



UNIVERSITY OF JAMMU

NOTIFICATION
(12/July/ ADP/09)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, has been pleased to authorize adoption of the Syllabi and Courses of Study in the newly introduced subject of MBA-International Business (MBA-IB) (given at Annexure-I) for the examination to be held in the years as indicated below:-

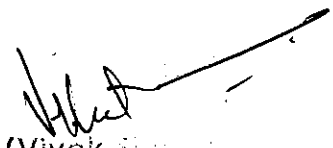
<u>Class</u>	<u>Semester</u>	<u>For the Examinations to be held in the year</u>
MBA-IB	III	Dec. 2012, 2013 & 2014
MBA-IB	IV	May 2013, 2014 & 2015

Secretary
Academic Council
University of Jammu
Sd/-
REGISTRAR

F.Acd./12/8223-48
Dated: 06-08-2012

Copy for information and necessary action to:

1. S.S. to Vice-Chancellor, University of Jammu
2. P.A. to Registrar
3. Dean, Faculty of Business Studies/Director, The Business School;
Director, International Centre for Cross Cultural Research & HRD
4. Convener, Board of Studies in Business Management
5. Members of the Board of Studies concerned
6. Principals of the concerned Colleges
7. P.A. to Controller of Examinations.
8. C.A. to Controller of Examinations.
9. Deputy/ Asstt. Registrar (Conf./Exams. Prof. /Inf./Pub./Admission/DDP)
10. S.O (Confidential)
11. Incharge, University Website.


(Vivek Sharma)
I/C Deputy Registrar

\$
307/12

2365

**MASTER DEGREE PROGRAMME IN BUSINESS ADMINISTRATION
MBA (INTERNATIONAL BUSINESS)
(MBA-IB)**

Detailed Syllabus

MBA-IB (Semester – III)

Course No.	Title of the Course	Marks
MBA-IB-301	International Strategic Management	100
MBA-IB-302	Summer Training Report Evaluation	50
MBA-IB-303	Foreign Language	50
MBA-IB-311	International Strategic Management	100
MBA-IB-312	Consumer Behaviour	100
MBA-IB-321	International Finance Management	100
MBA-IB-322	International Investment and Foreign Exchange Management	100
MBA-IB-331	Cross Culture and Diversity Management	100
MBA-IB-332	International Operations Management	100
MBA-IB-333	Leadership and Organisational Development	100
	Total	<u>800</u>

MBA-IB (Semester – IV)

Course No.	Title of the Course	Marks
MBA-IB-401	International Project Management	100
MBA-IB-402	Business Law	100
MBA-IB-403	Corporate Governance and Social Responsibility	100
MBA-IB-404	WTO – Issues and Policy	100
MBA-IB-405	International Financial Markets and Institutions	100
MBA-IB-406	International Business Communication	50
MBA-IB-407	Comprehensive Viva-Voce	50
	Total	<u>600</u>

MBA-IB (Semester – III)

Course Title : International Strategic Management

Course No. MBA- IB-301

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in ^{Dec} 2012, 2013 and 2014)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

OBJECTIVE

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze a company's business environment, select a strategy, and construct the organization necessary to put into action.

Unit I

Overview of Strategic Management; Concept of Strategy; Process of strategic management; Strategic Decision Making; Roles of a Strategist; Globalization and its Impact; Corporate Strategy and Corporate Governance; Strategic Intent; Vision, Mission, Goals and Objectives; Competitive Advantage

Unit II

Environmental appraisal - Concept of Environment, Components of Environment; Environmental Scanning Techniques- ETOP and SWOT Analysis (TOWS); Organizational appraisal- Internal Environment; Strategic Advantage Profile and Methods for Organizational Appraisal; Industry Analysis; Value Chain Analysis; Competition and Competitive dynamics; Concept, Importance and Use of Core Competence.

Unit III

Corporate Level Strategies- Stability, Expansion, Retrenchment and Combination; Business Level Strategies- Conditions, Risk and Benefits of Cost Leadership, Differentiation, and Focus Leadership; Porters' framework of Competitive Strategies; Identification of Critical Success Factors; Entering International Markets; Competitive Positioning.

Unit IV

Strategic Analysis & Choice- Process of Strategic Choice; Subjective factors in Strategic Choice; Techniques of Strategic Analysis (BCG, GE Nine Cell, Product Market Evolution, Directional Policy Matrix); Aspects of Strategic

Chhobhai

[Handwritten signatures and initials]

implementation; Resource Allocation; Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation

Unit V

Strategic Evaluation; Organizational System and Techniques of Strategic Evaluation; Strategic Control; Operational Control; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning,

Note for Paper Setting

The question paper will contain two questions each unit i.e. there will be internal choice within each unit. Each question will be of 14 marks.

