

Master of Business Administration (International Business)

MBA (IB)

Semester I

Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Marks: 100

Duration:60 Hrs.

Objectives: To develop an understanding of basic concept of management and its functions and to familiarize them with different components of organizational behavior.

Course Outcomes: The students should be able to –

CO1: Understand basics of management theory, its functions and practice

CO2: Understand individual, group and organizational components of organizational behavior

CO3: Learn and develop skills related to work motivation and leadership

CO4: Learn importance of conflict and change and develop an attitude to better manage them in changing work environment

Contents:

Unit I- Management Concept: Evolution of Management Thoughts, Approaches to Management Practice, Nature of Management, Managerial Roles, Functional Areas of Management

Unit II- Management Functions: Basic Functions of Management, Planning, Organizing Directing, Staffing, Controlling, and Coordinating human effort.

Unit III- Foundations of Organizational Behavior: Management and Organizational Behavior, Individual Behavior Characteristics, Personality, Perception, Attitude and Learning; Interpersonal behavior and Communication; Foundations of Group behavior, Formation of Groups, Groups Versus Teams, Group Dynamics

Unit IV- Motivation and Leadership: Work Motivation, Need theories, Theory X – Theory Y, Two Factor Theory, Contemporary issues in practice of motivation; Leadership, Power and Politics, Contemporary issues in leadership development and practice.

Unit V- Management of Organizational Behavior:

Organizational Culture, Managing Conflict, Work Stress and its management, Work-Life Balance;
Managing Change – Nature, Forces, Resistance and Resolution

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Semester I

Course: MARKETING MANAGEMENT

Marks: 100

Duration:60 Hrs.

Objective: To familiarize the students with the basic concepts and principles of marketing and describe tools that they can use for managing a firm's marketing operations.

Course Outcomes: After successful completion of the course, the student should be able to

CO1: To understand the concept, philosophies, core terms of marketing and become familiar with major marketing tasks and process of marketing management.

CO2: To know the meaning and impact of marketing environment on marketing decision making, and understand the dynamics of household and institutional customers' buying process.

CO3: To learn the issues and process involved with product planning and price determination.

CO4: To understand issues and process involved with development of promotion and distribution plans.

CO5: To become familiar with emerging issues and developments in marketing.

Contents:

Unit I - Introduction: Nature, functions and scope of marketing; Core marketing concepts; Evolution of marketing concept; Holistic marketing and its key components; Marketing management: Major tasks and process.

Marketing Environment: Meaning and significance; Micro and macro marketing environments and their impact on marketing decisions; Household and institutional buyers: Their nature, influencing factors and buying process.

Unit II - Market Segmentation, Targeting and Positioning: Segmenting markets – Meaning and bases; Market segmentation and product differentiation; Target market selection: Positioning - Meaning, importance and process.

Unit III - Product Planning and Development: Product - Its meaning and types, Product layer concept, Major product decisions; Product life cycle concept, New product development process; Innovation diffusion and consumer adoption process.

Pricing Decisions and Strategies: Factors affecting price determination; Procedure for setting price; Pricing policies and strategies. Initiating and responding to price changes.

Unit IV - Promotion Decisions: Promotion: Its meaning and importance; Communication process and flows; Promotion mix decision: Major promotion tools and their characteristics; Designing promotion campaign.

Distribution Decisions: Distribution: Meaning and nature; Channels of distribution – Concept importance and types; Retailing: Meaning and major types of store and non-store-based retailing; Wholesaling – Meaning and major types of wholesaling; Distribution channel planning: Issues and process; Physical distribution/logistics: Meaning and major logistic decisions.

Unit V - Contemporary Development and Issues in marketing: Internal marketing, Green marketing, Rural marketing, Social marketing, Socially responsible marketing, Ethical and legal aspects of marketing.

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

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Semester I

Course: BUSINESS ASPECTS OF MANAGEMENT ACCOUNTING

Marks: 100

Duration:60 Hrs.

Objectives: The aim of this course is to encourage the acquisition of knowledge and skills relating to the application of management accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

Course outcomes:

CO1: Make students understand the fundamental concepts and principles of Financial accounting and their application in business activities; introduction to accounting information system as a control mechanism; and basic knowledge of GAAPs/IFRS and their relevance worldwide.

Equip students with the learning of accounting software and its usage in the systematic process of accounting through preparation of journal, ledger and final accounts.

CO2: Help students understand the various ways of analyzing and comparing the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.

CO3: Introduce students with the concepts and objectives of cost accounting and how the cost breakup and analysis helps managers in planning, control and decision making. Also, provide them a brief knowledge of various costing methods used in manufacturing and non-manufacturing concerns.

CO4: Acquaint students with the understanding of the relationship of costs and revenues to output with the use of marginal costing, break even analysis etc. Further, to understand how the CVP analysis helps in management decisions relating to a product/services/unit.

CO5: Help students learn the significance of budgeting and making various types of budgets at organizational level for cost control and efficiency.

Contents:

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

Accounting Process using Accounting Software: Journals; Ledger Accounts, Trial

Balance; Financial Statements including Corporate Entities.

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

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

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

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

Costing and Control Of Materials :: Introduction Control of material , cost of Inventory a

Costing Methods , Just in time Inventory

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Semester I

Course: ECONOMICS FOR MANAGERS

Marks: 100

Duration: Hrs.

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

Course outcomes:

CO1: To describe the nature and scope of managerial economics, demand analysis and firm & its organization.

CO2: To expose the learners the techniques of production function, cost analysis and forms of market.

CO3: To apply the pricing techniques to determine the price of factors of production.

CO4: To apply to the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

CO5: To describe the trade cycles in the open economy and exchange rate determination.

Contents:

Section A: Firm and Market

Unit I- Demand and The Firm: Nature and Scope of Managerial Economics, Principles of managerial economics, Demand function; Determinants of demand; Elasticity of Demand – Price, Income and cross elasticity, Demand estimation, Demand forecasting. Supply function; Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

Unit II- Production, Cost and Market Forms: Production function; Concept of productivity and technology. Production with one variable input, Returns to scale. Production with two variable inputs, Isoquants, ridge lines, Isoclines, Producer's Equilibrium. Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long-run cost functions. Market Forms: Shapes of AR, MR curve and their relationship in different market forms, perfect

competition. Market Imperfections—monopoly, Monopolistic, Collusive oligopoly and price discrimination.

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

Section B: Macroeconomic environment

Unit IV- National Income Accounting and Macro-Economic Markets: National Income Accounting; Measuring the cost of living; unemployment and inflation; Product market and Financial market.

Unit V- Trade Cycles and the Open Economy: Economic fluctuations and business cycle. Open economy macroeconomics. Determination of Exchange Rate. Purchasing Power Parity, Fixed and Flexible exchange rate.

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Semester I

Course: INTERNATIONAL BUSINESS ENVIRONEMENT

Marks: 100

Duration: Hrs.

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

Course outcomes:

CO1: To explicate the characteristics and components of business environment and perform environmental and swoc analysis.

CO2: To describe internationalisation process and managerial implications of internationalization.

CO3: To appraise economic political, cultural, legal, technological and competitive environments and its influence in international markets.

CO4: To construe business cycles and fundamentals of fluctuations.

CO5: To comprehend monetary and fiscal policy and policy implications in the open economy.

CO6: To apply the knowledge of economic, transaction and translation exposure to manage the real life situations.

Contents:

UNIT I- Introduction to Business Environment: Meaning, characteristics, scope and significance of business environment, components of business environment. Micro and macro environment, Analysis of business environment, SWOC analysis.

UNIT II-Introduction to International Business: Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

UNIT III- International Business Environment: Economic, Political, Cultural, Legal, technological and competitive environments in International Business. Framework for analyzing international business environment.

UNIT IV-Business cycles and Macroeconomic Environment: Business cycles and fundamentals of fluctuations, Income – Expenditure analysis, Aggregate demand and inflation, Central Bank and interest rates.

UNIT V- Policy in Open Economy: Monetary and fiscal policy in open economy. Role of macroeconomic policy.

