

**OUTLINES OF TESTS
SYLLABI AND COURSES OF READING
FOR**

**M.B.A. (Dual Degree)/(International Business)
Programme of Punjabi University Patiala (PUP)
(Semester System)
(Session 2020-21, 2021-2022)**



PUNJABI UNIVERSITY, PATIALA
(Established under Punjab Act No. 35 of 1961)

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SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA

ORDINANCES

MASTER OF BUSINESS ADMINISTRATION
(INTERNATIONAL BUSINESS, TWO YEARS PROGRAMME)

Session 2020-21, 2021-2022

Keeping in view the changing international business scenario Punjabi University has proposed to start MBA (IB). The purpose of this programme is to develop management and leadership talent for the International economy for a select group of students.

1. Duration of the Course

The duration of the course shall be of two years spread over four semesters.

2. No of Seats: 40

3. Eligibility

- (i) Admission to MBA (IB) shall be open to any candidate who has obtained 50% marks in aggregate in graduation/post graduation programme in any stream. For admission to MBA (IB) programme, 85 per cent weightage will be given to academic performance in graduation/post graduation. Weightage for Group Discussion & Interview to be conducted by SMS, Punjabi University, Patiala will be of 15 per cent.
- (ii) The first semester examination shall be open to a regular student who:-
 - (a) has been on the rolls of the SMS during the first semester;
 - (b) has attended not less than 75% of the lectures in each paper, and
 - (c) bears a good moral character.
- (iii) The second semester examination shall be open to a regular student who:-
 - (a) has been on the rolls of the SMS during the second semester.
 - (b) has attended not less than 75% of the lectures in each paper.
 - (c) has passed the first semester examination or is covered under re-appear ordinances of the MBA course.
 - (d) bears a good moral character.
- (iv) Admission to second year of MBA (IB) will be open to the candidates who have cleared at least 50 percent of the papers in the first two semesters.

- (v) **Lateral Entry Admission:** Lateral entry admission for MBA (IB) will open to the students who have been enrolled for Dual degree program of Punjabi University-Wilkes University and are not able to go to USA for some justifiable reasons.

4. Tuition Fees

- The fees shall be communicated to the students at the time of admission.
- The students who have been shifted from MBA ~~IEL~~ ^{Dual Degree} programme to MBA (International Business) programme of SMS in the second year, shall be required to pay the fee of MBA (International Business) programme of SMS for the second year only.

5. Other Clauses

- (i) The assessment in the first and second semester of M.B.A. (IB) Part-I will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch by the Head of the Department as per approved schedule, failing which the result of concerned candidates will be shown as RL.
- (ii) M.B.A. (IB) Part-II shall be open to any person who has passed M.B.A. (IB) Part-I examination or has cleared at least 50% of total papers prescribed for first and second semesters of M.B.A. (IB) courses. The assessment in the 3rd and 4th semesters of M.B.A. (IB) Part-II will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch by the Head of the Department as per approved schedule failing which the result of concerned candidates will be shown as RL. The syllabus for the session shall be such as prescribed by the University from time to time.
- (iii) The Project Report shall be evaluated jointly by the external and internal examiners. The topic for the Project Report will be approved by the Department. The Project Report shall be submitted along with prescribed fee as per prescribed schedule, failing which re-appear shall be declared in Project Report Paper. In case the difference of marks awarded by two examiners is more than 10 marks, the report shall be referred to the third examiner whose award shall be final, (b) Training

Report would be evaluated internally. The Result would be communicated to the examination branch by the Head of the Department.

(iv) M.B.A. (IB) examination is open only to candidate who: Has been on the rolls of the University/College throughout the academic semester preceding the examination; Has his name submitted to the Registrar by the Head/Principal of having/attended not less than 75% of the total number of lectures delivered in each paper/subject and 75% of the periods held in practicals/lab work in each paper/ subject during the Academic semester. The Department/College shall be required to deliver at least 75% of the total number of lectures prescribed for each paper/subject. Provided that deficiency in the number of lectures can be condoned for special reasons subject to ordinance framed on the subject.

(v) The medium of instruction and examination shall be English.

(a) The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.

(b) In the event of a candidate failing to secure the requisite 40% marks in terms of clause (a) above, he shall be placed under reappear in that papers. Such a candidate would carry the internal assessment marks secured by him for his reappear examination. However, if any candidate has secured less than 40% marks in the internal assessment in any one or more papers and is placed under reappear in that paper(s), he may at his option, attend regular classes of that paper(s), after his fourth semester examination. The candidate would be required to attend such classes in a semester in which that paper(s) is offered by the department subsequently and thus improve his internal assessment score in the concerned paper(s). In case, such a candidate improves upon the earlier internal assessment score the revised internal assessment will replace the old internal assessment. In case he fails to improve upon his earlier internal assessment in that paper(s) his original internal assessment marks would stand. In case such a paper is dropped from the course of study as a result of any revision the department would indicate a suitable substitute paper in lieu thereof.

(vi) A candidate who joins first semester for M.B.A. (IB) Part-I may on completing attendance requirement, appear in the first semester examination and join the second semester course and appear in the second semester examination on completing attendance requirements on the dates prescribed for each examination. Even if he does not clear any paper of the first semester, he will be eligible to join the second semester and take the examination. But he will not be eligible to join the third semester unless he has cleared at least 50% of total papers prescribed for both the first and second semester examinations. He can take the third semester examination on completing the required attendance. He may be allowed to join the 4th semester, even if he has not cleared any of the aforesaid papers namely reappear papers of first and second semester of Part-I examination and all the papers of III semester examination. On attending the required number of lectures of IV semester he will be eligible to appear in the IV semester examination. A candidate placed under reappear in any paper, will be allowed two chances to clear the reappear, which should be availed of within consecutive two years/chances i.e. to pass in a paper the candidate will have a total of three chances, i.e. one as regular student and two as reappear candidate. The examination of reappear papers of odd semester will be held with regular examination of the odd semester and reappear examination of the even semester will be held with regular examination of even semester. But if a candidate is placed under reappear in the last semester of the course, he will be provided chance to pass the reappear with the examination of the next semester, provided his reappear of lower semester does not go beyond next semester. Provided that he shall have to qualify in all the papers prescribed for the M.B.A. course within a period of four years from the date he joined the course. In case he fails to do so within the prescribed period as aforesaid, he shall be declared fail. He may, however, seek fresh admission to the first semester on merit with the new applicants. It is understood that a 'reappear' or failed candidate shall be allowed to take the examination in papers not cleared by him according to the date sheets of the semester examinations in which such papers may be adjusted. After completing two years of studies (i.e. four semester courses), he shall not be admitted to any semester of the same course and will not have any privileges of a regular student.

