



# Institute of Management Sciences

University of Lucknow

## Restructured & Revised Course Structure

2 Years full-time Masters Degree Program in  
Management

## MBA (International Business)

(To be effective from the session 2020-2021)

## Preamble

The reorganization and revision curriculum for the Institute of Management Sciences (IMS) has been developed keeping in view the needs of the current industry in terms of skill sets being sought in new business environments. It also seeks to align program structure and curriculum with student aspirations and corporate expectations.

A regular review of the Choice Based Credit System will help students to grow with their career dimensions and develop better understanding for the requisite industry aspirations. The course restructuring deals with PG program 1<sup>st</sup> and 2<sup>nd</sup> year comprising of four semesters. The course redesign will surely motivate students to be successful managers as well as guide to become a successful entrepreneur.

### Need for Revision and Restructure

- The Current Scenario Changing global facets of businesses and economies
- Dynamism in industry practices and evolution of technology
- Emergence of new businesses and business practices
- Thrust on Application oriented and experiential learning
- Expectations of Key stakeholders viz. students, industry and academician

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## Programme Specific outcomes

After the completion of management course a student should be able to:

- Join organizations with skills required to work as executives.
- Become skilled entrepreneurs and initiate sustainable start-ups.
- Join public sector undertakings as management trainees.
- Work as management consultants after initial exposure with suitable organizations.
- Work as managers and advisors in corporations.
- Work as executives in the domain of Marketing, Human Resources, Finance and International Business.
- Work as managers in multinational organizations.

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### SEMESTER II

| Type                     | CODE    | Paper Title                                 | Credit    | Marks               |                        |            |
|--------------------------|---------|---|-----------|---------------------|------------------------|------------|
|                          |         |   |           | Theory/<br>External | Internal<br>Assessment | Total      |
| Core<br>Courses          | IMS 201 | Organisational<br>Behaviour                 | 4         | 70                  | 30                     | 100        |
|                          | IMS 202 | Financial Management                        | 4         | 70                  | 30                     | 100        |
|                          | IMS 203 | Business Environment                        | 4         | 70                  | 30                     | 100        |
|                          | IMS 204 | Production and<br>Operations Management     | 4         | 70                  | 30                     | 100        |
|                          | IMS 205 | Research Methods for<br>Business            | 4         | 70                  | 30                     | 100        |
|                          | IMS 206 | Information Systems<br>management           | 4         | 70                  | 30                     | 100        |
| Value<br>Added<br>Course | IMS 211 | Business Ethics and<br>Corporate Governance | 4         | 70                  | 30                     | 100        |
|                          |         |   | <b>28</b> | <b>490</b>          | <b>210</b>             | <b>700</b> |

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### SEMESTER III

| SL           | PAPER TYPE                   | CODE    | PAPER TITLE   | CREDIT    | THEORY/<br>EXTERNAL | INTERNAL<br>ASSESSMENT |
|--------------|------------------------------|---------|---|-----------|---------------------|------------------------|
| 1            | Core                         | IMS 301 | INNOVATION AND ENTREPRENEURSHIP                     | 4         | 70                  | 30                     |
|              |                              | IMS 302 | SUMMER INTERNSHIP PROJECT (SIP)                     | 4         | 70                  | 30                     |
| 2            | Open Elective                | IMS 311 | BUSINESS ANALYTICS                                  | 4         | 70                  | 30                     |
|              |                              | IMS 312 | ARTIFICIAL INTELLIGENCE IN BUSINESS                 |           | 70                  | 30                     |
|              |                              | IMS 313 | INTER-DEPARTMENTAL ELECTIVE                         |           | 70                  | 30                     |
| 3            | Specialisation Area Elective | MIB 301 | INTERNATIONAL BUSINESS                              | 4X3=12    | 70                  | 30                     |
|              |                              | MIB 302 | EXPORT IMPORT PROCEDURE & DOCUMENTATION             |           | 70                  | 30                     |
|              |                              | MIB 303 | INTERNATIONAL ECONOMICS & EMERGING MARKET ECONOMICS |           | 70                  | 30                     |
|              |                              | MIB 304 | INTERNATIONAL MARKETING & OVERSEAS BUYING BEHAVIOUR |           | 70                  | 30                     |
|              |                              | MIB 305 | FOREIGN EXCHANGE MANAGEMENT                         |           | 70                  | 30                     |
|              |                              | MIB 306 | CROSS CULTURAL MANAGEMENT                           |           | 70                  | 30                     |
| <b>Total</b> |                              |         |   | <b>24</b> | <b>420</b>          | <b>180</b>             |

*(Handwritten signatures and initials)*  
 R. Singh  
 Shubh  
 K. N.  
 A. Singh  
 B. Singh  
 12022

## SEMESTER IV

| SL           | PAPER TYPE   | CODE       | PAPER TITLE   | CREDIT    | THEORY/<br>EXTERNAL | INTERNAL<br>ASSESSMENT |
|--------------|--|------------|---|-----------|---------------------|------------------------|
| 1            | Core   | IMS<br>401 | STRATEGIC<br>MANAGEMENT/MOOCs   | 4         | 70                  | 30                     |
|              |  | IMS<br>402 | DISSERTATION ON<br>INTERNATIONAL<br>VISIT/VISIT TO<br>PORT/SEZ/EPZ/EXPORT<br>INDUSTRIES | 4         | 70                  | 30                     |
| 2            | Specialization<br>Area Elective<br>(Select any<br>Three) | MIB<br>401 | MANAGEMENT OF<br>MNCS   | 4         | 70                  | 30                     |
|              |  | MIB<br>402 | INTERNATIONAL<br>FINANCIAL<br>MANAGEMENT  | 4         | 70                  | 30                     |
|              |  | MIB<br>403 | INTERNATIONAL<br>LOGISTICS<br>MANAGEMENT  | 4         | 70                  | 30                     |
|              |  | MIB<br>404 | GLOBAL<br>OUTSOURCING<br>MANAGEMENT   | 4         | 70                  | 30                     |
|              |  | MIB<br>405 | INDIA' FOREIGN<br>TRADE & GEO-<br>POLITICS  | 4         | 70                  | 30                     |
|              |  | MIB<br>406 | INTERNATIONAL<br>BUSINESS<br>ENVIRONMENT  | 4         | 70                  | 30                     |
| <b>Total</b> |  |            |   | <b>20</b> | <b>350</b>          | <b>150</b>             |

| SEM     | I  | II | III | IV | TOTAL |
|---------|----|----|-----|----|-------|
| CREDITS | 24 | 28 | 24  | 20 | 96    |