Reference Books

- Strategic Management and Business Policy, Azhar Kazmi, Tata Mc Graw Hill
- Business Policy and Strategic Management: Concepts and Applications, Vipin Gupta, Kamala Gollakota, R. Srinivasan, Prentice Hall India
- Strategic Management: The Indian Context, R Srinivasan, Prentice Hall India
- Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning
- Strategic management: competitiveness and globalization : concepts & cases Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
- Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim, Renée Mauborgne, Harvard Business School Press
- The balanced scorecard : translating strategy into action, Robert S Kaplan, David P Norton, Harvard Business Press
- The strategy-focused organization: how balanced scorecard companies thrive in the new business environment, Robert S. Kaplan, David P. Norton, Harvard Business Press
- Readings In Strategic Management, Arthur Thompson, Jr., A. J. Strickland III, Tracy Kramer, McGraw Hill
- Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel, Simon and Schuster

Jeel K. Sharma

[Signature]

[Signature]

Date: / /

[Signature]

AG

MBA-IB (Semester – III)

Course Title : Strategic Marketing

Max. Marks : 100 Marks

Course No. MBA- IB-311

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examinations to be held in ^{Dec.} 2012, 2013 and 2014)

OBJECTIVE

The objective of this course is to develop analytical skills in the formulation and implementation of market driven strategies for International Organizations. The focus is on strategic decision-making which has a long-term impact on these organizations. This syllabus will provide insights into the structuring and control of strategic programs, generate an excitement and enthusiasm about the marketing field which will help the student survive and excel in the corporate world and in the consumer marketplace.

UNIT 1

Strategic Marketing- definition, concepts, Business Strategy vs. Marketing Strategy, Strategy marketing planning- strategy alliance, strategic SBU, central role of strategy.

Unit II

Strategic planning and organization - Target Audience behaviour, acquiring and using marketing information, segmentation, positioning and branding.

Unit III

Strategic Analysis- External analysis competitor analysis, Market analysis, environment analysis and strategic uncertainty and internal analysis.

Unit IV

Differentiation Strategies –Cost focus and the preemptive move, diversification, growth strategies-penetration, market expansion, vertical segmentation. and strategies in declining and hostile markets. Global strategies.

Unit – V

Strategy implementation and control-conceptual framework, structure, system, people culture, obtaining strategic congruence and organizing for innovation. Marketing evaluation, monitoring and control.

Ch. Kohare
Aswathi

Amma Aina

3

Alu Shyam
19

11/11
12/11

Antony

ACM

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

1. Strategic marketing For Non profit Organisation,: Alan R, Anderson
Philip kotler.
2. Marketing Management: Kotler and Keller,
3. Strategic Marketing Management Mark E.Perry.
- 4.Strategic Marketing-A guide for developing sustainable competitive advantage M.J.Xavier.
5. Marketing Planning, Implementation, and control: William M.Pride.
6. Applied Case Studies in Marketing S. Shajahan (Primes Books)

eeh.kelnetra

Amou Aime

Samh

Alu Shams

Pr

Cliff

Ay

AG

Kron

Alton

Pr

Pr

MBA-IB (Semester – III)

Course Title : Consumer Behaviour

Course No. MBA- IB-312

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in 2012, 2013 and 2014)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

OBJECTIVE

The objective of the course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles. The course is structured in a logical manner that enables students to understand how distinct consumer behaviour variables influence marketing decisions to help organizations improve their marketing strategies

Unit I

Consumer Behaviour : Overview of Consumer Behaviour, Relationship between CB and Marketing, Consumer behaviour models, Cultural social and economic factors affecting consumer behaviour. Consumer research process, Emerging trends in consumer behaviour

Unit II

Consumer Decision Making : Consumer Influence and the diffusion of innovations, Opinion leadership, Consumer decision process, Brand evaluation, Pre-purchase and post-purchase evaluation.

Unit III

Intrinsic Influences and their Applications on Consumer Behaviour : Consumer motivation, Personality and consumer behaviour, Consumer perception, Consumer learning, Consumer attitude formation and change, Communication and consumer behaviour, Life style marketing.

Unit IV

Extrinsic Influences and their applications on Consumer Behaviour : Environment and situational influences, Societal influences on consumer behaviour, Group influences, households and families, Social class, Reference groups, Influence of culture on consumer Behaviour.