(vii) Viva-voce/Practical examination shall be conducted by a Committee consisting of the following:-

- (a) Two external experts
- (b) One internal examiner (to be nominated by the Head of the Department)
- (c) Head of the Department OR his nominee.

The quorum of Committee meeting would comprise one external and one internal examiner.

- (viii) As soon as possible after the completing of each semester, the Registrar shall publish a list of successful candidates showing their result. Each candidate shall be supplied with a card containing his/her detail of marks. The list of successful candidates on the completion of M.B.A. Part-II shall be arranged in three divisions and the division obtained by the candidate will be stated in the degree.
- (ix) Successful candidates who obtain 75% marks or more of the aggregate marks in Part-I and Part-II examination taken together shall be declared to have passed the examination with distinction and who obtain 60% or more of the aggregate marks shall be placed in first division. Those who obtain 50% or more but less than 60% shall be placed in the second division and all below 50% shall be placed in the third division.
- (x) The grace marks shall be allowed according to the general ordinances relating to 'Award of Grace Marks'. These ordinances will apply to all the examinations.
- (a) Up to 1% of the total marks of Part-I and II examination shall be added to the aggregate of both Part-I and Part-II examinations to award a higher division/55% marks, to a candidate.
- (b) Grace marks to be given shall be calculated on the basis of 1% of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce/internal assessment/sessional work/skill in teaching/any additional/optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fraction less than half shall be ignored.
- (c) To pass in one or more written papers or subjects, and/or to make up the aggregate to pass the examination but not in practical, sessional work, internal assessment, viva-voce and skill in teaching.
- (xi) The candidate shall have to qualify in all the papers prescribed for MBA (IB) course within a period of four years from the date he joins the course. In case, he fails to do so within the prescribed period of four years as aforesaid, he shall be declared fail.

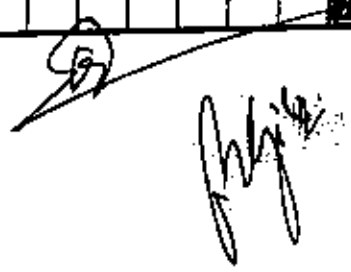
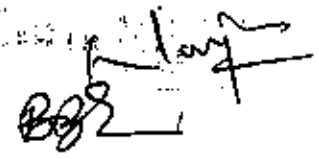
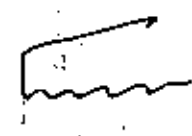
Under Choice Based Credit System

Student can opt any one course from the following open electives in lieu of electives of Semester IIIrd and Semester IVth of MBA (IB) Programme.

While selecting an elective from any other department the student must make sure that the time table of the selected paper does not clash with the time table applicable in SMS.

1.	E-Business	M.Tech. (CE) Regular/Part-Time MCE-213
2.	Business Intelligence	M.Tech. (CE) Regular/Part-Time MCE-222
3.	Public Relations & Corporate Communication	M.A. (Journalism & Mass Communication) (III rd Semester)
4.	Inter-cultural & International Communication	M.A. (Journalism & Mass Communication) (IV th Semester)
5.	Financial Administration	M.A. (Public Administration) Paper-IV
6.	Indian Administration	M.A. (Public Administration) Paper-I
7.	Data Communications & Computer Networks	M.C.A. (III rd Semester)
8.	Decisions Support Systems	M.C.A. (IV th Semester)

Semester III (International Business)		Contact Hours per Week				Examination Scheme (Marks)			
Page No.	Name of Subject	Theory	Practical	Lab	Field	Internal	External	Total	Cr. Hr.
231	Quantitative Applications in Management	4				4	50	50	100
232	International Financial Management	4				4	50	50	100
233	Integrated Marketing Communication	4				4	50	50	100
234	Cross Cultural Global Management	4				4	50	50	100
235	International Marketing Research	4				4	50	50	100
236	Foreign Language - I	4				4	100		100
237	Seminar on Summer Training Report		4			4	100		100
238	Viva Voce						100		100
	Total	24	4			28	550	250	800
Semester IV (International Business)									
241	Global Strategic Management	4				4	50	50	100
242	Project Management	4				4	50	50	100
243	Organizational Psychology in Global Context*	4				4	50	50	100
244	Consumer Behavior**	4				4	50	50	100
245	Financial Engineering***	4				4	50	50	100
246	Foreign Language - II		4			4	100		100
247	Dissertation		4			4	100		100
248	Viva Voce based on dissertation						100		100
	Total	20	8			28	550	250	800
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Students can select any elective from MBA (Regular) provided there is no clash in the time table. The electives offered are as under:

****Human Resources Management**

426 Compensation Management

427 Labour Laws

428 Industrial Psychology

429 Cross Cultural & Global Management

430 Management of Training & Development

****Marketing Management**

406 Consumer Behaviour

407 Digital Marketing

408 Marketing of Services

409 Management of Logistics

410 Rural Marketing

*****Financial Management**

416 Security Analysis & Portfolio Management

417 Derivatives and Risk Management

418 Management Control Systems

419 Management of Working Capital

420 Corporate Tax Planning

441 International Financial Management

MBA (Dual Degree)/(International Business) Part-I Sem-I
1011/1111-Accounting & Finance

Course Overview

The objective of the course is to give an overview of accounting principles and practices to be used by the managers in decision-making. The course includes accounting mechanism and various analysis techniques such as the analysis of financial statements and budgeting. The foundation of finance introduces the fundamental principles of financial theory and practice to enrich the knowledge of students for improved managerial decision-making.