UNIT VI-Managing Exposure: Meaning and significance of Economic exposure, transaction exposure and translation exposure, techniques for managing Economic exposure, transaction exposure and translation exposure.

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Semester I

Course: INTERNATIONAL TRADE, INVESTMENT AND POLICY FRAMEWORK

Marks: 100

Duration:60 Hrs.

Course Objective: The objective of this course is to acquaint the students with the nature and scope of international business operations and to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

Course Outcomes: On completion of this course, the student should be able to:

CO1: Understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.

CO2: Identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business.

CO3: Analyse the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.

CO4: Understand the political realities of world trade and measures taken by governments to intervene in international trade.

CO5: Critically examine theories of international investment and bring out their relevance in global investment scenario.

CO6: Appreciate the role international organisations like WTO in regulating global trade and investment.

CO7: Understand the evolution and working of the International Monetary System and the role of international economic institutions such as IMF and World Bank in regulating international economic environment.

CO8: Appreciate the rationale and implications of regional economic integration and understand the levels of economic integration.

Contents:

Unit 1- Introduction: Importance, nature and scope of international business; Globalization; Drivers of globalization; Consequences of globalization; Basic entry decisions with respect to international business; Modes of entry into international business.

Unit 2- Theoretical Foundations of International Trade: Theories of international trade – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage; Foreign trade multiplier; Terms of trade

Unit 3- International Investment: Types of international investment; International Investment theories - Market Imperfections theory, Internalization theory, Strategic Behaviour, International Product Life cycle theory, Dunning's Eclectic Paradigm; Costs and benefits of FDI to host and home countries; Global Trends in FDI.

Unit 4- World trading and investment environment: Pattern and structure of world trade in goods and services; Government intervention in international trade – reasons and forms; Instruments of trade intervention: Tariffs, quotas and other measures and their effects; World trade and protectionism; GATT; Role of WTO in regulating international trade and investment; Important Agreements of WTO – Agriculture Agreement; SPS, TBT, GATS, TRIPS etc.

Unit 5- International Monetary System and International Economic Institutions: Evolution of the International Monetary System; Types of Exchange rate systems in the world; International Economic Institutions - IMF, World Bank, UNCTAD; International money and capital markets.

Unit 6-Regional Economic Integration: Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Structure and functioning of some important regional economic arrangements like EU, NAFTA, SAARC, ASEAN.

Unit 7- Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

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Semester I

Course: BUSINESS STATISTICS

Marks: 100

Duration:60 Hrs.

Objective: The objective of this paper is to equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

Course outcomes:

CO1: To develop an understanding of the theory of probability, rules of probability and probability distributions.

CO2: To comprehend the decision making process under uncertainty using statistical tools.

CO3: To become aware of the concepts in sampling, sampling distributions and estimation.

CO4: To understand the meaning and process of hypothesis testing including one-sample and two-sample tests.

CO5: To appreciate the importance and application of non-parametric tests in hypothesis testing.

CO6: To understand the meaning and importance of correlation and regression analysis including both simple and multiple correlation and regression.

Contents:

Unit I- Theory of Probability and Probability Distributions: Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, and Normal.

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

Unit III- Sampling Distributions and Estimation: Sampling concepts; Types of Sampling techniques; Sampling distribution of means and proportions; Central Limit Theorem.

Point and interval estimation; Properties of a good estimator; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

Unit IV- Hypothesis Testing: Steps of hypothesis testing. One and two-tailed tests. Type I and type II Errors; Power of a test; Calculation and use of p-value.

One Sample Tests: Means and proportions.

Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions.

Unit V- Analysis of Variance and Non-parametric Tests: F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test.

Unit VI- Correlation and Regression Analysis: Simple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables).

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Semester II

Course: LEGAL ASPECTS OF BUSINESS

Marks: 100

Duration:60 Hrs.

Objective: To develop understanding, acumen and critical thinking for decisions based on laws relating to business.

Course outcomes:

CO1: Creates premise and clear understanding for legal aspects of contracts which is foremost for understanding the agreements, contracts and subsequently enter valid business propositions.

CO2: Equip the students about the legitimate rights and obligations under The Right to Information Act and address the concerns raised under the Act from the perspective of Government undertakings.

CO3: Enable with skills to initiate entrepreneurial ventures as LLP or other new form of organisation which are widely used across the globe.

CO4: Facilitate to understand the fundamentals of arbitrations under international trade laws as the premise to initiate or hold international arbitrations.

Contents:

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

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

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

Unit IV: Laws related to company proceedings under the Companies Act 2013 : Types of companies, formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; memorandum of association; articles of association; National Company Law Tribunal: Orders, Appeal, powers and Disposal.

Unit V-Law Relating to United Nations: United Nations Commission on International Trade Laws: Definition and application of international commercial arbitration, International Arbitration, International origin and General Principles, Definition and form of Arbitration Agreement, Grounds for Challenge.

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Semester II

Course: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION

Marks: 100

Duration:60 Hrs.

Objective: The objective of this paper is to give practical exposure to trade practices, procedures and documentation of international trade (Industry Perspective) to the students.

Contents:

Unit I: Legal framework and Policy Overview-Facilities and restrictions and getting started in export viz IEC, GST, RCMC and Custom Registration etc. Giving Practical Exposure for identifying the items with regard to Importability and Exportability of Products, ITC (HS Code) .

Unit II: Order processing and Drafting contract by giving hypothetical situations. Students to be explained the importance of each clause Incorporated in the contract.

Unit III: Terms of delivery- INCOTERMS purpose and objective & salient features of each term.

Methods of payment- Features of payment terms, applicability & explanation viz. Advance Payment, Open Account, documentary collections, documentary Letters of credit.

Unit IV: Export-Import documentation framework; Role and importance of documents; Category of documents; Commercial & Regulatory documents; Documents for claiming export incentives; Documents required by foreign buyers & customs etc; Features of various documents.

Unit V: Export Financing: Pre and post shipment Financing. Features, conditions & regulations regarding end use of funds.

Unit VI: Risk Management: Cargo and credit Risk: Concept & Principles of Insurance; types of Cargo losses, claims-Procedure and documentation.

Credit risk management – Importance, Role of credit risk insurance companies; Various scheme for the Exporter/bankers. Procedure for coverage/Claims.

Unit VII: Import and Export clearance procedures, Types of duties, legal Framework, EDI clearance, Understanding the role of shipping bill/Bill of export and Custom procedure:

Import Management – Types of Bills of Entry, EDI procedure for Import clearance, duties & applications

Above should be discussed with practical case studies.

Unit VII: Export Incentive and Promotional Schemes- Duty drawback, EPCG, Duty exemption and remission schemes, Star Exporter's scheme, MEIS/SEIS etc.

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Semester II

Course: INTERNATIONAL MARKETING RESEARCH

Marks: 100

Duration:60 Hrs.

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

Course outcomes:

CO 1: To understand nature and scope of International marketing research and information system framework

CO 2: To comprehend the process and design of marketing research and reliability and validity of experimentation.

CO 3: To know the data collection methods & Panel data, questionnaire design and scale construction and measurement.

CO 4: To study the survey design, Sampling design and sampling and sampling errors.

CO 5: To understand data analysis techniques, issues in multi-country data analysis and ethical issues in international marketing Research.

Contents:

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

Unit II- Problem Specification: Management problem specification, Formulating research problem, Developing research proposal – research objectives, research hypotheses; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

Unit III- Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment. Panel data

Unit IV- Survey Design: Census and survey methods; Designing sample survey – Defining universe, Determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data. Data Collection: Organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them;

Unit V- Data analysis and interpretation: Data editing and coding, Data cleaning for Survey and Panel Data, Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis. Major Multivariate Data Analysis Techniques: Basic concepts and applications of multivariate analysis, Issues in multi-country data analysis - Data comparability and validity problems; cross cultural consumer research. Report writing

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Semester II

Course: INTERNATIONAL MARKETING

Marks: 100

Duration:60 Hrs.

Objective: The paper aims at making the student understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

Course Outcomes: The successful completion of the course shall enable the student:

CO1: To know the basics of international marketing, its challenges and scope.