Jeelakshetra

Amor Aime

Punche

Alleshaury

Alleshaury

Alleshaury

Alleshaury

Alleshaury

Alleshaury

Unit V

Consumer Behaviour and Strategic Applications – Consumers segmentation and targeting strategies, Customer satisfaction, Product and service quality, Evaluation of brand loyalty, Purchase intentions and switching behaviour.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

1. Leon G. Schiffman and Leslie Lazar Kannuk, Consumer Behaviour, Pearson Prantice Hall, 9th Eds, 2009.
2. Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008
3. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi
4. Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

Neelesh Chandelis

Abhinav

Alhe Sharma

Pranav

Adarsh

ACM

AG

Ujjwal
Sudhanshu
Rishabh
Adarsh

MBA-IB (Semester – III)

Course Title : International Finance Management

Max. Marks : 100 Marks

Course No. MBA- IB-321

Internal Assessment : 30 Marks Contact

Hours : 45

Semester Examination : 70 Marks

Duration of Examination : 3 hours

(For the Examinations to be held in ^{Dec.} 2012, 2013 and 2014)

OBJECTIVE

The basic objective of this course is to develop an insight of the principles and practices of international financial management. The distinctive aspects of international finance and their utilization have been deliberated upon in this course to assist the students in planning, decision-making and control.

Unit I

International Financial Management: Concept & role of international finance manager in multi – national corporations. International transactions & Financial Markets. Imperfection in International financial markets.

Unit II

International financial environment, Balance of payment framework. Different types of risks in international transactions – Economic & Political.

Unit III

Foreign Exchange Risk – Exposure. Types of Exposure, Strategies for Management of Exposure. Exchange Rate Determination and Forecasting, Parity Theories, Techniques for foreign exchange Rate Projection.

Unit IV

Foreign institutional Investments – FDI and portfolio Investment. Multinational Capital Budgeting – Applications and Interpretations, Acceptance Criteria in foreign investments.

Unit V

International mergers & acquisitions. International working capital Management,, financing of International Trade,, Instruments of International Money Market.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Neel Kohar

Abhishek

Prakash

Alleshwar

Agarwal

Prakash

Ugale

Books Recommended

1. Apte, PG, International Financial Management, 5th ed; New Delhi, Tata MC GrawHil, 2010.
2. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc; 1996.
3. Paul, Justin, International Business, 3rd ed; New Delhi, Prentice Hall India, 2007.
4. Seth, A.K., International Financial Management, New Delhi, Galgotia Publishing Company, 2002.

Neehalekha S

Alu Shrawan
H/mt

Jasvinder
Up you
all

Man Anu.

Sud
Dalton
KCS

BSP

MBA-IB (Semester – III)

Course Title : International Investment and Foreign Exchange Management

Max. Marks : 100 Marks

Course No. MBA- IB-322

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70 Marks

Duration of Examination : 3 hours

Dec

(For the Examinations to be held in 2012, 2013 and 2014)

OBJECTIVE

The objective of this course is to acquaint MBA students to the basics of corporate finance. This course will help them in developing an understanding about the various aspects of International Investment and Foreign Exchange Management and their impact on both in terms of domestic as well as international business. This course has been devised for session 2010-11, 2011-12 and 2012-13.

Unit I

Foreign Capital and its Importance, Types of Foreign Private Investment, Theories of International Investment, Factors affecting Foreign Investment, Foreign Investment in India: Government Policy, Foreign Investment by Indian companies.

Unit II

Foreign Direct Investment: Introduction, Types of FDI , Patterns of FDI, Policy Framed Work to Promote Foreign Direct Investment, FDI Trends in India, Portfolio Investment and Benefits of International Portfolio Investment.

Unit III

Contemporary Foreign Exchange Arrangements, Commercial Rates of Exchange, Calculation of Exchange Rates, Determination of Exchange Rates - Factors in Determining Exchange Rates.

Unit IV

Foreign Exchange Risk and Exposure, Managing Foreign Exchange Risks-forward Contracts, Future Contracts, options and Swaps, Foreign Exchange depreciation and impact on exports and imports, Business strategy to manage Foreign Exchange fluctuations.