Course Syllabus

Group-I:

Foundations of Financial Accounting: Introduction to Financial Accounting, Accounting Mechanics, Process and System.

Nature of Accounting Information: Scope of Accounting, Accounting Concepts, Principles & Standards, Accounting Cycle, Introducing Book Keeping and Record Maintenance. The concept of Double Entry and Fundamental Principles, Transaction Analysis, Journal Entries, Ledger, Trial Balance, Subsidiary Books.

Financial Statements: Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (without adjustments).

Group-II:

Financial Statement Analysis: Understanding Financial Statements, Interpreting Financial Statements.

Foundations of Managerial Accounting: Introduction to Management Accounting and Basic Cost Concepts, Ratios, Common-Size Financial Statements.

Capital Investment Decisions: Non-discounted Capital Budgeting Techniques, Discounted Capital Budgeting Techniques, Cost of Capital.

Decision-Making Techniques: Management Accounting for Decision-Making and Control; EVA and Performance Measurement.

Foundations of Financial Management: An Overview of Financial Management, Shareholder Wealth Maximization, Agency Relationships, Beta Coefficient and CAPM, Equity and Bond: Characteristics, Types and Cost Calculation.

Pedagogy:

The teaching techniques for this subject will include class discussions, case studies, numerical exercises, a continuous system of class tests, presentations and industry-based assignments. An ideal combination of all these techniques can be adopted to improve as well as assess the students' level of learning and application.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text & Readings: Students should focus on material presented in the lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Charles T. Horngren et al. (2014). *Introduction to Management Accounting*, Pearson India, Chennai, 16th Edition.
- M.Y. Khan & P.K. Jain (2017). *Management Accounting: Text, Problems and Cases*, McGraw Hill Education, Seventh Edition.
- Robert A., David F. Hawkins and Kenneth A. Merchant. (2013). *Accounting-Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 13th Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I
1012/1112 – Principles of Management

Course Overview

The objective of the course is to provide an understanding of basic concepts, principles and practices of management. Students will also be able to review theories of management and organizational behavior as they have been developed and applied in organizations. The aim is to include the ability to apply multifunctional approach to organizational objective.

Course Syllabus

Group-I:

Definition, Functions, Process, Scope and Significance of Management, Nature of Management, Managerial Roles, Managerial Skills, Difference between Management and Administration, Significance of Values and Ethics in Management, Social Responsibility of Business.

Evolution of Management Thought, Approaches of Management Thought, Theories of Management Managerial Processes, Functions of Management.

Planning: Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning.

Group-II:

Decision Making, Organisation Principles, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization, Effective Organizing, Organizational Structures, Formal and Informal Organizations, Staffing, Directing, Supervision

Controlling: Its Functions, Steps and Essentials to make Effective Controlling, Management Control Techniques, Coordination: Concept, Importance, Principles and Techniques of Coordination, Management of Change: Concept and Nature, Concept of Managerial Effectiveness.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Koontz H. and Weihrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.
- Robbins S.P., *Organizational Behavior*, Prentice-Hall of India Ltd., New Delhi, 12th Edition, 2007.
- Stoner J., *Management*, Prentice-Hall of India Ltd., New Delhi, 6th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I

1013/1113- Economics and International Business

Course Overview

The course provides the essential foundations of micro economics and focus on variety of topics including the theory of the firm, and the efficiency of resource allocation under various market structures. The course focuses on topics like national income, unemployment, inflation, monetary and fiscal policy. The course also provides an introduction to the field of international business and international trade.

Course Syllabus

Group-I:

Foundations of Microeconomics: Introduction to Microeconomics and Allocation of Scarce Resources. Demand and Supply Mechanism, Market Equilibrium. Theory of Production and measuring Costs. Market Structure and Pricing.

Foundations of Macro Economics: Basic Concepts and Principles of Macroeconomics. Applying Economic Analysis to Business, Personal and Societal Issues. Understanding the Foundation of Economic Thinking; Gross Domestic Product, National Income and Its Measurement. The Monetary System, Prices and Inflation. The Monetary and Fiscal Policy – Its Implications.

Group-II:

Foundations of International Business: Understand the Nature and Language of International Business / International Trade, Origin of International Trade. International Economic Environment, International Culture and Its Impact on Global Trade, Managing Diversities. Analyzing World Conditions and Their Impact on International Trade, Global Perspective on World Events and Contemporary Issues. Balance of Payments & Foreign Exchange Management

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned article from journals and magazines.

Case/Class Discussion:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts :

- Introduction to Economics by M Lieberman & Robert Hall, Thomson Publishers.
- Micro economics by Jeffrey M Perloff, Pearson Education, Asia.
- Macro Economics with Business applications by Roger D Blair and Lawrence W Kenny, John Wiley & Sons.
- International Business – A Strategic Management Approach by Alan N Rugman, R.M. Hodgetts, McGraw Hill.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies, discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I
1014/1114-Operations Management

Course Overview

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to – (1) understand the concept of operations management and manufacturing system (2) Gain knowledge about the project planning and statistical process control methods.