## **Detailed Course Outline**

### **SEMESTER I**

#### **IMS 101: PRINCIPLES OF MANAGEMENT**

**Course Objective:** The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

**Competency Outcome:** Students incorporate managerial knowledge and skills after attending this course. They develop the competencies to implement these in the real business world.

**UNIT I Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.**

**UNIT II Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making - Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.**

**UNIT III Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.**

**UNIT IV Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination.**

**UNIT V Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.**

**References:**

- Stoner, Freeman & Gilbert Jr (2011); *Principle & Practice of Management in Business*; Prentice Hall of India; 6<sup>th</sup> Edition.
- Koontz H., Weihrich H. (2009) ; *Principles of Management*; Tata Mc Graw Hill; 8<sup>th</sup> Edition.
- Robbins, Decenzo David & Coulter (2012); *Fundamental of Management*; Prentice Hall of India; 8<sup>th</sup> Edition.
- Williams C (2009) *Principles of Management*; South-Western/Cengage Learning; 5<sup>th</sup> Edition.
- Weihrich Heinz and Koontz Harold (2013); *Management: A Global, Innovative, and Entrepreneurial Perspective*; Mc Graw Hill; 14<sup>th</sup> Edition.
- Andrew Leigh (2012); *The Essentials of Management: Everything you need to succeed as a new manager*; Pearson UK; 2<sup>nd</sup> Edition.

**IMS 102 QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Course Objective:** The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

**Specific Learning Outcomes:** On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.

**Unit-I Introduction to Statistics:** Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. **Descriptive Statistics:** Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

**Unit-II Measures of Variation:** Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. **Measures of Association Correlation:** Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

**Unit-III Simple Regression Analysis:** Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line **Probability:** Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

**Unit-IV Analysis of Categorical Data:** Chi-Square- Test of Independence, Test of Goodness of Fit. **Probability Distributions:** Discrete Distributions -Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

**Unit-V Introduction to Matrices:** Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

**References:**

- Levin & Rubins, (2017) *Statistics for Business*, Prentice Hall of India, 8<sup>th</sup> Edition, N. Delhi.
- Bhardwaj, R.S. (2009) *Business Statistics*, Excel Books, 2<sup>nd</sup> edition.
- Gupta, S.C. & Kapoor VK, (2002) *Fundamentals of Mathematical Statistics*, Sultan Chand & Sons Reprint Edition.
- Arulmozhi, G. and Muthulakshmi, S. (2009), *Statistics for Management*, The McGraw-Hill Education, ISBN: 9780070153684.
- Medhi, J. (2013), *Statistical Methods-An Introductory Text*, New Age International Publishers, ISBN: 978-81-224-1957-3.

**IMS 103 FINANCIAL AND MANAGEMENT ACCOUNTING**

**Course Objective:** The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.

**Learning Outcomes:** Successful Application of financial and accounting information for planning decision-making and control in real business situations

Unit I Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) – need and significance. Ethical Dimensions in Reporting of Accounting Information.

Unit II Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Unit III Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

Unit V Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

**Suggested Books**

- Khan, M. Y., & Jain, P. K. (2006). *Management Accounting*, McGraw-Hill Education, 4<sup>th</sup> Edition.
- Ananthanayanan, P.S. (2014). *Management Accounting*, Oxford Publication.

- *Larson, Kermit D., & Miller, Paul B. W. (1994) Financial Accounting, McGraw-Hill Education*
- *Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6<sup>th</sup> Edition.*
- *Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6<sup>th</sup> Edition.*

## IMS 104 MARKETING MANAGEMENT

**Course Objective:** The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

**Learning Outcomes:** The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

Unit I: Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II: Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III: Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV: Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V: Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

**References:**

- Kotler, P., & Keller, K., Koshi, A. & Jha, (2012) *M. Marketing Management: South Asian Perspective (14<sup>th</sup> ed.)*. Pearson
- Rama0swamy, V.S., & Namakumari, S. (2018), *Marketing Management: Global Perspective Indian Context (6<sup>th</sup> ed.)*. Sage Pub.
- Grewal, D., Levy, (2016) *M. Marketing (5<sup>th</sup> ed.)*. Mc Graw Hill
- Saxena, Rajan. (2009) *Marketing Management (6<sup>th</sup> ed.)*. Mc Graw Hill
- Dutta, Debraj & Dutta, Mahua, (2011) *Marketing Management. 2<sup>nd</sup> Edition*, Vrinda Publication
- Kamal Y. (2020), *Marketing Management, NRBC, 1<sup>st</sup> Edition*.

**IMS 105 HUMAN RESOURCE MANAGEMENT**

**Objective:** To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

**Learning outcomes:** On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices thorough discussion of real examples with case studies.

Unit I: Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Unit II: Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III: Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Unit IV: Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Unit V: Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

**References:**

- Dessler, G. & Varkkey, B. (2015); *Human Resource Management*; New Delhi: Pearson; 14<sup>th</sup> Edition.
- Armstrong, M. & S. Taylor. (2017); *Armstrong's Handbook of Human Resource Management Practice*; London: Kogan Page; 14<sup>th</sup> Edition.
- Aswathappa, K. (2010); *Human Resource and Personnel Management*; Tata McGraw-Hill Education; 6<sup>th</sup> v
- Rao, P. S., & Rao, V. S. P. (2009); *Personnel and Human Resource Management*; Himalaya Publishing House; 5<sup>th</sup> Edition.
- Bernardin, John H. (2012); *Human Resource Management*; Mc Graw Hill; 6<sup>th</sup> Edition.