Unit V

International monetary Fund and Special Drawing Rights, Foreign Exchange Market: Types of Foreign Exchange Markets, Participants in Foreign

*see the characteris
of the course.*

*For
Tsmah*

Alloshammy

*AG
9
Ch
V
F
M*

B

Exchange Market, Exchange Rate Quotations, Exchange Position, and Forecasting of Exchange Rate.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

1. Rakesh Mohan Joshi International Business
2. Francis Cherunilam International Business, Text and Cases Prentice Hall of India Private Limited.
3. O.P. Agarwal, B. K. Chaudhary : Foreign Trade and Foreign Exchange Himalaya Publishing House.
4. Vyuptakesh Sharan International Business- Environment and Strategy. Pearson Education
5. Ruddar Datt, K.P.M. Sundharam Indian Economy S. Chand & Company Ltd.
6. S. K. Misra, V.K.Puri Economics of Development Planning - Theory and Practice Himalaya Publishing House.
7. P.Subha Rao International Business, Text and Cases Himalaya Publishing House.
8. V. Sharan International Financial Management

Deekshakhaneta

Sharma

Sharma

Sharma

Sharma

Sharma

Sharma

Sharma

Sharma

MBA-IB (Semester – III)

Course Title : Cross-Culture and Diversity Management

Course No: MBA- IB-331

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in ^{Dec} 2012, 2013 and 2014)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

OBJECTIVE

1. To expose the students to the international dimension of people's behaviour in organizations.
2. To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations

UNIT-I

Cross-Cultural Management: The meaning and concept; Cultural orientations; Cross-cultural differences and managerial implications; The Cross-Cultural puzzle of global human resource management;; Global strategy and culture.

UNIT-II

Work behaviour across cultures; National culture and organisational culture; Hofstede's cultural / value dimensions; Coping with cultural differences; Understanding socialization; Implications of organisational cultures for international management.

UNIT-III

Cultural Diversity: Meaning and nature; The importance of valuing diversity; The challenge of work-force diversity; Managing work-force diversity as competitive advantage; the impact of diversity on groups / teams; Types of diversity in groups; A model for a high performance diverse teams; Managing diversity in organizations : success model, strategies and guidelines; Developing a multi-cultural organisation.

UNIT-IV

Managing people in the international context: India, China; Cross-cultural communication: communication misperception, communication misevaluation, communication misinterpretation, communication break down across cultures. Cross-cultural partnership. European, Japanese and US leadership approaches; Leadership approaches in developing countries; Factors contributing to effective leadership across cultures.

Handwritten signatures and initials:
1. Seetha K. K.
2. Aravind
3. Aravind
4. Aravind
5. Aravind
6. Aravind
7. Aravind
8. Aravind
9. Aravind
10. Aravind
11. Aravind
12. Aravind
13. Aravind
14. Aravind
15. Aravind
16. Aravind
17. Aravind
18. Aravind
19. Aravind
20. Aravind
21. Aravind
22. Aravind
23. Aravind
24. Aravind
25. Aravind
26. Aravind
27. Aravind
28. Aravind
29. Aravind
30. Aravind
31. Aravind
32. Aravind
33. Aravind
34. Aravind
35. Aravind
36. Aravind
37. Aravind
38. Aravind
39. Aravind
40. Aravind
41. Aravind
42. Aravind
43. Aravind
44. Aravind
45. Aravind
46. Aravind
47. Aravind
48. Aravind
49. Aravind
50. Aravind
51. Aravind
52. Aravind
53. Aravind
54. Aravind
55. Aravind
56. Aravind
57. Aravind
58. Aravind
59. Aravind
60. Aravind
61. Aravind
62. Aravind
63. Aravind
64. Aravind
65. Aravind
66. Aravind
67. Aravind
68. Aravind
69. Aravind
70. Aravind
71. Aravind
72. Aravind
73. Aravind
74. Aravind
75. Aravind
76. Aravind
77. Aravind
78. Aravind
79. Aravind
80. Aravind
81. Aravind
82. Aravind
83. Aravind
84. Aravind
85. Aravind
86. Aravind
87. Aravind
88. Aravind
89. Aravind
90. Aravind
91. Aravind
92. Aravind
93. Aravind
94. Aravind
95. Aravind
96. Aravind
97. Aravind
98. Aravind
99. Aravind
100. Aravind

UNIT-V

Cross-cultural Motivation: Are motivation theories universally applicable across cultures? Motivational difference across cultures; Negotiating internationally; Cross-cultural perspective. Negotiation process, qualities of a good negotiator. Cross-cultural transitions; Expatriate employee; Cross-cultural entry, home country re-entry; Careers in international management.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