Course Syllabus

Group I:

Operations Management: Significance, Scope, Association & Liaisoning with allied departments. Emerging technologies as a competitive tool;
Manufacturing Systems: Types and their characteristics;
Facility Location: Influencing Factors & Models for decision making;
Facility Layout: Models & Techniques, Assembly Line Balancing;
Forecasting: Forecasting Methods; Errors in Forecasting;

Group II:

Inventory Management: Types & Classification of Inventory, Inventory Costs & Concepts;
Inventory Models: Instantaneous Replenishment, Non-instantaneous Replenishment, Price-break Models; **Inventory Control Systems:** Continuous Review System, Periodic Review System;
Project Planning: Project Evaluation and Review Technique (PERT), Critical Path Method (CPM), determining of project completion;
Statistical Process Control Methods: Control Charts for Variables and Attributes;
Statistical Quality Control: Acceptance Sampling & its types.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- James, R. Evans, David R. Anderson, Dennis J (1984). Sweeney and Thomas A. Williams, Appli Production and Operations Management, West Publishing Company, International Editi Minnesota.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi, 8th Edition.
- Chase, B.R., SHANKAR, R., Jacobs, F.R. and Aquilano, N.J. (12th Edition) Operations & Supp Chain Management, McGraw Hill.
- Steveson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I
1015/1115-Organizational Behavior

Course Overview

The overall objective of this course is to familiarize the students with behavioral processes in the organization so that they are able to understand and manage behavior at workplace.

Course Syllabus

Group-I:

Understanding and Managing Individual Behavior, Organizational Behavior: its Concepts, Features and Importance, Concepts & Theories of Personality, Values and Beliefs. Perception: Concept and Models, Role of Perception in Managerial Decision-Making. Attitudes — Their Role in Behavior-Global implications. Emotions and Moods, Emotional Intelligence, Emotional Labor. OB Applications of Emotions and Moods, Emotional Intelligence, Theories of Learning, Its Principles, Concept of Reinforcement.

Group-II:

Motivation and Its Theories- Global implications. Communication: Its Process, Network & Types, Communication Barriers. Leadership Theories and Leadership Styles in Management. Understanding the Concept of Power and Politics. Understanding the Importance of Team Work, Organisational Change and Development. Conflict Management. Organization Culture-its Global Implications, Concept of Group Dynamics, Stress Management.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts

- Luthans F., Organizational Behaviour, McGraw-Hill, New York, 10th Edition, 2005.
- Robbins S.P., Organizational Behaviour, Prentice-Hall of India Ltd., New Delhi, 12th Edition, 2007.
- Robbins, Judge and Sanghi; Organizational Behavior, Pearson Prentice Hall, 13th Edition, 2009.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies, discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for Internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I
1016/1116-Business Intelligence for Managers

Course Overview

The objective of this course is to introduce the students to the managerial issues, relating to the IT Tools and Techniques. This subject will help the students to know the role of information systems in adding business value to an organization

Course Syllabus

Group-I:

Information System Introduction: IS need and concept, Scope of IS, Classification of Information Systems. **Functional Information Systems:** Transaction Process System, Marketing Information System, HR Information System, Production and Inventory Information System, Financial Information System, **Decision Support System:** Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under Different Scenarios, Group Decision Support System, ERP systems: Concept and Application.

Group-II:

Business Intelligence: From Data to Information to knowledge to Intelligence, Benefits, Future Application.

Data Mining: Data mining concepts and definitions, Data mining applications, Application of Data mining in management decision making.

Introduction of Data Warehousing: An overview to data warehousing, Data Warehouse: Definition, Architecture, Development and Implementation issues

Types of Data Warehousing tools: Introduction to online transaction processing (OLTP) and online analytical processing (OLAP) tools, categories of OLAP tools, different types of data modeling.

Pedagogy

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovation instructional methods, extensive use of technology in the class room, online modules of MOOCS and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of the class will engage in a combination of academic reading, analysing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions and live project based learning.

Case/Class Discussion Assignments:

Students will work in a groups of up to four prepare a brief write-up due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problems facing the decision-maker in the case.

Class Participation

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text and Readings

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts

- Business Analytics By Sahil Raj, Cengage Publication.
- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication.
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication.
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition.
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press.
- Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda DursunDelen and David King, Pearson Publication.
- Delivering Business Intelligence with Microsoft SQL Server 2012, by Brian Larson, Tata McGraw-Hill Edition
- Kenneth C. Laudon and Jane P. Laudon (2017) Management Information Systems: Managing The Digital Firm, Pearson Publication.
- Joseph S. Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). "Essential of Systems Analysis and Design", New Delhi: PHI Learning Private Limited.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-I
1017/1117-Seminar on International Business & Law

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussion. The interactive environment ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus a student presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organise & construct information. The various new concepts in International business environment and management would be taken in presentations by the students in this class.

Course Syllabus

Group-I:

International Business: An overview- Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns.

Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment- Government Influence on Trade Investment.

Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment.

Cross-national Cooperation and Agreements; Tariff and Non-tariff Barriers; Regional Blocks; International production; Internationalization of Service Firms; Operation Management in International Firms;

Group-II:

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres; International Banks.

Non-Banking Financial Service Firms; Stock Markets.

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition.

Globalization and Human Resource Management; Globalization with Social Responsibility.

World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy. Negotiating an International Business.

Issue in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Pedagogy:

The Instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed to present it individually in the class. Students are supposed to make effective presentations by using multimedia (PowerPoint Presentation, Audio and Visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding views to the topic. (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Recommended Texts and Readings: Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference.

- Uberoi, n.k. Environment Management, Excel Books, New Delhi, 2004.
- SubbaRao, P., International Business Text and Cases, Himalya Publishing House, Mumbai, 2012.
- Varma, S., International Business, Pearson Education, New Delhi, 2012.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break-up of 100 marks is as follows:
 - a. Report Writing - 25 marks
 - b. Presentation - 25 marks
 - c. Question Handling - 15 marks
 - d. Class Participation/Attendance - 25 marks
 - e. Chairperson - 05 marks
 - f. Reporting - 05 marks
- The minimum marks for passing the examination for each semester shall be 40% in aggregate.
- A minimum of 75% of classroom attendance is required.