**IMS 106 MANAGERIAL ECONOMICS**

**Course Objective :** The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Learning Outcomes:** Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn how the changing Macroeconomic environment impacts the prospects of various businesses.

Unit I: Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II: Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III: Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV: Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination , Game Theory Applications.

Unit V: National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.

**References:**

- *Thomas & Maurice (2016); Managerial Economics; McGraw-Hill. 8th Edition.*
- *Salvatore & Rastogi (2016); Managerial Economics: Principles & Worldwide Applications; Oxford University Press, 8th Edition.*
- *J.V. Vaishampayam (2008); Managerial Economics; NRBC, 1<sup>st</sup> Edition.*
- *A Koutsoyiannis (2003); Modern Microeconomics; Palgrave MacMillan, 2nd Edition.*
- *G S Gupta (2017); Managerial Economics; McGrawHill Education, 2<sup>nd</sup> Edition.*

**IMS 111 IT SKILLS**

**Course Objective:** This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.

**Learning Outcomes:** Students acquire skills of using end-user software for communication, data transformation, collaboration, and problem-solving. They also acquire understanding of software and hardware components, information structures, basic business processes, information system security, and networks.

Unit I: Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

Unit II: Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

Unit III: Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

Unit IV: Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs,

Unit V: Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

**References:**

- Peter Norton, (2008), *Introduction to computers, 9<sup>th</sup> reprint Edi. (Tata Mcgraw Hill)*
- Leon Alexis, *Introduction to computers 1<sup>st</sup> edition, (Vikas Publishing), ISBN: 9788182092341*
- Saxena S. & Chopra P. (2006) *Computer Application in Management, Vikas Publication*
- Gupta Vikas, (2008) *14 in one computer course kit, Dreamtech Publication*
- Tannenbaum, (2013) *computer networks, 5e, PHI publication*

## IMS 112 MANAGERIAL SKILLS

**Course Objective:** The objective of the course is enabling students to learn about oneself, relationships, communication and the presentation skill requirements to be an effective manager and an impactful leader in any organization.

**Learning Outcomes:** After completion of the course, the student shall be able to demonstrate and apply soft skills required in an organization, understand the value of developing soft skills for personal and professional growth, an excellent team manager for organisations, develop expertise in drafting letters, mails, agendas, memos, etc. and learn the value of people and time in any organisation.

**UNIT – I: Self-Management Skills –** Understanding of Self-evaluation, Self-discipline, Selfcriticism, self-awareness, Goal setting, writing an action plan, support facilities for action plans, significance of feelings and emotions with performance Problem Solving skills – Concept, identifying and managing risks, critical thinking, convergent & divergent thinking, Six Hat Thinking.

**UNIT – II: Communication and Facilitating Skills –** Art of listening, questioning, probing, art of formal writing, art of public speaking, art of writing e-mails, e-mail etiquettes, telephonic etiquettes, KISS principle. Art of Negotiation – Concept, need for successful negotiations, negotiation process, power of language and non-verbal communication in negotiation.

**UNIT – III: Corporate Skills –** Concept of body language, practicing etiquette and mannerism, Presentation skills Time management - Concept and significance, punctuality, attendance, prioritizing, procrastination. Conducting meetings – Basics of why, when, where and how, developing agenda, stimulating discussion and evaluation of meeting.

UNIT – IV: Leadership skills – Influencing, coaching, delegating, empowerment, team player, leadership traits. Team Building & Co-ordination – Nature & concept of team, group dynamics, groups vs teams, personal and professional goals of members, effective team building process .

UNIT – V: Self Marketing skills – Designing the resume/CV, interview skills, Group Discussion skills, career planning, Emotional intelligence & Social intelligence, Stress management.

**References:**

- Mitra K. Barun, (2016) *Personality development and Soft Skills, 2e Oxford University Press*
- Bhatnagar Nitin, (2012) *Effective Communication and Soft Skills, Pearson Education, India*
- Klaus Peggy, (2020) *The Hard Truth about Soft Skills. Kindle Edition*
- Mackenzie R. Alec. (2009), *The Time Trap, 3<sup>rd</sup> edition.*
- S.J. Mcgrath E.H., (2011) *Basic Managerial Skills For All, PHI.*

**IMS 113 FOREIGN LANGUAGE**

**SEMESTER II**

**IMS 201 ORGANISATIONAL BEHAVIOUR**

**Course Objective:** The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.

**Learning Outcomes:** Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

Unit I: Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

Unit II: Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.

Unit III: Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning,

Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

Unit IV: Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Unit V: Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.

#### References:

- Robbins, Judge, and Vohra (2013); *Organizational Behavior*; Prentice Hall Inc.; 15<sup>th</sup> Edition.
- Fred, Luthans (2005); *Organisational Behavior*; UK: McGraw Hill; 10<sup>th</sup> Edition.
- G, Moorhead & Griffith. (2007). *Organizational Behavior*. Houghton Muffin Co.
- Newstrom J (2007); *OB: Human Behaviour at Work*. McGraw Hill Inc.; 12<sup>th</sup> Edition.
- Pareek Udai (2016); *Understanding Organizational Behaviour*; Oxford University Press; 4<sup>th</sup> Edition.
- Rao, V.S.P. (2009); *Organisation Behaviour*; Excel Book.

### IMS 202: FINANCIAL MANAGEMENT

**Course Objective:** The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

**Learning Outcome:** To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

Unit I: Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

Unit II: Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

Unit III: Financing Decisions: Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

Unit IV: Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

Unit V: Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

#### **Suggested Books**

- *Gitman, Lawrence J., & Chad J. Zutter (2017). Principles of Managerial Finance, Pearson Publication, 13<sup>th</sup> Edition*
- *Van Horne, James C, & Dhamija, Sanjay (2011), Financial Management and Policy, Pearson Publication*
- *Rustagi, R.P. (2019), Fundamentals of Financial Management, Taxman's 14<sup>th</sup> Edition*
- *Kishore, Ravi M (2016). Financial Management, Taxman's, 8<sup>th</sup> Edition.*
- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8<sup>th</sup> Edition*

#### **IMS 203 BUSINESS ENVIRONMENT**

**Course Objective:** To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theory underlying the importance of the transnational corporation, of international trade, and of competitiveness.