SUGGESTED READINGS

- Alder, Nancy J 'International Dimensions of Organisational Behaviour, PNS – Kent, 1991
- Peter, J. Bowling, Denjee H. Hule and Nandall S. Shuler, International Human Resource Management – Managing People in Multinational Context, South College Publication, 1999
- Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999
- Pucik Vladinia, Noel M. Tichy and Carole K. Barnett (eds.)-Globalising Management, John Wiley, 1992
- Hodgeits, Richard M. and Fred Luthans, International Management, Mc Graw Hill, 1994
- Luthans, Fred, Organisational Behaviour, Mc Graw Hill, 1995
- Harris, Anthony W. and Myers, Salma G., Tools of valuing diversity, Wheeler Publishing, 1998
- Myers, Salma G. Team Building for Diverse Work Groups, Wheeler Publishing, 1998
- Kluckhohn and Strodtbeck, Variations in value orientation, New York: Row Peterson, 1961
- Mead, R., International Management : Cross Cultural dimensions, Oxford : Blackwell, 1994
- Ansari, K. H. and Jackson, J. Managing Cultural Diversity at work, New Delhi: Kogan.

Neelakshana
Ansari

12
Ansari
12
Ansari
12
Ansari
12
Ansari
12
Ansari

MBA -IB (Semester -III)

Course Title : International Operations Management

Course No. MBA-IB-332
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment:30
Semester Examination:70

Dec.

(For the Examinations to be held in 2012,2013 and 2014)

Objective

The course will introduce students to some of the main topics in the important field of operations management. The aim of the course is to develop ability in students to manage international operations efficiently – to make best use of its resources, effectively – to satisfy its customers.

Unit I

Introduction to Operations Management, History of International Operations, Concept of Internationalization, Various economic issues, Technological Innovations, Infrastructure differences, Cultural differences

Unit II

Developing international goals, Operationalising the goals, Defining the measurement system, Developing international operations, Strategic comparison of major production planning and control technologies

Unit III

International flow of information, Accounting information flow, Integration of accounting information flow with production information flow, Manufacturing Cycle, New product development information flow.

Unit IV

Managing the Supply Chain, International perspective of supply chain management, An integrated supply chain strategy, Manufacturing technology transfer to Third World Countries

Unit V

Understanding customer and the world of service, Introduction to the concepts of quality and productivity, Customer service, Customer Relationship Management, Performance system and their measurement, Future of international operations management.

Seelakshmi
Abhinav
Rohit
13
Abhinav
Agarwal
AB
AC
Ujjwal

Note for Paper Setting:

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Books Recommended

International Operations Management	Gerhard J. Plenert, Copenhagen Business School Press, 2009
Operations Management: An International Perspective	Barnes David, South Western Cengage Learning, 2008
Operations Management for Competitive Advantage	Charles, Jacob and Aquilano. McGraw Hill, 2004
International Operations Management: Lessons in Global Business	Alberto F. De Toni, Gower publishing UK 2011

Neeb/Ananta

Arshad Amir

Jasrath

Muhammad

Cliff

AG

AG

AG

AG

AG

AG

MBA -IB (Semester –III)

Course Title : Leadership and Organizational Development

Course No. MBA-IB-333
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment:30
Semester Examination:70

Dec.
(For the Examinations to be held in 2012,2013 and 2014)

Objective:

To discuss with the students various aspects of Leadership and Organizational Development and to develop an understanding of the basic concepts related to Leadership and Organizational Development.

Unit I

Introduction to Leadership, Leadership for building effective teams. Corporate Leadership. Compare and contrast Management and Leadership. Leadership and Leader Behaviour, Leadership Ethics. Work Teams. Dynamics of Work Teams. Psychodynamic Approach to Work Teams. Shared Vision, Visionary Leadership, Team Leadership. Leadership Development.

Unit II

Leadership Approaches and Models, Leadership Theories: Style Theory, Mc Gregor Theory, X & Y theory, Situational Leadership Theory, Value Based Leadership, Path Goal Theory, Leader Member Exchange Theory Transformational Leadership Theory. Transactional Leadership Theory.

Unit III

Planned Organizational Change: Concept and definition, Models and Theories. Introduction to Organizational Development: Definition, Need, Assumptions, Historical Development, Issues and Future of O.D. Process of OD. Research on OD, OD Practitioner and Consultant Process. Issues in Consultant- Client Relationship.

Unit IV

Action Research. Rethinking Planned Change in International Context, Organisational Diagnosis –Tools, Introduction to interventions, Individual Interventions ,OD Interventions: Planning for OD Interventions Human Resource Management Interventions; Team Interventions; Human Process

Neelesh Chandra

15

AG

15

15

Interventions. Techno-structural Interventions. Intergroup and third party Peacemaking Interventions

Unit 5

Comprehensive Interventions, Confrontation Meeting, Grid OD, Survey feedback, Structural Interventions. Self Managed Teams, Work Redesign, Re engineering, Quality Circles, Total Quality Management, Fundamental strengths of OD, Future of OD.
Case studies on contemporary issues based on Leadership and Organizational Development.