MBA (Dual Degree)/(International Business) Part-I Sem-II
1021/1121-Business Research Design and Methods

Course Overview

The objective of this course is to have a general understanding of research methodology and statistics as applicable to business management and its use and relevance in areas of management research. While mathematical material will be covered, the major goal is for the students to develop a set of skills and tools which will be important in their management careers. At the conclusion of the course, students should be able to: (1) develop the skills to identify the appropriate statistical techniques for the analysis of data; and (2) learn how to collect, analyze, present and interpret research data.

Course Syllabus

Group-I:

Research Methodology: Objectives, Role & Scope in Management Research, Process of Research; **Research Designs:** Exploratory, Descriptive & Experimental Research Designs and their Applications; **Sampling Design:** Concepts, Types and Their applicability; **Scaling Techniques** including Likert, Thurston, Semantic Differential Scaling Techniques, etc. **Tools & Techniques of Data Collection:** Primary & Secondary; Classification & Tabulation of Data. **Introduction to Statistics, Statistics & Business Research, Measures of Central Tendency:** Mean, Median and Mode; Measures of Dispersion, Coefficient of Variance; Skewness & Kurtosis: Concept and Measures.

Group-II:

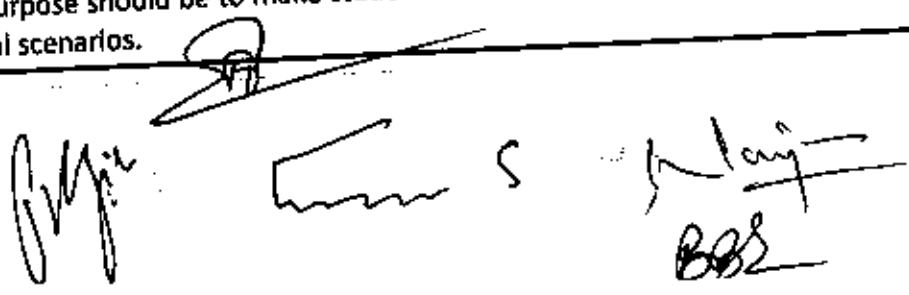
Correlation Analysis: Simple, Partial & Multiple (Elementary); **Regression Analysis:** Concept & Measures, Linear Regression. **Elementary Probability Theory:** Concepts, Definitions and Problems. Probability Distributions: Binomial, Poisson and Normal Distributions; **Testing of Hypothesis:** Concepts like Types of Hypothesis, Significance Level, Degrees of Freedom, Errors in Hypothesis Testing, Procedure of Testing Hypothesis etc.; Statistical Tests: Chi-square Test, t-Test, ANOVA – 1-Way and 2-Way; **SPSS and Report Presentation:** Use of Statistical Package for Social Sciences, Report Writing – Mechanics of Report Writing, Preliminary Pages, Main Body and Appendices including Bibliography, Diagrammatic and Graphical Presentation of Data.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussions:

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.



Class Participation:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Alan Bryman & Emma Bell, *Business Research Methods*, Oxford University Press, New Delhi, 2nd Edition.
- Amir D. Aczel & Jayavel Sounderpandian, *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.
- Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 9th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1022/1122-International Marketing Management

Course Overview

The objective of this course is to acquaint the students of management with the basic knowledge of marketing function in a global enterprise. This course also highlights the emerging issues of international product life cycle, Digital Marketing.

Course Syllabus

Group I:

Introduction to International Marketing, Nature, Scope and Different Complexities of International Marketing, Environmental Factors Affecting International Marketing- Economic, Cultural, Political and Legal Environment. Developing Global Vision through Marketing Research, Developing and Implementing Global Marketing Strategies, Selection of Global Markets, International Marketing Decisions- Product Planning, Segmentation and Positioning, International Product Standardization and Adaptation, Developing international Pricing Policies

Group II:

Globally Integrated Marketing Communications, , Global Promotional and Branding Strategies, Personal Selling, Publicity and Sales Promotion International Channels of Distribution: Global Marketing in the Digital Environment, Ethics and Social Responsibility, Constraints in International Marketing, i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers. Organization and Control in International Marketing, Marketing Planning and Strategy for International Business.

Pedagogy:

The teaching techniques for this subject will include class discussions, case studies, numerical exercises, a continuous system of class tests, presentations and industry -based assignments. An ideal combination of all these techniques can be adopted to improve as well as assess the students level of learning and application.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text & Readings: Student should focus on material presented in the lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts:

- Daniel W Baack, Eric G. Harris and Donald Baack, International Marketing, Sage Publication, New Delhi, 6th Edition, 2013
- Sak and John J. Shaw, International Marketing and theory, McGraw Hill, 5th Edition, 2011
- Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill Company, 12th Edition, 2004
- Francis Cherunilam, International Marketing, 2010, Himalaya Pub. House Onkvisit, Shaw, International Marketing-Analysis and Strategy, Prentice-Hall of India, New Delhi, 4th Edition, 2004.
- Subhash C. Jain, International Marketing, South- Western Thomson Learning. New Delhi, 6th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1023/1123- Financial Management

Course Overview

The objective of this course is to acquaint the students of management with the basic knowledge of finance function in a corporate enterprise. This course also highlights the emerging issues of corporate restructuring, mergers and acquisition decisions.

Course Content

Group I:

Financial Management: An Overview, Goals and Functions of Finance

Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market

Concepts in Valuation: Time Value of Money, Present Values, IRR, Bond Returns, Return from Stock Market Investments.

Capital Investment Decision making: Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for Appraising Capital Investments, Risk Analysis in Capital Budgeting.

Group II:

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

Leverage: Operating Leverage and Financial Leverage. Cost of Capital.