**Learning Outcomes:** Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy.

Unit I: Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

Unit II: Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment, Poverty and its implications.

Unit III: Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO,

Unit IV: International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN Countries and

UNIT V: Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

**References: -**

- *Kapila U. (2017); Indian Economy: Performance & Policies; Academic Foundation, 17<sup>th</sup> Edition.*
- *Cherunilum F. (2017); Business Environment; Himalaya Publishing House, 4<sup>th</sup> Edition.*
- *B.N. Ghosh (2014); Business Environment; Oxford University Press 1st Edition.*
- *Rao P.S. (2013); International Business; Himalaya Publishing House 1st Edition.*
- *John D. D. (2010); International Business Environment and Operations; Pearson Education, 12<sup>th</sup> Edition.*

## **IMS 204 PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Objective:** The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

**Learning Outcomes:** Students will be able to formulate and evaluate Operational decisions in any organization – Production based and/or Service Based.

UNIT I Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

UNIT II Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

UNIT III Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

UNIT IV Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT V Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000;

Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

**References:**

- Heizer and Render, (2010) *Operations Management*, 10th edition, Prentice Hall,.
- Ashwathappa K & Bhat K. Shridhara (2019) - *Production & operation Management*, 2<sup>nd</sup> Edition, Himalaya Publication.
- S N Chary (2019) *Production and Operations Management*, 6<sup>th</sup> Edition, Tata McGraw Hill,.
- William J Stevenson (2018) *Operations Management*, McGraw Hill, 13th edition.
- Adam Jr Everetl E. & Ebert R J, (1992) *Production and Operations Management*, 5<sup>th</sup> Edition, Prentice-Hall.
- Dilworth James B (1996) *Operations Management*, 2<sup>nd</sup> edition, Mc Graw Hill,.

**IMS 205 RESEARCH METHODS FOR BUSINESS**

**Course Objective:** The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

**Learning Outcomes:** Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

Unit-I Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

Unit-II Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

Unit-III Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

Unit-IV Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

Unit-V Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

**References:**

- *Satyabhushan D., Malhotra NK.,(2015) Marketing Research: An Applied Orientation, 7<sup>th</sup> Edition, Pearson publisher.*
- *Bajpai N., (2011) Business Research Methods:, Pearson publisher.*
- *Cooper & Schindler (2015) Business Research Methods, 12<sup>th</sup> Edition, Mcgraw-Hill.*
- *Green, Tull&Albaum (2010) Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI Pvt. Ltd, New Delhi.*
- *Leveine ,Khrehbiel& Berenson (2013) Business Statistics, 6<sup>th</sup> Edition, Pearson Education.*
- *Luck D. & Rubin D. (2006) Marketing Research, 7<sup>th</sup> edition, PHI, New Delhi.*

**IMS 206: INFORMATION SYSTEMS MANAGEMENT**

**Course Objective:** For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.

**Learning Outcomes:** Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

Unit I: Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global EBusinesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

Unit II: Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

Unit III: Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

Unit IV: E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

Unit IV: Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

Unit V: Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

**References:-**

- *Laudon Kenneth C. and Laudon Jane P.,(2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M.Marakas, (2019), Management Information Systems, McGraw Hill*
- *Jawadekar Waman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*
- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov,(2020) Designing Enterprise Information Systems, Springer Publication,, ISBN 978-3-030-22441-7*

**IMS 211: BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Course Objectives:** The objective of this course is to study the major concepts, principles & theories of business ethics, corporate governance, corporate social responsibility and sustainability in today's business world.

**Competency Outcome:** Students will be able to incorporate importance of ethics in business world today and it will help them take ethical decisions in the organization. They will have a better understanding of CSR, Corporate Governance and Sustainability issues faced by the organizations.

## **Unit I: Introduction**

### **Opening Case: Subprime lending**

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Bad Apple Theory, Why Ethics matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ; Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence. Ethical Issues in Capitalism, Socialism and Communism,

### **Closing Case Study: Bhopal Gas tragedy**

## **Unit II: Business Ethics Philosophies**

### **Opening Case: Turing Pharmaceutical price hike controversy**

**Institutionalization of Business Ethics in India:** Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

**Traditional and Contemporary Moral Philosophies:** Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

**Contemporary Moral Philosophies:** Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

### **Closing Case: Johnson & Johnson Tylenol Crisis**

## **Unit III: Ethical Decision Making: Individual And Organizational Factors**

### **Opening Case: Enron scandal**

**Individual Ethics Management:** Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

**Organizational Ethics Management:** Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

**Global Ethics Management:** Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

**Closing Case:** Galleon Group Insider trading fraud.

#### **Unit IV: Corporate Social Responsibility**

**Opening Case: Merck and River blindness**

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

**Theological Ethics and Philanthropy:** Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

**Closing Case: The pesticide controversy and its impact upon the CSR strategy of Coca-Cola**

#### **Unit V: Corporate Governance: Theories and Models**

**Opening Case: Punjab National Bank Scam**

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India.