CO2: To develop an understanding of international marketing environment, its components and their impact on international marketing operations of a firm.

CO3: To learn the process of international market segmentation, selection and positioning, and choosing an appropriate mode of entry into international markets.

CO4: To know the decisions involved in developing product, price, promotion and distribution strategies for operating in the chosen foreign market(s).

CO5: To become familiar with emerging issues and developments in international marketing.

Contents:

UNIT-1 Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview.

UNIT-II International Marketing Environment : Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

UNIT-III International Market Segmentation and Positioning :Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad.

UNIT-IV International Product Planning : Major Product decisions -Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line and Country-of-Origin (COO) effects; International trade product life cycle; New product development.

UNIT-V Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

UNIT-VI International Distribution Decisions : Distribution channel strategy –Domestic and foreign country bases distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics inventory management transportation, warehousing and insurance.

UNIT-VII International Promotion Strategies : Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

UNIT-VIII International Marketing Planning, Organising and Control: Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

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Semester II

Course: CORPORATE FINANCE

Marks: 100

Duration:60 Hrs.

Objective: To acquaint the students with essential tools and techniques, which can enhance their analytical ability to make sound financial decisions in a company as well as to analyze bonds and equity.

Course outcomes: After studying this course the students will be able to

CO1: Understand the foundations of corporate finance, risk return framework and role of a finance manager.

CO2: Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

CO3: Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

CO4: Critically examine various theories and policies of dividend and determine optimal payout policy.

CO5: Understand intricacies of working capital management and effectively manage cash, receivables and inventories.

CO6: Analyze bonds and equity using appropriate valuation models.

Contents:

Unit I- Introduction: Nature scope and goals of corporate finance. Foundations of corporate finance- Time value of money, Discounted cash flows (DCF), risk-return trade off. Types of financial decisions. Finance as a strategic function. Role of finance manager. Agency problem and agency costs.

Unit II- Investment Decision: Nature, significance and types of capital budgeting decisions. Capital budgeting process. Principles of cash flow estimation. Estimation of Cash flows and hurdle rate. Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present value (NPV), Internal rate of return (IRR), Profitability index. Capital budgeting decision under inflation, capital rationing and multi period budget constraints. Capital budgeting decision under risk and uncertainty. Techniques for incorporating risk and uncertainty in capital budgeting decisions- Risk Adjusted Discount rate method, (RADR), Certainty equivalent method, DCF Break even analysis, Simulation method, Probability distribution method, Decision tree analysis, Sensitivity analysis and Scenario analysis.

Unit III- Cost of capital and Financing Decision: Specific and overall cost of capital. Capital structure theories- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, market timing theory. Signaling theory and effect of information asymmetry on capital structure. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). The concept of present value of interest tax shield. Optimal capital structure. Factors affecting choice of Capital structure in practice.

Unit IV- Payout decision and Working capital management: Issues in dividend decision. Theories of relevance and irrelevance of dividend in firm valuation (Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory). Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Types of dividend policies in practice- Pure residual policy, constant rupee dividend policy, constant dividend payout policy and smooth stream dividend policy. Determinants of dividend policy in practice. Lintner's Model of corporate dividend behavior.

Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Approaches of working capital financing. Determinants of working capital. Components of working capital management. Cash management, Receivables management and Inventory management.

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

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

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Semester II

Course: INTERNATIONAL FINANCIAL SYSTEM

Marks: 100

Duration:60 Hrs.

Objective: To equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

Course outcomes: After doing this course, students should be able to

CO1: Understand the relevance and implications of global imbalances.

CO2: Understand the factors affecting exchange rates and the inter linkages among them.

CO3: Critically analyze the evolution of the international monetary system both in terms of historical construct and its implications for the contemporary system.

CO4: Understand the evolution and spread of international financial markets and the implications of globalized finance.

CO5: Understand the problem of regulatory arbitrage and the challenges it throws up.

CO6: Understand international banking and its consequences for the international financial system.

CO7: Understand the causes and consequences of financial crises in both developing and developed countries, the similarities and differences between the crises and implications of different ways of handling the crisis.

CO8: Critically evaluate the role of IMF as the international lender of last resort.

Contents:

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

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

Unit III- Exchange Rate Determination & Forecasting: Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention. Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute & relative, Fisher Effect & International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach & Efficient Market Approach.

Unit IV- International Financial Markets: Forex Markets, International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications.

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

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

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Semester II

Course: DECISION SCIENCE

Marks: 100

Duration:60 Hrs.

Objective: To get acquainted with the basic aspects of decision making in business. The course attempts to discuss various important planning, organizing and controlling aspects of Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations using different techniques.

Course Outcomes: After successful completion of the course, the student shall be able to:

CO1: To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

CO2: The aim is to ensure prudent and cost effective decision making in Transportation, Assignment and Trans-shipment problems.

CO3: To acquaint students with Inventory and Queuing Management using different models of EOQ and simulated situations.

CO4: The aim is to acquaint students with Project Scheduling and controlling using concepts of PERT & CPM techniques and their applications. The students are able to handle operations and decision problems in management using models and software.

CO5: To familiarize students with managerial decision making using Markov Chains decision process and Theory of Games.

Contents:

Unit I – Fundamentals of Decision Science :Types of decision making; Quantitative analysis and decision making; Different types of models and their users; Model building steps; An overview of optimization models.

Unit II: Linear Programming : Basic concepts; Mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution, integer linear programming - solution.

Transportation and Assignment as special application of LPP - formulation; solving transportation and assignment problems; Exceptional cases of transportation and assignment problems.

Unit III - Inventory and Queuing Management: Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behaviour analysis. Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

Unit IV – Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off, Resource allocation & Resource Levelling

Unit V- Markov Chains and Theory of Games: Markov Chains- decision processes; Market share analysis; Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance, Graphical methods.

Note: Students shall be oriented towards the optimization packages using real life situation and cases.

Recommended list of case studies:

- 1.New Frontiers case- Linear Programming
- 2.Procter and Gamble Case- Transportation problems
- 3.Reducing In- Process Inventory Case- Inventory Management
- 4.Weather Case- Markov Chains

Recommended list of software:

1. lingo
2. Microsoft Solver
3. QSB
4. MPL
5. CPLEX

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Semester III

Course: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY

Marks: 100

Duration:60 Hrs.

Objective: To understand the role of corporations in society and boards' role in oversight, global developments in Governance and Corporate Citizenship. Students will develop necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

Course Outcome: After successful completion of this Course, students should be able to:

CO1: Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

CO2: Appreciate the accountability of corporations towards its stakeholders and society to create an integrated value framework for sustainability

CO3: Serve as an effective board member, build professional boards and as senior managers contribute in strengthening board performance

CO4: Exercise their rights and responsibilities when shareholders

CO5: Build and monitor systems that have strong internal controls to prevent corporate frauds.

CO6: Appropriately address ethical issues such as conflicts of interest and insider trading

CO7: Realize the need to adopt business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future.