Capital Structure and Firm Value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning.

Dividend Policy: Dividend Policy and Firm's Value, Dividend Policy in Practice.

Corporate Restructuring: Mergers and Acquisitions, Motives, Considerations and Regulations.

Pedagogy:

A variety of teaching and learning techniques can be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical project work can be used to develop conceptual and analytical skills and to prepare the students to face the challenges of the complex international business environment. The teacher should assess the students' performance through a continuous system of tests and quizzes to ensure highest academic standards as well as practical orientation.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text and Readings: Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts:

- J.J. Hamton, Financial Decision Making: Concepts, Problems and Cases, Prentice-Hall of India, New Delhi, 4th Edition.
- Khan and Jain, Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition.
- Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 6th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The Instructions for external examiners** would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1024/1124- Advanced Topics in International Business

Course Overview

The objective of this course is to acquaint the students of management with the knowledge of advance information in the field of International business. At the end of the course, the students should be able to (1) understand strategies adopted while doing international business (2) understand the role played by different organizations in international trade (3) find out the importance international trade.

Course Content

Group I:

International Business: Introduction, Nature, Why International Trade, Theories of International Business, International Business Approaches, Competitive Advantage of Global Business, Problems of International Business, Modes of Entering International Business. Changing Environment of International Business. Strategy and Structure of International Business: Global Strategic Planning, Organization of International Business, Production Strategy, International Marketing, International Human Resource Management, Political Risk and Negotiation Strategies.

Group II:

International Monetary System: International Monetary Fund (IMF), International Liquidity and SDRs, International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), The Multinational Investment Guarantee Agency (MIGA).

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition students are also required to undertake a variety of practical assignments and group work under the supervision of faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCs, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

Case/Class Discussion Assignment:

Students will work in groups of upto four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

Attendance will be taken in each class. Class participation is scored for each student for each class.

Text and Readings: Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts:

- International Business – environment and operations by John D. Daniels and Lee H. Radebaugh, Pearson Education, 12th edition 2010.
- International Business by Andrew Harrison, Ertugrul Dalkiran, Ena Elsey, Oxford Publication, Nov. 2000.
- International Business by Roger Bennett, Pearson Education, 2nd edition 2002.
- International Business by P. Subba Rao, Himalaya Publisher, 2nd edition, 2008.
- International Business by Charles W. H. L Hill, Himalaya Publisher, 7th edition, 2008
- International Business: A strategic Management Approach by Alan M. Rugman, Richard M. Hodgetts, Mc-Graw Hill Publisher, International edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1025/1125- International Human Resource Management

Course Overview

Human resource management is one of the world's fastest growing fields and presents unprecedented opportunity for global advancement. International Human Resource Management course prepares you to deal with all aspects of human resources in the worldwide context, demonstrate intercultural competencies, identify trends in the globalized workforce and analyze policies, practices, and functions in global human resources, distinguish national and global culture and impact they have on the globalized workforce in order to contribute to human resource practices across countries and cultures.

Course Content

Group I:

Human Resource Management (HRM): Concept, Scope, Functions.

Global HRM: Human Resources Management in Global Organization (Global Staffing and Training)

Job Analysis: Meaning and Objectives, Analyzing Work and Designing Jobs.

Recruitment and Selection: Methods of Manpower Search and Selection of Human Resources.

HR Training and Development: Executive Development and Training Manpower.

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal and Potential Evaluation.

Global Business: Business-Growth and Evolution, Environmental Variables in Global Business. Human and Cultural Variables in Global Organisations.

Group II:

Cross Cultural Issues: Concept, Distinguish National and Global Culture. Cross-Cultural Differences and Managerial Implications.

Cross Cultural Research Methodologies and Hofstede's Hermes Study, Structural Evolution of Global Organizations.

Cross -Cultural communication and Negotiation. Cross Cultural Leadership and Decision-Making.

Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The instructor of the class will engage in various activities, analyzing case studies and encouraging student in the class discussions and class assignments.

Class Assignments and Attendance: The teacher must include research-based assignments, role playing and case studies in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Text and Readings: Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

Recommended Texts

- Garry Dessler, *Human Resource Management*, Prentice-Hall of India Pvt. Ltd., New Delhi, 10th edition.
- Alder N.J., *International Dimensions of Organisational Behaviour*, South-Western Publisher, 2001.
- Bartlett, Christopher A and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Chicago Irwin, 1995.
- Dowling, P.J., *International Dimensions of Human Resources Management*, 2nd edition, California, Wadsworth, 1994.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written examinations will be conducted at the end of each semester as per the Academic Calender notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1026/1126-Global Supply Chain Management

Course Overview

The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario.

Course Syllabus

Group-I:

Introduction to Supply Chain and Its Role, Objectives and Functions.

Logistics Strategy and Planning. Logistics and Customer Service. Logistics Product - Nature of Product, Functional vs. Innovative Products,

Product Life Cycle- Product Characteristics.

Supply chain performance models - SCOR Model, BSE model. Supply Chain Dynamic Modelling; Managing Production Across the Supply Chain.

Retailing- Role of Information, Information Flow, and Information Sources, Internal Information, External Information.

Information Systems in Retail Logistics - Logistics, Distribution Centre, Outsourcing, Store vs. Distribution Centre Delivery, Pull vs. Push Logistics Strategies.

Group-II:

Strategic Advantages of Information Systems in Logistics - Improved Product Availability, Improved Assortment, Improved Return on Investment;

Supply Chain Integration, Supply Chain Coordination, Supply Chain Collaboration, Bullwhip Effect;

Transport Decisions - Modal Choice, Vehicle Routing and Scheduling;

Supplier relationship management; Supply Network design decisions; Inventory decisions - Pull and Push Types of Systems; Sourcing Strategies.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussions:

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.