**Theories of Governance:** Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory,

**Closing Case: Satyam Scam**

### Suggested Books

- Linda K. Trevino, Katherine A. Nelson (2017); *Managing Business Ethics: Straight Talk about How to Do It Right*, Wiley Publishing House, 6th Edition
- Kumar, Shailendra, Rai Alok K (2019); *Business Ethics*; Cengage Learning, 1<sup>st</sup> edition.
- O. C. Ferrell, John Fraedrich, Ferrell (2017); *Business Ethics: Ethical Decision Making & Cases*; Cengage Publishing House
- Thomas Donaldson, Thomas W. Dunfee, (1999); *Ties That Bind: A Social Contracts Approach to Business Ethics*; Harvard Business School Press.
- Norman E. Bowie, (2015); "Business Ethics," in *New Directions in Ethics*, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015
- Elkington. John, (1997) *Cannibals with Forks: The Triple Bottom Line of 21st* (Capstone/John Wiley, hardcover, 1997)
- Gandhi M.K. *Trusteeship* (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- Callahan, D. (2004), *The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead* (Harcourt, Inc., Orlando, FL).
- Mallin. Chris A. (2011) ; *Handbook on International Corporate Governance: Country Analyses*; Edward Elgar. pp 421
- Kanungo, R. N., and M. Mendonca (1996); *Ethical dimensions of leadership*, Sage Publications Thousand Oaks, CA.

## SEMESTER III

### IMS 301 INNOVATION AND ENTREPRENEURSHIP

**Course Objective:** The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

#### Learning Outcomes:

- Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur.
- Demonstrate creativity in identifying opportunities for business venture.
- Distinguish between suitability of alternative forms of business organisations for chosen venture.
- Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues.
- Familiarize and identify sources of finance available for the venture.
- Display insights into procedure for and advantages of different IPR's.

- Relate and apply different strategies in support of a venture.
- Develop and display soft skills for managing a team and provide leadership.
- Prepare projected financial statements and ratios for key indicators.
- Prepare a comprehensive business plan.
- Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture

### **Unit I:**

Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

### **Unit II:**

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

### **Unit III:**

Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization.

Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

### **UNIT IV:**

Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing

Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning, Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

#### **Unit V:**

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

#### **Reference Books:**

- *Kumar A (2012); Entrepreneurship; Pearson, 3<sup>rd</sup> Edition.*
- *Poornima M.CH (2006); Entrepreneurship Development: Small Business Enterprises; Pearson, 1<sup>st</sup> Edition.*
- *Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1<sup>st</sup> Edition.*
- *A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges & Opportunities; Excel Books, 1<sup>st</sup> Edition.*
- *R.K.R. Kummitha (2016); Social Entrepreneurship: Working towards Greater Inclusiveness; Sage Publications, 1<sup>st</sup> Edition.*

### **IMS 302 SUMMER INTYERNSHIP PROJECT (SIP)**

#### **IMS 311 BUSINESS ANALYTICS**

**Course Objective:** Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations. Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

**Learning Outcomes:** The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analytical methods for different applications. Have gained hands-on analytical application skills utilizing relevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.

### **Unit I**

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel

### **Unit II**

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

### **Unit III**

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

### **Unit IV**

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R

### **Unit V**

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

### **References:**

- *Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.*
- *Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and customer relationship management; John Wiley & Sons, 3<sup>rd</sup> Edition.*
- *S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.*
- *E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Wiley, 1<sup>st</sup> Ediction.*
- *Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); Essentials of Business Analytics; Springer International Publishing, 1<sup>st</sup> Edition.*

## **IMS 312 ARTIFICIAL INTELLIGENCE IN BUSINESS**

**Course Objective:** The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

**Learning Outcomes:** The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices. In the frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

### **UNIT I: HUMAN VERSUS MACHINE**

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularitarian; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

### **UNIT II: USING AI TO ATTRACT, PERSUADE, AND RETAIN CUSTOMER**

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning: Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

### **UNIT III: SOLVING THE BUSINESS PROBLEMS**

Application of AI; Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value

### **UNIT IV: THE CHALLENGES**

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

### **UNIT V: THE FUTURE**

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and

AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel

**References:**

- *James Barrat (2015); Our Final Invention; Pan Macmillan India, 1<sup>st</sup> Edition.*
- *Garry K & Mig G. (2017); Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins; John Murray Publications, 1<sup>st</sup> Edition.*
- *Kamal Y. (2020); Marketing Management; NRBC, 1<sup>st</sup> Edition.*
- *Jim Sterne, G.A. Poe & Gildan M. (2018); Artificial Intelligence for Marketing; Gildan Media- Audible Book, 1<sup>st</sup> Edition.*
- *Max Tegmark (2017); Life 3.0: Being Human in the Age of AI; Knopf, 1<sup>st</sup> Edition.*

**MIB 301 INTERNATIONAL BUSINESS**

**Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I**

An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II**

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory. Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

#### 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 India's patent policy and trips.

#### Unit V

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

#### SUGGESTED READINGS

- *Jaiswal B. (2017); International Business; Himalaya Publishing House; 2<sup>nd</sup> Edition.*
- *Albaum Duerr (2011); International Marketing and Export management; Pearson, 7<sup>th</sup> Edition.*
- *Agarwal R. (2002); International Trade; Excel Books; 1<sup>st</sup> Edition.*
- *Hill C.W. (2008); International Business; TMH, 5th Edition.*
- *Jaiswal B. & Y. Kamal (2020); Export Procedure & Documentation; NRBC, 1<sup>st</sup> Edition.*

#### MIB 302 EXPORT IMPORT PROCEDURES & DOCUMENTATION

**Objective:** The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business. Course Outline

##### Unit I

Export Documentation: Types of Documents, characteristics and relevance; getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order; Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

##### Unit II

Cargo insurance: contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks. Quality control and Pre-shipment Inspection: Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation; Export incentives: major incentives and procedures for claiming them.

##### Unit III

Export Procedure: Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation;

#### **Unit IV**

Custom clearance of imports – regulations, procedures and documentation. Managing risks involved in importing: transit risk, credit risk and exchange risk. Import Documentation: Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods:

#### **UNIT-V**

Procedures and documentation for new/second hand capital goods. Institutional support: Export / trading/ star trading/ superstar trading houses: Objective criteria and benefits; procedures and documentation.