Contents:

UNIT I- Concepts and Framework: Terminology: Company, Corporate Governance, Promoter, Shareholders, Directors, Managers, Chairman, CEO, Stakeholders; Type of Directors: Insider and Outsider, Executive and Non-executive, Independent, Nominee; Ownership and Control; Theories and Development of Corporate Governance; Models: Types and basis of adoption; Principles of Corporate Governance; Implications of Corporate Scams; Global Corporate Governance movement

UNIT II- Boards and Directors: Role of Board; Board Composition, Independence, and Committees; Board Leadership: Splitting Chairman and CEO, CEO Succession, Lead Director; Board Processes and meetings, Building professional Boards – Directors selection, Executive Compensation and stock option, Directors' Training and Competence, Board Diversity, Board Evaluation; Boards oversight of CEO

UNIT III- Stakeholders and Shareholder: Shareholders Rights and Responsibilities; Differential voting rights; Voting Mechanism; Class action Suit; Rights of Minority Shareholders; Activism – Exit or Voice, shareholder proposals, Institutional Activism, Stewardship Code, Foreign Institutional Investors, proxy advisory firms; Corporate Social Responsibility: meaning and models; CSR and Strategy, CSR in India;

UNIT IV- Audit Committee and Risk Management: Internal Control; IT Governance; Reliability of Financial Statements; Audit and Auditors: Selection, rotation and role; Audit Committee: Composition and role; Risk Management; Related Party Transactions

UNIT V- Ethics: Meaning and Importance; Ethical Theories and business decisions; Business Ethics; Code of Ethics, Ethical dilemma in decisions; Whistle Blowing: meaning, types, regulations; Whistle blower policy; Insider Trading: Meaning, Prohibition, trading plan, Crony Capitalism and Corporate funding

UNIT VI - Corporate Governance in Special Companies: Family Controlled Firms: Stages, Convergence of Ownership and Control, Family Governance, Family Splits and Succession Planning, Role of Independent Directors; Multinational Enterprises: The global, local and transnational approach, OECD guidelines; SMEs,: Benefits and Evaluation

UNIT VII- Sustainability and Responsible Investment: Role of company in Sustainable development, Sustainable reporting, Disasters and Liability, Integrated Reporting, Sustainability Index, Sustainability Impact matrix, ESG Methodology, Carbon Estimate Models

The course will be taught through cases from across the world

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Semester III

Course: E-BUSINESS AND DIGITAL MARKETING

Marks: 100

Duration:60 Hrs.

Objective: The objective of the course is to enable students to become familiar with the mechanism for conducting business through electric means. The course also aims to develop understanding about digitalisation of marketing environment and its dimensions.

Course outcomes:

CO1: To familiarise students with the concept of E-business and its various aspects

CO2: To acquaint the students with electronic payment system and associated security issues

CO3: To aware the students about marketing techniques in Digital era

CO4: To enable students to analyse digital marketing activities and measure its effectiveness

CO5: To develop appreciation for role of digital marketing in E-business

Contents:

Unit I- Introduction to E-Business: Overview of E-Business; Origin and Need of E-Business; Factors affecting E-Business, Major requirements in E-Business; Emerging trends and technologies in E-Business, E-Business Models, E- Market and its types, E-Government services, Management challenges and opportunities, Impact of E-Commerce on Business

Unit II- Payment Gateways and Security System: Electronic Payment System, Electronic cash, Smart cards, Risk and Electronic payment system, Types of Transaction security, E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000

Unit III- Introduction to Digital Marketing: Digital Marketing Plan and Strategy, Competitive Strategy in the Digital era, Digital Marketing mix, Digital Marketing Channels, Digital Advertising, E-mail Marketing, Online Marketing, Viral Marketing, Social Media Marketing, Search Marketing, Influencer Marketing, Affiliate Marketing

Unit IV: Marketing Analytics: Digital Marketing Media, Budget Allocation, ROI for Digital Marketing , Analytics and Key Performance Indicators(KPI), Attribution Models and Frameworks, Digital Marketing in Governance, Emerging Technologies for Digital Marketing, Leading and Managing Digital Marketing teams.

Unit V- Role of Digital Marketing in E- Business, Latest developments and strategies in Digital Marketing.
Impact of E-Commerce on Business, Business Model for Aggregators, E business for Start-ups.

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Semester III

Course: SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

Marks: 100

Duration:60 Hrs.

Objectives: Course aims at enabling the students to learn marketing concepts that help in evolving strategies that meet the unique challenges and opportunities of the services sector. The course also aims at familiarizing the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

Course Outcomes: On successful completion of this course, the student should be able to:

CO1: To develop the understanding of concept of services and how services contribute to a country's economy

CO2: To understand how customers form service expectations and the components of these expectations.

CO3: To know how customers evaluate services and what determines their satisfaction.

CO4: To know how to segment and target markets for services and evolve the positioning strategies.

CO5: To understand application of service quality gap model as a useful framework for determining service quality in an organization.

CO6: To understand and apply various service marketing decisions in regard to a service organization

CO7: To understand various perspectives to Customer Relationship management.

CO8: To understand concept of relationship, its attributes and the process of development of relationship.

CO9: To know the CRM implementation, its tools and processes.

CO10: To know the management of customer life-cycle, importance of trust, value and commitment in building relationship

Contents:

Section A: Service Marketing

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

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

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

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

Section B: Customer Relationship Management

Unit IV–Customer Relationships: Definition of CRM; Levels of customer relationship management; Understanding relationship; Nature of customer relationships; Theories of customer relationships; Firm and customer motivations for relationships; Relationship development process; Attributes and determinants of relational exchanges; Networking and its significance in marketing. Rise of relationship marketing.

Unit V–Customer Relationship Management (CRM): CRM implementation; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Customer loyalty management; Supplier relationships.

Unit VI–Management of Customer Related Data Base: Customer -related data bases and its development and maintenance; Technology and CRM; Information management for building relationship; Sales force automation (SFA); E-CRM; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets.

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

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Semester III

Course: INTERNATIONAL FINANCIAL MANAGEMENT

Marks: 100

Duration:60 Hrs.

Objective: The course aims to acquaint students with complexities and issues pertaining to financial management of multinational firms which involves detail understanding of international aspects related to capital budgeting, investment, portfolio management and diversification. This course will familiarize students with analytical tools and techniques used in financial decision making in a global setting.

Course Outcomes: After studying this course the students will be able to

CO1: Understand the basic concepts related to Financial Management in multinational firms, environment and contemporary issues in international financial management and foreign exchange market.

CO2: understand the insight to the process of cross border investment and international capital budgeting plans undertaken by multinational companies and their implication on the parent and subsidiary companies along with describing the effect of risks on financial decision making in the international business environment.

CO3: Analyse issues relating to various finance functions of MNCs which includes dividend policy decision, formation of sound capital structure, evaluating cost of capital, financing techniques of projects, working capital management and international transfer pricing.

CO4: Explain translation, transaction and economic exposure to exchange rate changes and apprise with various kind of foreign exchange risks associated with the functioning of Multinational companies along with techniques of hedging these risk. **CO5:** Use portfolio management techniques through international diversification and its risk management in involving investment in international capital markets along with understanding international capital asset pricing model.

Content:

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

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

Unit III- Financing Decision, International working capital management- Cash management, inventory management and receivables management. International capital structure and cost of capital. Determinants of capital structure of MNEs. Dividend policy of MNEs. Multinational transfer pricing and performance measurement.

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

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

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

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Semester III

Course: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Marks: 100

Duration:60 Hrs.

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

Course outcomes:

CO1: To develop understanding for basic framework of supply chain management

CO2: To familiarise students with integrated SCM and various supply chain metrics

CO3: To develop appreciation for behavioural aspects of Supply Chain Management

CO4: To study the integration of Supply Chain and Information Management Systems

CO5: To describe logistic system with reference for international trade

CO6: To comprehend the role of transportation system in International Trade

Contents:

Unit I-Basic Framework: Concept of supply chain management (SCM); SCM and Logistics; Business view of SCM; Push and pull of SCM, Importance of supply chain management; Structure of supply chain management; planning and operations

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

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

Unit IV-Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development. Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient

supply chain management; Functional application of ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.

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

Unit VI-Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision. Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containerisation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.

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Semester III

Course: FOREIGN LANGUAGE FOR BUSINESS-I

Marks: 100

Duration:60 Hrs.

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

Contents:

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

Foreign Language Knowledge Relating To:

Unit I- Social and Professional Relations:Wishing, thanking and congratulating somebody and to take leave Talking about his work, his experiences and his professional plans

Introducing his colleagues and the people with whom he is collaborating

Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II-Professional Environment: Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.

Organizing the time table

Reading, writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.

Interviewing another person and handle a job interview.

Unit III- Functions of the Company: Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service.

Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients.

Placing orders.

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

Unit V-Official tours: Obtaining information on timings, tariffs

Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.

Organizing meetings and participate in meetings.

Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI- Telephonic conversation: Receiving or send simple telephonic message

Identifying the person on phone and his/her request

Spelling, repeating, reformulating, concluding, taking leave.

Unit VII- Writing Communication: Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation.