Class Participation:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course are:

- Robert B. Handfield, Ernest L. Nichols, *Introduction to Supply Chain Management*, Prentice Hall of India, New Delhi, 1998.
- James, A. O'Brien, *Introduction to Information Systems*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2005.
- Sunil Chopra and Peter Meindie, *Supply Chain Management*, Pearson Education, 3rd Edition, 2008.
- *Dynamic Modelling for Supply Chain Management*, Adolfo Crespo Marquez, Springer Publisher, 2010.
- *Introduction to Operations and supply chain management*, Cecil C. Bozarth and Robert B. Handfield, Pearson 3rd Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (Dual Degree)/(International Business) Part-I Sem-II
1027/1127-Seminar on Export Documentation and Logistics

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus a student presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organise & construct information. The Various new concepts in International business environment and management would be taken up in presentations by the students in this class.

Unit-I

Definition & Meaning Export Management and Procedure – How to set up and Export Company, Categories of an Exporter, Procedure for obtaining IEC and RCMC, Various Export Promotion Organization i.e. EPC, CB's.

Export sales contract, Export order, processing and Scrutiny of an Export order, Execution of an Export Order.

Payment Terms- Payments terms for Settlement of export import transaction, Letter of credit, its contents and types of LC, Uniform Customs Procedures for Documentary Credits (UCPDC).

Documentation- different export documents required for export, Custom clearance procedure, Role of custom house agents, shipping and customs formalities, Marine Insurance.

Unit-II

Foreign Trade Logistics- Introduction to global logistics, Different modes of shipment, Different modes of operation of shipping, Different modes of transport, Multi modal transport system, Chartering practice, Conference system, Containerization FCL/LCL, CFS, ICD, Third party logistics service providers, CHA, FFA, C&FA, Ship operating agent.

Introduction to port operation, harbour facility, terminal facility, VTMS, Customs bonded warehouses. **Freight** – types and application, freight consolidation. Introduction to customs procedures, Application of information technology in logistics.

Cargo Insurance – Introduction to need and importance of marine insurance, Basic principles of insurance applicable to cargo clause A, B & C, Ocean air and transit clause, Insurance claim procedures, documentation and time limit.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar

report has to be submitted in the form of hard copy by each student and they are supposed to present it individually in the class.
Students are supposed to make effective presentations by using multimedia (Power Point Presentations, Audio and Visuals).

Class Participation

Class participation includes asking questions to the presenter after presentation is over and also adding views to the topic. (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Text Books:

- Gargi, S. (2017). Financing International Trade. New Delhi: Sage Publications India Pvt. Ltd.
- Paul, Justin, Aserkar, Rajiv (2012). Export Import Management. Oxford University Press. 7th Edition.
- S. Shiva Ramu V.K. Bhalla (2003). International Business: Environment and Management, Anmol Publications Pvt. Ltd. 7th Revised Edition.
- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.

Scheme of Evaluation:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break-up of 100 marks is as follows:
 - a. Report Writing - 25 marks
 - b. Presentation - 25 marks
 - c. Question Handling - 15 marks
 - d. Class Participation/Attendance- 25 marks
 - e. Chairperson - 05 marks
 - f. Reporting - 05 marks.

MBA (IB) Part-II Sem-III
231-Quantitative Applications in Management

Course Overview

Objective of the course is to guarantee a deeper insight into the subject and lead towards analytical solutions to problems treated. This course is the foundation for business core courses, showing the students how to apply the language of mathematics to business.

Course Syllabus

Group-I:

Matrices & Determinants: Concepts of Matrices, Types, Adjoint and Inverse of a Matrix; Concepts of Determinants, Solutions of simultaneous linear equations of 2 and 3 variables using Matrix Inverse Technique and Cramer's Rule, Business applications.

Linear Programming: Concepts, Formulation of LP models, Solution of LP Models using Graphical techniques and Simplex Method.

Transportation Problems: Concepts and solutions; Optimality Tests – MODI Method & Stepping Stone technique.

Group II:

Game theory: Concepts, Solutions of 2-person games, Pure & Mixed strategy games, Odds method, Dominance Method, Sub Games method, Equal Gains Method, Graphical Solution. **Assignments**

Problems: Concepts and solutions, unbalanced problems. **Sequencing:** Concepts, Solutions of processing 'n' jobs through – '1', '2', '3' and 'm' machines, Processing '2' jobs through 'm' machines.

Elementary Replacement problems: Concepts and solutions – Replacement of items that deteriorate with time (with & without change in money value) and items that breaks down suddenly.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts:

- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, 2nd
- Ed. Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill, 2006, 8th Ed
- Saha, Suranjan, *Practical Business Mathematics and Statistics*, Tata McGraw Hill, 1999. Swarup, K., Gupta, P. K. and Mohan, M., *Operations Research*, Sultan Chand & Sons, 2006.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-III
232 International Financial Management

Course Overview

The basic objective of this course is to acquaint the students with the concept of international financial system, role of international monetary institutions and management of fund flows internationally.

Course Syllabus

Group I:

International Finance: Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows;

International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Market Instruments: GDR, ADR, Euro issues, CP and ECBs.

Multinational Firm: Its rationale goals, constraints;

Financial operations of MNCs: Sources and investment channels, Cost of Capital and Capital Structure Decisions. Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate

Group II:

Managing various risks and exposures: Foreign exchange risk and exposure; other risks exposures in International Investments,.

Multinational Capital Budgeting—Significance and various techniques

Managing Multinational fund flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation.

Pedagogy:

The course employs variety of teaching and learning methods namely, class discussions, case method, field exercises, class assignments (individual as well as group), practice questions, presentations on various practical aspects of international finance. The case method will immerse the students into real-life decision-making situations which improves their learning and thinking abilities. The teacher will conduct a continuous assessment of students performance in all the activities.