#### **Recommended Book(S)**

- *Rai U.K. (2010); Export Import & Logistics Management; PHI, 1<sup>st</sup> Edition.*
- *Jaiswal B. & Y. Kamal (2020); Export Procedure & Documentation; NRBC, 1<sup>st</sup> Edition.*
- *Kapoor D.C. (2007); Export Management; Vikas Publications. 1<sup>st</sup> Edition.*
- *D.G.F.T. (2020); Hand Book of Procedures (2020-25); DGFT, Applicable Edition.*
- *Jain K. (2010); Export Import Procedure & Documentation; Himalaya Publishing House, 1<sup>st</sup> Edition.*

### **MIB 303 INTERNATIONAL ECONOMICS & EMERGING MARKET ECONOMICS**

**Objective:** To build foundation of International economics required for managing complexity of International Business.

#### **Unit I**

**Introduction to International Economics:** Concepts of trade, Offer curves, production possibility curves, theories of international trade, absolute cost, comparative cost, factor endowment theory, Hecksher-Ohlin Model, Fleming Mendell Open Economy Model.

#### **Unit II**

**International Financial Transactions:** Concept of Balance of Trade and Balance of Payments, Current and Capital Account, International capital movement – FDI, FII, Foreign Exchange market, Foreign Exchange rates – Fixed and floating rates, Spot and forward rates, IMF and its role in ensuring world financial stability. Purchasing Power Parity Theory.

#### **Unit III**

**International Trade and Investment:** Theories: Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

#### Unit IV

**International Trade Policies and Organisations:** Bilateral and multilateral trade agreements, WTO – its objectives, functions and other issues – Trade in goods, Trade in services. Trade policies – tariffs, quotas and other trade restrictions- ‘Optimal’ tariff.

#### Unit V

**International Economic Integration & EMEs:** Meaning, advantages, disadvantages and its various economic stages, working of European Union. EMEs –characteristics and global prospects. Past financial crises: Mexico 1994, Asia 1997-98, Russia 1998. Financial and economic crisis of 2008-09, what was the same, and what was different in 2008-09. European crisis in 2010-15

- Russian crisis in 2014-15.

#### Recommended Book(S)

- *Krugman & Obstfeld (2017); International Economics: Theory & Policy; Pearson, 10<sup>th</sup> Edition.*
- *Cherunilum F. (2017); International Economics; McGraw Hill Education, 5<sup>th</sup> Edition.*
- *Maheswari Y. (2005); Managerial Economics; PHI, 2<sup>nd</sup> Edition.*
- *Varsheney R.L. (2014); Managerial Economics; Sultan Chand & Sons, 2<sup>nd</sup> Edition.*
- *Dewett K.K. & Navalur M.H. (2006); Modern Economic Theory; S. Chand, 1<sup>st</sup> Edition.*

### MIB 304 INTERNATIONAL MARKETING & OVERSEAS BUYING BEHAVIOUR

**Objective:** To promote understanding of challenges and opportunities in the realm of Digital international marketing.

#### UNIT-I

Meaning, Definition and Importance of International Digital Marketing. Process of International Digital Marketing. Introduction to Digital Marketing tools.

#### UNIT-II

Planning for International Marketing and Expansion Strategies. Recent developments in digital medias and Marketing practices. Introduction to Foreign Market Digital Media. Management of Digital Media in Foreign Markets.

#### UNIT-III

Digital Multinational Product Planning. Introduction to Digital Analytics. Digital STP. Digital Promotions in International Markets.

#### UNIT-IV

Introduction to International Consumer Behaviour. International Consumer Behaviour and marketing Strategy. Methods of consumer research, Applications of International consumer behaviour knowledge in marketing.

## UNIT-V

Learning theories and their applications. Brand loyalty, Brand extensions. International Attitudes and Attitude Change. Concept and measurement of attitudes. Strategies of attitude change. International Persuasion.

### References:

- Assael, H. (1995); *Consumer Behaviour and marketing Action; South West College Publishing, 1<sup>st</sup> Edition.*
- Kamal Y. (2020); *Marketing Management; NRBC, 1<sup>st</sup> Edition.*
- Jaiswal B. (2017); *International Business; Himalaya Publishing House, 1<sup>st</sup> Edition.*
- Engle, J F (1993); *Consumer Behaviour; Dryden Press, 2<sup>nd</sup> Edition.*
- Schiffman L. G. & Kanuk, L. L. (2008); *Consumer Behaviour; Prentice Hall of India, 1<sup>st</sup> Edition.*

## MIB 305 FOREIGN EXCHANGE MANAGEMENT

### Objective:

To provide students the knowledge of international financial operations and forex dynamics, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

### Unit I

Concept and significance of foreign Exchange, Functions of Foreign Exchange Department, Exchange Control: objective and Methods of Exchange control, Exchange control in India. Foreign Exchange Market.

### Unit II

Exchange rate concept and determination, Mechanism of currency trading, Purchasing power parity, Fisher effect and Interest rate parity theory.

### Unit III

Exchange Arithmetic's- Foreign Exchange Transactions, Exchange Quotations, Spot and Forward Rates, Bill Buying and selling rate, Cross rates, Arbitrage and two point arbitrage calculation.

### Unit IV

Fixed and Option Forward Contracts. Execution of Forward contract, Cancellation of Forward Contract, Extension of Forward contracts, Foreign Exchange Risk Exposure.

### Unit V

International Financial Market & Institution. Indian Laws and Regulations Governing International Business Transactions – FERA/FEMA, International Commodity Agreements – Working of important commodity exchanges

**Books & Reference:**

- *C. Jeevanandan (2016); Foreign Exchange & Risk Management; Sultan Chand & Sons, 1<sup>st</sup> Edition.*
- *R.B.I. (2005); Statutory Provisions; RBI*
- *Verghese, S.K. (1986); Foreign Exchange & Finance of Foreign Trade; Vikas Publishing House, 1<sup>st</sup> Edition.*
- *Jaiswal B. (2015); Currency Banking & Exchange; Vishal Publishing, 1<sup>st</sup> Edition.*
- *Jaiswal B. (2015); Banking Operations & Management; Vishal Publishing, 1<sup>st</sup> Edition.*

**MIB 306 CROSS CULTURAL MANAGEMENT**

Objective: To develop skills for managing a firm comprising of organizational members from different cultural background.