Note For Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

- Northhouse, Peter, G. (2006) Leadership Theory and Practice, Fourth Edition. Sage Inc. (ISBN 141294161X)
- Thomas G. Cummings and Christopher G. Worley, (2004).Organisational Development and Change, Thomson South Western, 8th Edition,
- Wendell, French, Bell, C.,(2009) Organisation Development, Prentice Hall Pub.
- Rao TV(2012) HRS Score Card 2500. Sage Publications
- Koontz OI Donnel (2010), Management, Tata Mc Graw

Neelakshana

Donnel
AG *Donnel*

Note for Paper Setting:

UNIT IV

International / Global Project Control: Purposes of project control, approaches to project control, project control process.
International / Global Project Organization Structure and Integration: formal organization structure, requirements of project organizations, pure project organizations, matrix organization, selecting a project form, project office, informal organization, integration in large scale projects.

UNIT V

Rationale of SCBA with an International perspective, Project failure, Project Management causes of project failure, Project Success, Project Management causes of project success. Human Aspects of International Project Management.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

- | | |
|--------------------------------------|-----------------------------------|
| 1. Projects | P. Chandra |
| 2. Project Management | S. Chaudhary |
| 3. Guidelines for project evaluation | Dasgupta & Marglin |
| 4. Project Feasibility analysis | Chpton & Fyfee. |
| 5. Project Management | Bhavesh M Patel |
| 6. Project Management | Ramaraju Thirumalai |
| 7. Project Management | Gido, Jack & James P. Clements |
| | International Thompson Publishing |
| 8. Project Management | Gido I Clements Cengage Learning |
| 9. Project Management | Jeffrey K. Pinto |
| | Pearson Education |

Neelesh Chandra
Arjun Chandra
Prashant
Shreyas
Uday Kumar
Ad

MBA-IB (Semester – IV)

Course Title : Business Law

Course No. MBA- IB-402

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in May 2013 and 2014 & 2015)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

OBJECTIVE

The purpose of this course is to enlighten the students on various aspects of Legal Framework of International Business and to briefly introduce different Business Laws significant for managers.

UNIT I

Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract- legal provisions; Payment terms; International sales agreement; Rights and duties of agents and distributors.

UNIT II

Company Law: Characteristics of Company, Kinds, Stages in the formation of a Company; Contents of Memorandum of Association; Articles of Association; Prospectus. Provision with respect to appointment and removal of Director, Meeting, Winding Up by Court.

UNIT III

Regulatory Framework Relating to : Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications. Framework relating to Electronic Commerce.

UNIT IV

Regulatory Framework and Taxation: Electronic Commerce; Cross Border Transactions; On-line Financial Transfers; Legal safeguards; International Business Taxation; Tax Laws; Sharing of Tax Revenues.

Neelkshana
Alka Chauhan
Poo
Arshant
Alia Sharma
Daloni
AG
Um
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
2037
2038
2039
2040
2041
2042
2043
2044
2045
2046
2047
2048
2049
2050

UNIT V

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of Foreign Income; Foreign Investments; Setting up offices and branches abroad; Restrictions on trade in Endangered species and other commodities

Note: Case study on contemporary issues related to Business Laws.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

- | | |
|---|---|
| 1. Business Law | S.S. Gulshan, Excel Books, New Delhi. |
| 2. Company Law | Avtar Singh, Eastern Book Company, Lucknow. |
| 3. Company Law | K.C. Garg, R.C. Chawla, Vijay Gupta, Kalayani Publishers. |
| 4. Elements of Mercantile Law | N.D. Kapoor, Sultan Chand and Sons, New Delhi. |
| 5. International Trade-the Law and practice | O.P. Motiwal, H.C. Awasthi, Bhowmik and Company, New Delhi. |
| 6. International Trade Law and Practice | Lew, D.M. Julton and Clive, Euromoney Publications, London. |

Neelkshana

Adarsh

Smriti

Alia Sharma

Adarsh

Adarsh

Adarsh

Adarsh

Adarsh

Adarsh

MBA-IB (Semester – IV)

Course Title : Corporate Governance and Social Responsibility

Course No. MBA- IB-403

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in *May 2013 and 2014 & 2015*)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

Objective

This course will provide students with more in-depth knowledge of Corporate Governance issues in the business world. The aim is to introduce the student to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. Students will also learn to understand the role of central, regional and local government in providing a facilitating framework for Corporate Governance and Corporate Social Responsibility