Taking down notes.

Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

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Semester III

Course: ENTREPRENUERSHIP AND NEW VENTURE PLANNING

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

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

Course Outcomes:

CO1: To familiarise the students with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

CO2: To make the students understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.

CO3: To equip them to write effective business plans for establishing and managing any business venture.

CO4: To develop the skills among students to raise the funding for the business from different sources for a startup venture.

CO5: To make the students able to form a business entity in the light of the legal and regulatory framework in India.

Contents:

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

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

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

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

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

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Semester III

Course: LEGAL ASPECTS OF BUSINESS

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: The course aims to acquaint the students with knowledge and understanding of major business laws.

Course Outcomes:

CO1: Creates premise and clear understanding for legal aspects of transfer of property.

CO2: Enable to comprehend and utilise laws relating to Societies and Trusts for start-ups and entrepreneurial ventures, independently.

CO3: Equip the students about the legitimate rights and obligations under The Right to Information Act.

CO4: Provides comprehensive knowledge about competition and consumer protection, establishment and functioning of trusts and societies form of business.

Contents:

Unit I-Law relating to Transfer of Property: Important definitions; types of properties; movable and immovable property; properties which cannot be transferred; rule against perpetuities; lis pendens; provisions relating to sale; mortgage, charge, lease, gift and actionable claim.

Unit II-Law relating to Societies and Trusts: General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary.

Unit III-Law relating to Intellectual Property: Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications; design act; overview of laws relating to other intellectual property rights; intellectual property appellate board.

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

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

Unit VI-Law relating to Pollution Control and Environmental Protection: Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.

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Semester III

Course: SKILLS AND TECHNIQUES OF ACCOUNTING

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Course Objectives: A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

Course Outcomes:

CO1: Students will understand the concept of accounting and various books of accounts

CO2: Students will apprehend computerized account system and its need.

CO3: Students will learn maintaining accounts on Tally.

CO4: Students will learn about Bank reconciliation Statement and how to do it in Tally

CO5 : Students will learn doing Payroll Accounting in Tally.

Contents:

UNIT I- Introduction to Accounting: Accounting- Concept, Principles of Accounting, Users of Accounting Information, Advantages and limitations of Accounting. Introduction to Subsidiary books, and Final accounts (to familiarize students with various books and accounts so that they can understand these in Accounting software.)

UNIT II- Computerized Accounting System: Introduction to Accounting. Concept of Computerized Accounting system, Advantages and Disadvantages of Computerized Accounting System.

UNIT III- Accounting in Tally: Introduction, Company Creation, Vouchers creation, transactions recording, , Outstanding report of customers and suppliers; Maintaining Inventory details, Creation of Price list, Godowns detail, Warn on negative stock and cash balance, Maintaining bill wise details; Generating of various financial statements and Reports,: Balance Sheet , Profit and Loss Account, Funds flow statement, Cash Flow Statement, Day Book, Account Book, Inventory books, Trial Balance,

Exception Reports; Basics of GST in Tally: Purchase and Sales of goods Entry for GST Purpose. Single and Multiple tax rate entries. Service tax entry, Use of GST Classification, Entries related to Reverse Charge Mechanism, GST on Packing charge and Discount in sales Purchase Entry, Entry for cess based on value and quantity. Application of GST for selling single item at different prices. Entry for ineligible ITC.

UNIT IV- Bank Reconciliation Statement: Concept of Bank Reconciliation Statement, need of Bank Reconciliation Statement; Bank Reconciliation Statements using Tally

UNIT V- Payroll Accounting: Concept and Uses of Payroll Accounting; Payroll Accounting using Tally.

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Semester III

Course: BUSINESS ANALYSIS USING FINANCIAL STATEMENTS

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objectives: Enable students through analysis of financial statements to calibrate the lens to bring the business into focus. To identify the imperfections in the financial statements and frame strategic action to eradicate imperfection which distort the financial picture. To gain knowledge of the application of valuation principles and techniques in business environment.

Course Outcomes:

CO1: Understand the importance of the financial statements and how to use financial statements to evaluate the performance, prospects and value of the business. Advance the understanding of financial statements and its important elements to value and analyze firms

CO2: Understand how to evaluate the firm's performance and position by analyzing the cash flow statement and earnings quality.

CO3: Assessing how financial statements of the firms reflect its economics and determining whether any adjustments are needed. Understand how to identify imperfections in the financial statements and frame strategic action to eradicate the possibility of distortion of the true financial picture.

CO4: To gain knowledge of application valuation of principles and techniques in the business environment and to be able to make reasonable valuation estimates.

CO5: Understand the fundamentals behind the valuation of important elements of financial statements and forecast the future performance as well as be able to enable business decision making through appropriate analysis of financial statements.

Contents:

Unit I- The framework for doing business analysis using financial statements: The Analysis of the Statement of Shareholders' Equity: The Analyst's Checklist , Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting , Financial Analysis – ratio analysis and report writing

Unit II- The Analysis of the Balance Sheet and Income Statement: The Analyst's Checklist, Reformulation of the Balance Sheet, Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements, Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis), The Analysis of the Cash Flow Statement: Analysis of cash flow statement and quality of earnings

Unit III- The Analysis of Profitability: Du Point Analysis, Cutting to the Core of Operations (the analysis of profitability, The Analysis of Changes in Profitability and Sustainable Earnings

Unit IV- Business Valuation Basics: Principles and techniques of valuation – DCF, Multiple methods, Accounting based valuation, Asset Valuation; Earning Valuation; Cash flow valuation; Other valuation basis, Forms of Intellectual Property and Methods of Valuation, Human Resource Accounting

Unit V- Valuation of Assets and Liabilities: Valuation of Fixed Assets ,Valuation of Inventories , Valuation of Investments ,Valuation of Share , ,Valuation of Goodwill, Patents and Copyrights , Valuation of Real Estate , Valuation of Liabilities

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Semester III

Course: LIFE SKILLS AND COMMUNICATION

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objectives: This Course is aimed at building understanding and perspective about life beyond profession.

Course Outcomes: The student will be able to:

CO1: Understand the meaning and grand narrative of life.

CO2: Learn to leverage psychological capital.

CO3: Understand the role of society and technology in life.

CO4: Understanding nuances of communication.

Contents:

Unit I- Meaningfulness and mindfulness, ontological perspective of life, notion of time.

Unit II- Hope, Efficacy, Resilience and Optimism; developing strengths and living well; happiness and pleasure dialogue.

Unit III- Society Technology interface- changing paradigm of life.

Unit IV- Communication- Speaking and listening skills at personal, interpersonal and organizational level.

Unit V- Understanding meaning of good work and gainful employment.

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Semester III

Course: INDIAN ETHOS AND LEADERSHIP

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: This course addresses the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices. Course also addresses the topic of leadership excellence from a multidisciplinary perspective and provides an alternative approach to understand leadership styles, which are needed to become excellent leaders.

Course Outcome: The students will understand the relevance of Indian Ethos and holistic leadership principles and practices. They will also sharpen multiple levels of leadership competence to meet the contemporary challenges. Students can also learn different styles of leadership which they can implement in corporate and also can provide insights to for developing leadership that is socially, environmentally and culturally responsible. Students will learn the ethics needed in leadership and also law of karmas.

Contents:

UNIT I- Indian ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from scriptures in understanding ethics, Indian wisdom & Indian approaches towards Indian ethos, Indian Heritage in Business.

Unit II- Understanding the need for ethics: Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values. Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

UNIT III- Contemporary Approaches to Leadership: Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning- Guru Kul System of Learning, Law of attraction Importance of Karma

to Managers- Nish Kama Karma, Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership. Indian ethos in relation to international ethos.

Unit IV- Leadership Concepts and Practices: Ancient, Medieval and Modern India, Exemplary Leadership based on Indian Ethos, Intuition for Holistic Decision Making, Values Based Leadership , Spirituality for Leadership Excellence, Developing Socially, Culturally & Environmentally Responsible Leadership, Moral Leadership, Creative Leadership and Good Governance , Self-Lotussing.