**Unit I:**

International Management: Trends, challenges and opportunities; Organizational design and structure of international corporations, Locus of decision making; Headquarter and subsidiary relations in international firms.

**UNIT-II**

Leadership, communication, conflict and negotiation across cultures, Selection, development, performance appraisal and compensation, Managing groups across culture; International human resource strategy.

**UNIT-III**

Indian business foreign strategies, Operations of Foreign Subsidiaries in India; Internationalization of Indian Business firms and their operations abroad, International mergers and Acquisitions.

**UNIT- IV**

International Business Strategy: Creating strategy for international business; Management of production, services technology and operations; marketing financial, legal and political dimensions.

**UNIT-V**

Ethics and social responsibility of business. Motivating employees in international context, Perception and attitudes across cultures

**References:**

- *Hodgetts R.M. (2017); International Management Culture Strategy And Behavior; TMH, 1<sup>st</sup> Edition.*
- *Paul S. & McFarlin F. (2014); International Management: Strategic Opportunities and Cultural Changes; Routledge; 5<sup>th</sup> Edition.*
- *Khan M.S & Smita S.(2011); Human Resource Development; Himalaya Publishing House; 1<sup>st</sup> Edition.*
- *Madhavan S. (2011); Cross Cultural Management: Concept & Cases; Oxford University Press, 1<sup>st</sup> Edition.*
- *Dean T. & K. Leung (2016); Cross-Cultural Management: Foundations and Future; Routledge, 1<sup>st</sup> Edition.*

**SEMESTER-IV**

**IMS 401 STRATEGIC MANAGEMENT**

**Objective:** To acquaint the students with the concept of strategy, issues and challenges. With a 360 degree perspective on environment scan, formulation, implementation, evaluation and control, a learner would develop an insight and would equip them to analyze, synthesize and take a way forward strategically.

**Unit I:** Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives  
Environmental Appraisal (ETOP, PESTLE framework, EFE Matrix); Organizational Appraisal:  
Concept of Core Competence, value chain analysis, IFE Matrix; Portfolio analysis (BCG  
Analysis, GE Nine Cell Matrix)

**Unit II:** Corporate level strategies: Stability, Expansion, Retrenchment. Corporate Restructuring;  
Business Level strategies. Sustainable Competitive advantage. Strategic Analysis and Choice  
(Life cycle analysis, Porter's 6 force model).

**Unit III:** Behavioral Implementation: An overview of Leadership, Corporate Culture, Corporate  
Politics and Use of Power; Business Ethics & CSR. Management of Strategic Change; Strategy  
and Structure

**Unit IV:** Strategy Evaluation and Control (Mc Kinsey's 7s Framework, Balance Score Card,  
Outsourcing) Mergers and Acquisitions: Takeover and Defense Tactics, Laws For Mergers and  
Acquisitions, Regulatory Framework of Takeovers in India.

**Unit V:** Red Ocean & Blue ocean strategies, Application of strategies, Strategic drift.

**Recommended book(s)**

- *Thompson, Margaret P. & A. Strickland (2017); Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases; Mc Graw Hill, 21<sup>st</sup> Edition.*
- *Gareth R. Hill, Charles W.L.; Jones (2009); An Integrated Approach to Strategic Management; Biztantra, 2<sup>nd</sup> Edition.*
- *Kazmi A. (2008); Strategic Management; Mc Graw Hill, 3<sup>rd</sup> Edition.*
- *David F.R. (2017); Strategic Management; Pearson, 2<sup>nd</sup> Edition.*
- *Pearse A.J. & R. Robinson (2018); Strategic Management; Mc Graw Hill, 1<sup>st</sup> Edition.*

**IMS 402 DISSERTATION ON INTERNATIONAL VISIT/VISIT TO PORT / SEZ / EPZ / EXPORT INDUSTRIES**

**MIB 401 MANAGEMENT OF MULTI-NATIONAL COMPANIES**

**Objective:** To provide understanding of the issues in managing a Multinational company.

**Course Outline**

**Unit I** An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization,

**Unit II International Management:** Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

**Unit III Comparative Management :** Importance and scope; Methods of comparative management ; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

**Unit IV International Business Strategy:** Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

**Unit V Indian Perspectives and Policy:** Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs.

**Recommended Book(s):**

- *Khan M.S. (2009); Management of Multi Nationals Corporation; Himalaya Publications, 1<sup>st</sup> Edition.*
- *Jaiswal B. (2011); International Business; Himalaya Publishing House, 1<sup>st</sup> Edition.*
- *Douglass W. & James B. (1981); International Business Finance; McMillan, 1<sup>st</sup> Edition.*
- *Kamal Y. (2020); Marketing Management; NRBC, 1<sup>st</sup> Edition.*
- *Wiederhold G. (2000); Valuing Intellectual Capital; Springer, 1<sup>st</sup> Edition.*

**MIB 402 INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

**Course Outline**

**Unit I : International Financial Environment**

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

**Unit II : Foreign Trade Financing & Foreign Exchange Risk Management**

Payment terms in international trade, Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade, Export Financing & Credit insurance, Counter trade, Foreign exchange risk Management with special reference to Financial Management.

**Unit III : International Financial Market & International Financing**

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank. Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps. LDC - Debt equity swaps the GDRs Foreign Direct Investment.

**Unit IV : Foreign Investment Analysis**

Corporate Strategy and FDI, Designing a global expansion strategy, Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis, foreign project appraisal, political risk analysis & its Management.

**Unit V :**

International Currency Asset Management - International Cash, Accounts Receivable & Inventory Management, Inter Company fund flow mechanism. Cost of capital for foreign Investments. Role of WTO in the International trading Environment.