Unit I

Market Economy and Corporate Form of Organization, Internal Structural mechanisms for managing corporate governance, Legal Framework for dealing with Corporate Governance: Developments in corporate Governance norms in India and abroad, Legal and Regulatory Changes

Unit II

Competitive Business and Corporate Governance: Global and National Perspectives, Global Corporate Governance Models, Reports and Recommendations on corporate Governance-Cadbury Report, Hampel Report, OECD recommendations, SOX Act., Kumar Manglam Birla Committee report

Unit III

Ethics of responsibility: Social responsibility of Business, Historical Perspectives of CSR. Current Indian and International CSR practices, ETI Base Code, Challenges of designing and implementing CSR in India

Unit IV

Corporate Social Responsibility and Corporate Sustainability, Comprehensive Sustainability Phase Model. Various Approaches for implementation of sustainability initiatives, Transformational changes that amount to strategic repositioning. Change Agents and their role in strategic repositioning.

Seelakshmi

Aravind

Dr. J.

*Jenah
Alushan*

*AG
Vijay*

21

KCm

Unit V

Contemporary Issues in corporate Governance, Corporate Governance and Innovation. Corporate Governance and long term investments, corporate governance in Globalize Companies

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

Corporate Governance:	H.R. Machiraju, Himalaya Publishing House
Corporate Governance Global Concepts and Practices.	Dr S. Singh Excel Books.
Corporate Governance and Business Ethics Text and Cases.	U.C. Mathur. MacMillan, India
Perspectives in Business ethics, Business Environment Text and Cases.	Hartman and Chaterjee, Tata McGraw Hill. Francis Cherulinam, Himalaya Publishing House.

Books to be reviewed:

- The Responsibility Revolution: How the Next Generation of Businesses Will Win by Jeffrey Hollender and Bill Breen.
- Prosperity Without Growth: Economics for a Finite Planet by Him Jackson.
- Dealing With the Tough Stuff by Margot Fraser Lisa Lorimer
- Spirit of Service: Your Daily Stimulus for Making a Difference by Harper Collins
- The Sustainable Company How to Create Lasting Value Through Social and Environmental Performance by Christopher Laszlo
- Fortune at the Bottom of Pyramid by C.K. Prahlad

Neelesh Chandra

Abhinav

Samir

Alu Sharma

Pranav

Pranav

AG

Pranav

MBA-IB (Semester – IV)

Course Title : WTO-Issues and Policy

Course No. MBA- IB-404

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in *May 2013 and 2014 & 2015*)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

OBJECTIVE

The objective of this course is to acquaint MBA students to the basics of corporate finance. This course will help them in developing an understanding about the various aspects of WTO Policy and their impact on both in terms of domestic as well as international business.

Unit I

Globalisation of trade Issues, International Trade organization (ITO) and GATT. Main issues in The Uruguay Round. Basic Structure, features scope, objectives and functions of World Trade Organisation.

Unit II

Norms and benefits of joining WTO. Important WTO Agreements: Marrakech Agreement establishing the WTO, Multilateral Agreements- Trade in Goods and Services and Intellectual Property Rights, Dispute Settlement Mechanism, Common misunderstandings about the WTO

Unit III

Major Issues and Negotiations of the WTO Ministerial Conferences: Singapore Round 1996, Geneva Round 1998, Seattle Round 1999, Doha Round 2001, Cancun Round 2003, Geneva conference 2004 and afterwards.

Unit IV

Agreement on trade related investment measures (TRIMs) and its business implications. Coverage of Trade Related Aspects of Intellectual Property Rights (TRIPs) and its coverage in the light of prevailing Indian laws. IPRs. and its impact on Indian industries.

Unit V

General Agreement on Trade in Services (GATS) - the Framework, Regulations, the Annexes, MFN Exemption and Ongoing Work, and Structure of GATS. A brief introduction about the existing commitment,

Neelakshmi

Agatha Ann

Ad

Vsmankar
Prof. A. S. Shankar

AG
Uppu
23
TCM

Summary of Request Made to India and Summary of Request Made by India vis-à-vis various services.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

1. Rakesh Mohan Joshi International Business
2. Francis Cherunilam International Business, Text and Cases
Prentice Hall of India Private Limited.
3. O.P. Agarwal, B. K. Chaudhary : Foreign Trade and Foreign Exchange
Himalaya Publishing House.
4. Vyuptakesh Sharan International Business- Concept, Environment
and Strategy. Pearson Education
5. Ruddar Datt, K.P.M. Sundharam Indian Economy S.
Chand & Company Ltd.
6. S. K. Misra, V.K.Puri Economics of Development Planning –Theory
and Practice Himalaya
Publishing House.
7. P.Subha Rao International Business, Text and Cases
Himalaya Publishing House.