Unit V- Leadership Theories and Styles: Leadership Theories: Trait Theories, Behavioural Theories, Contingency Theories, Leader–Member Exchange (LMX) Theory, Styles of leadership: Developmental Leadership, Transactional leadership, Spiritual leadership, Servant Leadership, Charismatic Leadership, Transformational Leadership, Resonance Leadership, Authentic Leadership: Ethics and Trust, Trust and Leadership, Trust as a Process, Leading for the Future.

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Semester III

Course: FINANCIAL MODELING

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: To provide hands on learning on financial modelling using spreadsheets for Business Analysis and financial decisions.

Course Outcomes: After successful completion of this Course, students should be able to:

CO1: Understand the foundations of financial modelling using spreadsheets.

CO2: Build financial models for business analysis.

CO3: Build financial models for forecasting and to make projected financial statements.

CO4: Apply modelling tools and techniques for valuation.

CO5: Build up financial models for uncertainty.

Content:

Unit I- Modelling Overview and Core Concepts: Financial Modelling and Application, Tools for Modelling, Skills for financial modelling, Steps of Modelling, Independent and Dependent variable; Spreadsheet Environment and its application , Designing the spreadsheet model, Using Formulas in modelling

Unit II- Modelling for Business Analysis: Building a financial statement model; Financial analysis of company: Construction of Pyramid of ratios from a published financial statement; Report on an industry: Financial Analysis and Interpretation

Unit III- Financial Forecasting: Historical financial statements; Integration and linking of Financial Statements; lag and lead indicators; Forecasting Techniques; forecasting Turnover, Expenses, Current and non Current assets, Liabilities; adjusting for seasonality, Projected Financial statements

Unit IV- Modelling for Valuation: Applying Modelling Tools and Functions, Projected Cash Flows, The DCF inputs: Beta, Risk Premium, Capital Asset Pricing Model, Weighted Average Cost of Capital, Discounted Cash Flows (DCF), DCF Valuation, , Stages of Growth, Terminal Value.

Unit V- Modelling for Uncertainty: Simulation and Sensitivity analysis, What if Analysis. Goal Seek, scenario planning, scenario and solver tools, Statement of assumptions.

DRAFT

Master of Business Administration (International Business)

MBA (IB)

Semester III

Course: FINANCIAL INSTITUTIONS AND MARKETS

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: The purpose of this course is to equip students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages, regulatory concerns, and implications for society & policy formulation.

Course outcomes: After doing this course, students should be able to

CO1: Understand the working of financial institutions and markets both individually and as an interlinked system.

CO2: Critically analyze financial regulation, its role in shaping the financial system and regulatory dialectics.

CO3: Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

CO4: Understand the inter linkages between different financial institutions and markets.

CO5: Understand the impediments to financial inclusion and critically evaluate different ways of developing sustainable financial inclusion.

Contents:

Unit I – Introduction: Overview of financial markets and financial instruments, role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.

Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II- Interest Rate: Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments. Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.

Unit III- Financial Markets: Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Different types of market structures, short selling and its implications, buying on margin. Stock market indicators, their methods of computation and implications of the same. Security market regulation and stability.

Unit IV- Banking: An overview of the banking industry, balance sheet of a bank, sources & uses of funds of banks, fee based & off balance sheet activities. Securitization. Bank earnings & bank performance, investment banking. Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation, bank examination etc. The problem of moral hazard & too big to fail institutions. RBI and its policy evolution.

Unit V- Non Depository Institutions: Mutual Funds: Types of mutual funds schemes, ETFs, Expenses associated with mutual funds. An overview of Indian Mutual Funds Industry.

Hedge funds, venture capital funds, private equity funds and regulation.

Pension Funds: Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and their regulation. An overview of Indian pension fund industry including NPS.

Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance, Captive insurance. Regulation. An overview of the Indian insurance industry.

Unit VI- Financial Inclusion: Concept of financial inclusion, challenges involved in measuring financial inclusion, impediments to financial inclusion, role of financial inclusion in reducing poverty and income inequality, evidence based examples of policies to support healthy and sustainable financial inclusion.

Microfinance and its relevance, challenges faced by the microfinance industry, change in the sources of funding of the microfinance institutions, critical evaluation of the working of the microfinance industry, the problem of mission drift.

Master of Business Administration (International Business)

MBA (IB)

Semester III

Course: FINANCIAL PLANNING

(OPEN ELECTIVES)

Marks: 100

Duration: 60 Hrs.

Objective: To develop critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

Course Outcome: After studying this course the student will be able to-

CO1: Identify financial goals,

CO2: Apply financial wisdom to manage individuals' finances.

CO3: Analyse financial constraints and providing feasible solutions thereof.

CO4: Critically evaluate the investment instruments suitable for different financial goals in different time span.

CO5: Assess and execute financial plans for achieving financial goals.

Contents:

Unit I- Financial Planning & Investment Environment: Financial planning process and life cycle approach, Ascertainment of Financial goals. Application of investment alternatives in financial plans - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity Derivatives, Gold & Bullion. Innovative Investment Products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (REITs) Infrastructure Investment Trust (Invits). Independent opening and operation of trading and Demat account.

Unit II- Diversity in Financial Planning: Planning for life insurance and health insurance. Primary clauses in life and healthcare insurance agreement. Application of Compounding and Indexing. Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds. Identification of Common Stocks with Uncommon Profits, Identification of Competitive Durable Advantage of Equity, Equity with Moat. Principles and variables of Value investing system. (Using cases of Equity from BSE/ NSE).

Unit III- Building Financial Plans: Critical Analysis of Investments, Insurance and Tax saving Instruments. Risk assessment of individual, Building financial plans using spreadsheets, Evaluation of financial plan.

Unit IV- Primary market investment : Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private Placement. IPO Process. Eligibility & Norms for IPO. Role of Credit Rating Agency. Categories of IPO: Traditional and Contemporary.

Unit V- Credit & Retirement Planning: Assessment of Credit. Reverse mortgage. Optimal Use of Education loan, Consumer and housing finance. EMI: Calculations & Long term Impact, Credit card management; overdraft protection, Credit History, Retirement solutions, Critical Analysis of Retirement planning, pension plans including taxes and inflation. Estate Planning: Objectives of will, creating a valid will; power of attorney.

Note: Case studies on the above topics are required to be discussed.

Master of Business Administration (International Business)

MBA (IB)

Semester III

Course: FUNDAMENTALS OF INVESTMENT

(OPEN ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: To equip the students with essential tools, techniques, models and investment theory necessary for analyzing securities and portfolios so as to make sound investment decisions.

Course Outcomes: After studying this course the students will be able to

CO1: Understand the environment of investment and risk return framework.

CO2: Analyze bonds in terms of valuation, yields and risks.

CO3: Analyze equity shares using different approaches and models.

CO4: Construct, analyze, select and evaluate portfolios.

CO5: Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

Contents:

Unit I- Introduction: The Investment environment, various investment alternatives and risk return trade off. Investment decision process. Risk aversion. Types of Investors. Risk-Return analysis and impact of taxes and inflation. Types and sources of returns and risks and their measurement. Diversification and Hedging. Socially responsible investing (SRI), Green investing Ethical investing and other Contemporary issues in investment management.

Unit II- Bond analysis: Bond fundamentals; Types of bonds; innovations in bond market. Valuation of bonds. Bond yields (Yield to Maturity, Yield to Call, Realized Annual Yield). Bond price- yield relationship. Bond convexity. Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk. Analysis of risks in bonds- Bond Duration, Modified duration and their measurement.

Unit III- Equity Analysis: Approaches to security valuation. Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach). Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators including Bollinger bands; Odd lot theory. Efficient market hypothesis (EMH); Forms of market efficiency and their implications.

Unit IV- Portfolio Analysis, Selection and Management: the concept and significance of portfolio. Calculation of portfolio return and risk. Risk aversion. Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Market theory. Capital Asset Pricing Model (CAPM), Security Market Line (SML) and Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect). Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha and Information ratio).