**Recommended book(s)**

- *Varn Horn (2010); Fundamentals of Financial Management & Policy; PHI, 1<sup>st</sup> Edition.*
- *Jaiswal B., Banerjee R. & Venkatraman B. (2019); Financial Markets & Financial Services; Sahitya Bhawan, 1<sup>st</sup> Edition.*
- *Rita M.M. (1976); International Financial Management; Prentice Hall, 1<sup>st</sup> Edition.*
- *Zeneoff D & Zwick J (1969); International Financial Management; PHI, 1<sup>st</sup> Edition.*
- *Shapiro A.C. & M. Peters (2016); International Financial Management; PHI, 1<sup>st</sup> Edition.*

**MIB 403 INTERNATIONAL LOGISTICS MANAGEMENT**

**Objective:** To acquaint students with the issues related logistics involved in supply chain management of firm engaged in international business. Course Outline

**UNIT I**

Supply Chain Management & Logistics Framework: Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management; Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Supply chain management

**UNIT II**

International Air Transport System: International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

**UNIT-III**

Ocean Transport: World Seaborne Trade and Shipping Industry – Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices. Principles, structure and freighting practices. Developments in ocean transport C.F.S. & I.C.D.

**UNIT- IV**

Indian shipping: Growth, policy and problems; Port and Port Trust: their role and responsibility. Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.; Carriage of Goods by Sea, Air and Combined transport

#### **UNIT-V**

National law and International Conventions; Maritime frauds and unethical practices: causes and precautions. Chartering principles and practices: Types of chartering, contract of affreightment, Charter party agreement

#### **Recommended book(s):**

- *Rai U.K. (2016); Export Import & Logistics Management; PHI.*
- *Steve W. & A. Rushton (2015); International Logistics; PHI.*
- *J. Bes (1960); Chartering Practices; Baker & Howard.*
- *Jaiswal B. & Y. Kamal (2019); Export Import Procedure & Documentation; NRBC, 1<sup>st</sup> Edition.*
- *Christopher M. (2016); Logistics & Supply Chain Management; FT Publishing International.*

### **MIB 404 GLOBAL OUTSOURCING MANAGEMENT**

**Objective:** To provide an understanding of the mechanism and management of global outsourcing.

#### **Unit-I**

International Tendering: Meaning and nature; Bidding for international contracts – methods and strategies. International Sourcing: Importance and strategy alternatives; sourcing decisions and process; Value chain analysis.

#### **UNIT-II**

Commodity Trading: Concept and salient features; Major internationally traded commodities and trends in their production and trade.

#### **UNIT-III**

International Commodity Agreements – Working of important commodity exchanges; Commodity futures

#### **UNIT-IV**

Management structure and shareholding patterns of trading companies; Cartels and their role; Role of speculative/fly by night operators; Case studies of Japanese, U.S., Korean trading experiences.

**Recommended Book(s):**

- *Oshri I. & Julia K. (2014); Global Outsourcing; Palgrave Macmillan, 3<sup>rd</sup> Edition.*
- *Phillips L. (1990); Commodity, Futures and Financial Markets; Springer, 1<sup>st</sup> Edition.*
- *Jaiswal B. & Banerjee R. (2019); Introduction to International Business; Himalaya Publishing House.*
- *Jaiswal B. (2011); International Business; Himalaya Publications.*
- *Kamal Y. (2020); Marketing Management; NRBC.*

**MIB 405 INDIA' FOREIGN TRADE & GEO- POLITICS**

**Objective:** To enact the familiarity in students about the Foreign Trade and Global Trends of International Business.

**Unit-I**

Introduction: Trade its meaning and type, Difference between internal trade and international trade, Problems of international trade. Theories of International Trade.

**Unit II**

India's Balance of Payment and Balance of Trade. Trends during planning period, Problems of balance of payment and corrective measures. Brief history before Independence, Recent trends in India's foreign trade.

**Unit III**

Composition and Direction of India's export and import. India's principal imports, India's principal export. Foreign Trade of India. Changes in directional pattern during planning period, India's major trading partners.

**Unit IV**

India trade and Geo-political relations-India-U.S trade, India-China trade, Indo-Japan trade, India-E.U trade , Look East Policy, New CECA,CEPA and other economic agreements.

**Unit-V**

Recent changes in foreign trade policy, Trade agreements, Bilateral and Multilateral trade agreements. Trade relations of India with USA, UK, China; Regional Integration: EU, NAFTA, SAFTA, SAARC, ASEAN.

**Recommended book(s)**

- Anoop S. (2015); *Foreign Trade of India*; NRBC..
- Bhattcharya V. (2011); *International Marketing*; S. Chand, 2<sup>nd</sup> Edition.
- Cherunilum F. (2005); *International Marketing*; Himalaya Publishing House.
- Jaiswal B. & Banerjee R. (2019); *Introduction to International Business*; Himalaya Publishing House.
- Jaiswal B. (2011); *International Business*; Himalaya Publications

**MIB 406 INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective:** The provide an overview of the field of International business and give the student a feel of the competition in the global marketplace. Course Outline

**Unit I**

An Overview of International Business Environment; International Economic Environment – Regional integration and trade blocks – Types of integration – theory of customs union. Integration of developing countries; International commodity agreements – quota agreements – Cartels – Bilateral & Multi-lateral contracts.

**Unit II**

International Trade and Investment Theory - Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalisation. International Trade and Payments: Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence.

**Unit III**

International Investment: Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India. Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making.

**Unit IV**

Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations.

**UNIT-V**

Technology and Global competitiveness. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases.

**Recommended Book(s):**

- *Sullivan & Daneiel (2015); International Business environments and Operations; Pearson, 2<sup>nd</sup> Edition.*
- *Sundaram S. & B. Stewart (2011); International Business Environment; PHI, 2<sup>nd</sup> Edition.*
- *Helen D. (2005); International Management Managing Across Borders and Cultures; PHI.*
- *Bhattcharya V. (2011); International Marketing; S. Chand, 2<sup>nd</sup> Edition.*
- *Cherunilum F. (2005); International Marketing; Himalaya Publishing House.*