Neelesh Kumar

Pradyumn

mt

Jaswanth

Abhishek
xg

Kem

Umapada

B

MBA-IB (Semester – IV)

Course Title : International Financial Markets and Institutions

Course No. MBA- IB-405

Contact Hours : 45

Duration of Examination : 3 hours

(For the Examinations to be held in *May 2013 and 2014 & 2015*)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

Objective

The objective of this course is to discuss the specific issues in managing financial institutions including an in depth Knowledge of the working of the leading international financial institutions and markets.

Unit I

Role and importance of financial institutions. Indian financial markets: Money market organization in India, nature, constituents and instruments. Capital market in India, new issue market and stock exchange: differences & similarities, functions, methods of new issues, regulatory framework.

Unit II

History of the International financial system – the rise and fall of Bretton Woods. Introduction to International monetary fund (IMF).

Unit III

Foreign Exchange Markets, Structure of foreign exchange market, types of transactions and settlement dates, exchange rate quotations and arbitrage, forward contracts. Foreign exchange market in India.

Unit IV

International Banking and Credit markets, Instruments of International Money markets, International Capital markets, Offshore Markets, Euromarkets, International Bond markets.

Unit V

International financial Institutions: IBRD, IFC, IDA, ADB, other sources for foreign aid.

Note for Paper Setting

The question paper shall contain two questions from each unit (total 10 questions) and the candidate shall be required to answer one question from

Neelesh Kumar
V. Swamy
A. M. Chatterjee
Dr. ...
25 ...
Allee Shant
AG
...
...

each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

- Aggarwal, O.P. & Chaudhari, B.K., Foreign Trade and Foreign Exchange, 6th ed., Himalaya Publishing House, 2009.
- Buckley, Adrian, Multinational Finance, 3rd ed., Englewood Cliffs; Prentice Hall Inc; 1996.
- Cherunilam, Francis, 'International Business, 3rd ed; New, Delhi, Prentice. Hall India, 2004.
- Madura, Jeff., International Corporate Finance, 8th ed., Thomson South – Western, 2007.
- Shapiro, A.C., Foundations of Multinational Financial Management, Allen and Bacon, 1998.

Deekha Sharma

Jasvats

Omni Aree

Alleshaane

Ujjwal

Pr

16

B

MBA-IB (Semester – IV)

Course Title : International Business Communication

Max. Marks : 50 Marks

Course No. MBA- IB-406

Contact Hours : 45

Duration of Examination : 2 hours

(For the Examinations to be held in May 2013 and 2014 & 2015)

Objective

The objective of this course is to examine the principles of business communication in the international context. The students shall learn how to communicate in the business context at the international level and understand critical issues.

Unit I

Objectives and Significance of Business Communication, Process of Communication, 7 C's of Communication, Barriers to Communication, Levels of Communication, Channels of Communication – Vertical, Horizontal, Diagonal, Grapevine

Unit II

Interpersonal Communication, Verbal and Non-Verbal Communication, Importance of personal appearance, Body Language, Listening – types and barriers to listening, Group Communication, Business Letter Writing, E-mail Communication, Web Page Communication, Video-Conferencing, Conducting Meetings, Writing Trade Letters, Public Relations

Unit III

Report Writing, Preparing Proposal, Presentation Skills, Principles of Effective Presentations, Preparing Resumes, Writing Job Acceptance Letters, Writing Resignation, Preparing for Employment Interviews, Culture and Communication, Intercultural communication; Cross-Cultural Communication, Business Etiquettes and Protocol.

Reference Books

- Business Communication by Carol M Lehman, Debbie D DuFrene, Mala Sinha, Cengage Learning
- Bovee Courtland, L and Thrill, John V Business Communication, Today McGraw Hill, New York, Taxman Publication
- Ghanekar, A (1996) Communication Skills for Effective Management. Everest Publishing House
- Lesikar, Raymond V and Petit, John D. (1994) Business Communication: Theory and Application, Richard D. Irwin Inc. Illinois.
- Raman, Meenakshi and Sharma, Sangeeta (2004) Technical Communication: Principles and Practice, Oxford University Press, New Delhi.

Neel Khandekar

Amol Desai

Pranav

Pranav

ACM

Pranav

Pranav