Unit V- Financial Derivatives: Futures- features, types and payoffs. Pricing of financial futures (Cost of carry model). Options- features, types, styles, payoffs and valuation using Binomial model as well as Black and Scholes Model. Put call parity principle. Options trading strategies- bull spread, bear spread, straddle and butterfly spread. Exotic options and other innovations in derivatives market.

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

Master of Business Administration (International Business)

MBA (IB)

Semester IV

Course: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Marks: 100

Duration: Hrs.

Objective: To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

Course outcomes: After studying this course the students will be able to

CO1: Understand the environment of investment and risk return framework.

CO2: Analyze bonds in terms of valuation, yields and risks.

CO3: Analyze equity shares using different approaches and models.

CO4: Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.

CO5: Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

Contents:

Unit I- Introduction: The Investment environment, various investment alternatives and risk return trade off. Investment decision process. Risk aversion. Types of Investors. Risk-Return analysis and impact of taxes and inflation. Types and sources of returns and risks and their measurement. Diversification and Hedging. Socially responsible investing (SRI), Green investing Ethical investing and other Contemporary issues in investment management.

Unit II- Bond analysis: Bond fundamentals; Types of bonds; innovations in bond market. Valuation of bonds. Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield). Bond price- yield relationship. Bond convexity. Malkiel Bond Theorems. Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk. Analysis of risks in bonds- Bond Duration, Modified duration and their measurement.

Unit III- Equity Analysis: Approaches to security valuation. Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach);Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators including Bollinger bands; Odd lot theory. Efficient market hypothesis (EMH); Forms of market efficiency and their implications. Assumption of Investor's rationality and its critique. Behavioural Finance- Prospect theory and various behavioural biases such as Framing, Mental accounting, Regret avoidance.

Unit IV- Portfolio Analysis, Selection and Management: the concept and significance of portfolio. Calculation of portfolio return and risk. Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; optimal complete portfolio; Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Market theory- Capital market line (CML) and concept of market portfolio. Tobin's separation Theorem. Capital Asset Pricing Model (CAPM), Security Market Line (SML) and Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect). Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model). Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha and Information ratio).

Unit V- Financial Derivatives: Futures- features, types and payoffs. Pricing of financial futures (Cost of carry model). Options- features, types, styles, payoffs and valuation using Binomial model as well as Black and Scholes Model. Put call parity principle. Options trading strategies- bull spread, bear spread, straddle and butterfly spread. Exotic options and other innovations in derivatives market.

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

Master of Business Administration (International Business)

MBA (IB)

Semester IV

Course: GLOBAL STRATEGIC MANAGEMENT

Marks: 100

Duration:60 Hrs.

Objective: The course aims at developing a global vision towards business operations and enables students to respond to rapid changes in global environment. It also helps students to implement strategies effectively in a global market.

Course Outcomes:

CO1: To Familiarize students about Strategic Management and its dynamics.

CO2: To develop an understanding of influence of global competition on firm strategy and performance.

CO3: To comprehend students about External and Internal Environment and its impact on Business.

CO4: To help students in making strategic choice for different levels of the organization.

CO5: To develop familiarity with some of the practical realities of running a business across the globe.

CO6: To enable students to implement global strategies and manage complex international organization ethically.

Contents:

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

Unit II-Environmental Analysis: Analysis of Global Environment- Environmental Profile, Institutional and Economic Distance; Michael Porter's Diamond Framework; Managing country selection, Country differences, Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis, Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Diversity of Labour pool around the globe, Global Value Chains Systems; Core and Distinctive Competencies; Sustainable vs. Transient Competitive advantage.

Unit III-Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies; Degrees of Competitiveness, Evaluation of Strategic Alternatives

– Product Portfolio Models (BCG matrix, GE Matrix, etc.), Competing Under Strategic independence, Global Competitive Dynamics, Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy,

Unit IV-Strategic Issues and Alternatives in Globally Competitive Markets: Reasons and process of firms Internationalization; International entry options; Multi-country and Global strategies; Outsourcing strategies, Differences across countries, Global Value Creation, The AAA triangle

Unit V-Strategy Implementation and Control: Interdependence of formulation and implementation of strategy; Issues in global strategy implementation- Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control, Ethical and Social considerations in Global Strategic Management.

Master of Business Administration (International Business)

MBA (IB)

Semester IV

Course: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

Marks: 100

Duration:60 Hrs.

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

Course Outcomes:

CO1: To understand basics of consumer behaviour

CO2: To describe the determinants of buying behaviour and their application to business cases

CO3: To comprehend buying behaviour models and their applicability

CO4: To know the socio-cultural trends and their implications in international marketing

CO5: To understand innovation diffusion in cross-cultural context

Contents:

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

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

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

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

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

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

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Semester IV

Course: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

Marks: 100

Duration:60 Hrs.

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

Course Outcomes: On successful completion of this course, student should be able to:

CO1: To understand the nature and importance of International Advertising.

CO2: To know how international advertising decisions are undertaken by considering various advertising international objectives, factors, complexities and issues.

CO3: To understand how to develop international advertising campaign.

CO4: To know how advertising effectiveness can be evaluated.

CO4: To comprehend ethical issues in international advertising.

CO5: To understand basic branding concepts resulting into major branding decisions.

CO6: To understand ways of brand creation and development.

CO7: To understand how international brands are developed, its pre-requisites and process.

Contents:

Section A: International Advertising

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

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

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

Section B: International Brand Management

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

Unit V-Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.

Brand Building in Different Sectors- Customers, industrial, retail and service brands.

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

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Semester IV

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Marks: 100

Duration:60 Hrs.

Objective: This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Course outcome: This course will increase an understanding of human resource management (HRM) in international contexts. Strategic and functional HRM in international contexts and comparative international contexts include globalization, traditional and modern perspective of HRM. Students will understand HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. It will give an insight to understand the strategic and functional roles of HRM in various international contexts. Understand the international human resource management strategies and practices developed and implemented by organizations operating on a global basis. Understand external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM. Critically assess and evaluate the cultural impact on IHRM strategies and practices in the organizational setting.

Contents:

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

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

Unit III-International Staffing: Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's;

International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems.

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

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

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

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

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MBA (IB)

Semester IV

Course: INDIA'S FOREIGN TRADE AND INVESTMENT

Marks: 100

Duration:60 Hrs.

Objective: The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

To explore India's position in the international paradigm of business and trade.

- To understand the role of Indian government in promoting India's foreign trade.
- To study the business relations of India with different countries & markets and to find out the prospects of India's Foreign Trade.

Course Outcomes:

CO1: To make the students understand India's position in the international paradigm of business and trade.

CO2: To equip the students to critically evaluate the India's foreign trade policy and it's economic relations.

CO3: To make students realize the role of Indian government in promoting India's foreign trade.

CO4: To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

Contents:

Unit I – Introduction to India's Foreign Trade and Investment: History and introduction to foreign trade, Pattern and Structure of India's foreign trade; promotional measures in foreign trade by Indian government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory Bodies in India dealing with foreign trade; India's foreign investment policy and flows: External Debts; International liquidity management; India as an investment destination; India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations; recent trends in India's Foreign Trade.

Unit II - Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and Multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAA's (Double Taxation Avoidance Agreements). Future of India's Trade Policy; LERMS, Convertibility of rupee - partial and full convertibility; Second Generation Reforms

Unit III - Export Promotion Measures and Institutional Arrangements: The import and export control orders; The Import export licensing system; Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance; Export Development Authorities – Agricultural and Processed Food Products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organisations (FIEO); H S Classification.

Unit IV - Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations

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Semester IV

Course: CYBER LAWS AND BUSINESS DECISIONS

(ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objectives: The course enables the student to comprehend different business scenarios operative on digital platform with the legitimacy of managerial process and actions.

CourseOutcomes:

CO1: To equip managers with a skills to formulate legitimate business process, product and policies on digital platforms.

CO2: To prepare them for working in the vertical of maintenance and compliance in Electronic business and its platforms having varied access points, data sources, network and system related issues.

CO3: To enable the entrepreneurs to administer business on virtual platforms with detailed knowledge of implications arising from various functions invoking provisions of cyber laws.

