographical Indication: Definition What can be registered Who can apply Rights Term – Restrictions

UNIT V: Trade Marks and Copy rights: Definitions Classification of trademarks Classifications of goods and services Vienna classification Trademarks procedure Trademarks enforcement: Infringement and passing off Remedies Copy rights Term of copyrights Procedure of copyright-Assignment of copy right, Copyright infringement Remedies.

References


PAPER IV INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives: The objective of the course is to provide students with a broad view of IHRM, difference between domestic HRM and International HRM Practices. Its’ understanding enables the global manager to do business in a global setting.

UNIT I: Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.


UNIT IV: Compensation Management: International Compensation – Objectives, Components – Theories of Compensation- Approaches of Compensation in Global Assignments


REFERENCES

2. Bedi SPS, & M.Kishore, Global HRM, Wisom, NDelhi
3. Dowling, International HR Management, Cengage, ND
6. Rao PS, International HRM, Himalaya, Mumbai
7. Tayeb – International HRM, Oxford University Press
8. Venkata Ratnam C.S., Globalisation and Labour Management Relations, Sage, ND.

PAPER V CROSS CULTURE MANAGEMENT

Objectives: The objective of the course is to provide students with a broad view of Culture, cultural predisposition of people, its influence in the MNC’s performance and efficiency. Its’ understanding enables the global manager to do business in a global setting.

UNIT I: Determinants of Culture Facets of culture Levels of Culture National Cultural dimensions in the business context The influence of National Culture on business culture. Business Cultures: East and West.

UNIT II: Cultural Dimensions and Dilemmas: Value orientations and Dimensions Reconciling cultural dilemmas Culture and Styles of Management: Management tasks and cultural values.
UNIT III: Culture and Organizations: Culture and corporate structures Culture and Leadership Culture and Strategy Cultural change in Organizations- Culture and marketing Cultural Diversity.

UNIT IV: Culture and Communications: Business communication across cultures Barriers to intercultural communication, Negotiating Internationally.

UNIT V: Cross Cultural Team Management: Working with International teams Groups processes during international encounters Conflicts and cultural difference Understanding and dealing with conflicts Developing Intercultural relationships.

References