CO4: Students will possess acumen to avoid traps of cyber threats in varied business and process thereof while operating in regular banking, e commerce, retail, consultancies or other business intermediary.

Contents:

Unit I- Cyber space and Business: Significance, limitations and framework. Virtual payment platforms: Application of cyber laws in different Electronic payments in digital platforms. Application of Reserve bank of India's (RBI) notifications in digital payments and Pre-paid instruments including operations and management of payment wallets. Precautions in using Electronic payments, Zero Liability and Limited Liability protections by RBI

Unit II- Definitions under section 2 of the Information Technology Act and its application in creating business products and policies: E-Contract, E-Forms, Encryption, Data Security, Access, Computer, Computer Network, Computer Resource, Computer System, Data, Digital Signature, Electronic Record, Information, Intermediary, Originator, Public Key, Secure System, as defined in the Information Technology Act, 2000. Privacy of Data. Access to User Data.

Unit III- Authentication of Electronic Records: Business scenario and cases; Legal Recognition of Electronic Records and Digital Signatures: Cases and Judicial Pronouncements; Use of Electronic Records and Digital Signatures in Government, its Agencies and E Tendering; Retention of Electronic Records: Synthesis for Business Data; Acknowledgement and Dispatch of Electronic Records: Cases of Management submissions and contracts; Administration of the Act; Issue, Suspension and Revocation of Digital Signatures Certificate. Reduction of Cost in Compliance.

Unit IV-Penalties and Adjudications: Cases and Judicial Pronouncement of Banks, E Commerce Business Platforms, Manufacturing Companies, Social Media Platforms, Intermediaries or APPs, BPO's and KPO's, Human Resource Consultancies. Offences: Analysis of Business process leading to offences in business organisations including banks, digital marketing platforms, digital information platforms, blogging websites, Matrimonial or jobs portals.

Unit V- Judicial Pronouncements and Synthesis for Business Decisions:

- ❑ Umashankar Sivasubramanian v ICICI Bank (2462/2010),
- ❑ Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC,
- ❑ State v Mohd. Afzal and others (2003),
- ❑ Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96,
- ❑ SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra", No. 1279, 2001,
- ❑ National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38
- ❑ Hammontree Vs State, 283 Ga App736, 642 SE 2d 412(2007)
- ❑ US vs Tank, 200F.3 d 627, 53 Fed R Evid Serv 830
- ❑ Laughner vs State, 769 N E 2d 1147 (Int Ct.App 2002)
- ❑ Groff vs America Online, Inc, 1998 WL 307001
- ❑ P R T Agency vs Union of India, All23, 2006 (1)
- ❑ R v Graham Waddon., Southwark [Crown Court, 30/6/1999,

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Semester IV

Course: IFRS AND INTERNATIONAL TAXATION

(ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: To acquaint the students with the fundamental knowledge of IFRS and basic principles of international taxation so as to enable them to understand the accounting and taxation aspects of international transactions.

Content:

Unit I- Structure of the IASB and Development of IFRS: The nature and operations of the IASB's conceptual framework; Processes of IASB in developing and adopting accounting standards; IASB road map; Structure of the IFRS/IASB Extant standards of the IASB

Unit II- Development and Status of IFRS in Indian Context: IFRS Implementation Procedure in Indian Context; IFRS – Adoption vs Convergence; Major challenges in IFRS Convergence in India; Key opportunities in adoption of IFRS in India; Use of IFRS around the world

Unit 3- Presentation of Financial statements and Profit:

IAS 1, Presentation of financial statements; IFRS 15, Revenue from contracts with customers; IAS 8, Accounting policies, changes in accounting estimates and errors.

Unit IV-International Taxation: Assignment Rules of Foreign Income - Source versus Residence; International double taxation; Methods to alleviate international tax taxation: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model Tax Convention.

Unit V- International Tax Evasion and Avoidance: Meaning of international tax evasion and avoidance; Causes and consequences of tax evasion; Methods of evasion and avoidance – Transfer pricing, tax treaty shopping, tax havens etc.; Methods to curb international tax evasion and avoidance; Advance Pricing Agreements; Indian law on Double tax relief.

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Semester IV

Course: BUSINESS ANALYTICS

(ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: This course aims to develop overall analytical skills of the students and to help them to apply analytical techniques in business decision making.

Course outcomes:

CO1: To Introduce power of analytics and aware students about data mining

CO2: To enable students to understand and use descriptive analytical tools

CO3: To understand predictive behaviour of analytical and various forecasting techniques

CO4: To enable students to apply analytics using machine learning and artificial intelligence

CO5: To aware the students about importance of ethics in Analytics

Contents:

Unit I- Introduction to Business Analytics: Applications, Objectives, Business Analytics and Competitive Advantage, Different types of Data, Big data, Data Mining Process, Data Mining and tools(Hadoop), Introduction to programming Language (R, Python)

Unit II- Descriptive Analytics: Introduction, Visualising and exploring data, Descriptive statistics, Sampling and Estimation, Introduction to Probability Distribution, Tools Application, Correlation and other statistical Tools.

Unit III- Predictive Analytics: Principles of Forecasting, Predictive Modelling: Logic driven and Data driven Models, Time series, Types of Forecasting, Forecasting Methods and their Characteristics, Trend, Seasonality, Cyclist, Hold winner Forecasting method.

Unit IV- Prescriptive Analytics: Business rule algorithms, nonlinear optimization, Machine learning and Artificial Intelligence, Computational Modelling.

Unit V- Ethics and Analytics: Data collection and Protection laws, Ethical Use of Analytics, Analytics and Privacy Principles.

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Semester IV

Course: ADVANCE FOREIGN LANGUAGE

(ELECTIVES)

Marks: 100

Duration:60 Hrs.

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

Contents:

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

Foreign Language Knowledge Relating To:

Unit I-Social and Professional Relations:

Wishing, thanking and congratulating somebody and to take leave Talking about his work, his experiences and his professional plans

Introducing his colleagues and the people with whom he is collaborating

Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its results and express all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II- Professional Environment:

Talking about the framework of professional environment, its working conditions, the posts, the timings, salaries, leave, holidays and language learner's relationship with other colleagues.

Organizing the time table

Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.

Interviewing another person and handle a job interview.

Unit III- Functions of the Company:

Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service.

Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients.

Placing orders.

Unit IV-Administrative functions:

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

Unit V- Official tours:

Obtaining information on timings, tariffs.

Making and cancelling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.

Organizing meeting and participate in meetings.

Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI-Telephonic conversation:

Receiving or send simple telephonic message.

Identifying the person on phone and his/her request.

Spelling, repeating, reformulating, concluding, taking leave.

Unit VII- Writing Communication:

Reading simple and commonly used documents in professional and day -to- day life. Filling up forms in professional or day -to-day life situation.

Taking down notes.

Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Master of Business Administration (International Business)

MBA (IB)

Semester IV

Course: LEGAL DIMENSIONS OF BUSINESS

(ELECTIVES)

Marks: 100

Duration:60 Hrs.

Objective: The objective of this paper is to acquaint students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

Course Outcomes:

CO1: Learn globally followed best practices to draft and negotiate contracts

CO2: Learn to review and critically analyse the contracts with pros and cons to different parties to it.

CO3: Learn legal aspects of international investments

CO4: Understand practical aspects of conducting international investments and cross border mergers and acquisitions.

Contents:

UNIT I-Legal Framework of International Business: Nature and complexities; International conventions and trade law; Civil laws and Common laws, Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements;

UNIT II- Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.

UNIT III- Laws Relating to Licensing: Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.

UNIT IV- Laws Relating to International Investments and Cross Border Mergers and Acquisitions: Concept and definitions of investment and investor in international law, customary international laws, international investment agreements. Concept of Cross-Border Merger and Acquisition, Primary

Methods of Merger and Acquisition; Common, Consolidated and Triangular Mergers, Reverse Triangular Merger. Cross-Border Merger and Acquisition Motives, Foreign Direct Investment Motive, Financial Motive, Strategic Motive, International Growth in Relation with Cross Border Mergers and Acquisitions.

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

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