Case/Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up die before the start of each the case study of class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Text and Readings: Student should focus on material presented in the lectures. The Text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi, Ninth Edition.
- P.G. Apte (2017) International Financial Management, Tata McGraw Hill, New Delhi, Seventh Edition, 2007.
- Jeff Madura (2012). International Financial Management, Cengage Learning India Private Limited, New Delhi, Tenth Edition

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-III
233 Integrated Marketing Communications

Course Overview

The primary objective is to make students familiar with basics of Promotion and the role played by sales promotion and communication. The growing significance of process of advertising deserves the focus and attention.

Group I:

Introduction: Integrated Marketing Communication Evolution of IMC, Reasons for growing importance of IMC, Merits and Demerits of various media types, Emerging media, Role of IMC in Marketing Process of advertising, advertising appropriations, advertising campaigns.

Advanced Issues in Advertising Management: Advertising Research, Consumer Behaviour and Advertising, Media Planning, Process of advertising – Copy testing, Advertising Budget Measuring Advertising Effectiveness, Advertising Ethics and Unethical Practices, Role of Advertising Agencies.

Group II:

Sales Management: Sales Promotion-Different types, Publicity- types of publicity, of sales Promotion, Public Relation: Types of PR, Direct Marketing Media. The internet and interactivity.

Advanced issues in IMC: Event Management, Digital IMC Message Design-AIDA Model, considerations for creative idea, Media Planning and Strategy Outdoor communications. IMC Campaign- Evaluating and Measuring Effectiveness of Marketing Communication Program

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts:

- Belch, G., & Belch, M. (2012). *Advertising and promotion: An integrated marketing communications perspective* (9th ed). New York, NY: McGraw-Hill. ISBN: 9780073404868.
- Wright, Winter and Zeigler, *Advertising*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1990.
- Safko, L. (2012). *The social media bible: Tactics, tools and strategies for business success* (3rd ed.). Hoboken, NJ: John Wiley & Sons, Inc. ISBN: 9781118269749
- *Advertising and Promotions An Integrated Brand Approach* by Semenik, Allen, O'Guinn, Kaufmann

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-III

234 Human Resource Planning & Development

Course Overview

This course is designed to create in students the awareness regarding the theory and role of human resource planning and development in organizations, and link it to policies and practices required in organizations for effective people management. The paper aims to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards. It covers the practical application of personnel theory for planning for and developing competent human resources.

Course Content:

Group I:

Macro and micro level manpower planning ; human resource planning and the government. Organizational Human Resource Planning: factors affecting, process, and barriers.

Stock taking; Work Force Flow Mapping. Models and Techniques of Manpower Demand and Supply Forecasting.

Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.

Career Management and Career Planning; , Career Development, Managing Change. Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training Retraining, (studying these trends in Indian and International context)

Group II:

HRD evolution: concepts, goals and challenges, HRD climate and processes. Organizing for HRD, HRD strategies and experiences in India. HRD in culturally diverse environment, Human Resource Valuation and Accounting.

Role of an HRD Professional: Task Analysis, Motivational aspects of HRD, Developmental Supervision and Leadership (identifying corporate leaders and analyzing their role in building up their organizations). Counseling and Mentoring.

Note: Students will receive an input of minimum 40 (class) contact hours for the paper.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of case studies and group discussion must be carried out.

Class Assignments and Attendance:

The teacher must include research based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Recommended Texts:

Extensive use of academic inputs made by the teacher must be made by students. The following books can be used to further the knowledge gained in the class.

- Papalia, Diane, *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.
- Randy L. Deslmon, Jon M. Werner, and David M. Harris, *Human Resource Development*, Thomson South-Western Press, 3rd Edition.
- Lawrence S. Kleiman, *Human Resource Management: A Managerial Tool for Competitive Advantage*, Wiley, 2003.
- David Mankin, *Human Resource Development*, Oxford University Press, 2013.
- Dipak kumar Bhattacharyya, *Human Resource Planning*, Excel Books, 2012.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-III
235 International Marketing Research

Course Overview

This course aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation required for international marketing decisions.

Course Syllabus:

Group - I

Introduction to marketing research: Its nature and scope; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International marketing Information System(IMIS).Defining the Marketing Research Problem-the International Marketing Research Process; Types of research designs-exploratory, descriptive and experimental research design, Methods of collection of Data-Primary and Secondary sources; Complexities of data collection in International environment; Online data sources and research. Measurement Techniques-Questionnaire Design; Scaling; observation and physiological measures. Sample Design-sampling methods and sample size determination; sampling and non-sampling errors, Field work and data collection.

Group - II

Multi-country Data Analysis and Interpretation: Data editing and coding; preliminary data analysis, Univariate, Bivariate and Multi-variate Analysis-Discriminant Analysis-Factor Analysis-Cluster Analysis-Multidimensional Scaling and Conjoint Analysis. Issues in multi-country data analysis-Data comparability and validity problems; Report Preparation and Presentation. Global Competitiveness in Marketing Research; Cross cultural consumer research; Product research; Advertising research; International Opportunity analysis; Ethical Issues in International marketing research.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts

- Aaker, Kumar & Day, Marketing Research, John Wiley and Son, New York, 2009.
- William G. Zikmund, Business Research Methods, Thomson South Western.
- Churchill, Iacobucci, Marketing Research, Cengage Publications, 2009.
- Kumar, V., International Marketing Research, Prentice Hall Of India, 2008.
- Malhotra, Naresh K., International Marketing Research-An Applied Orientation, 3rd ed., Person Education Asia, 2002.
- Green, Tull and Albaurn, Research for Marketing Decisions, Prentice Hall of India, 2008.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-III
236 Foreign Language - I (French/German/Chinese/ Spanish)

Course Overview

The objective of this course is to acquaint students with fundamentals of a foreign language.

Course Syllabus

Written expression, Grammar and Comprehension of French-I

Recommended Texts:

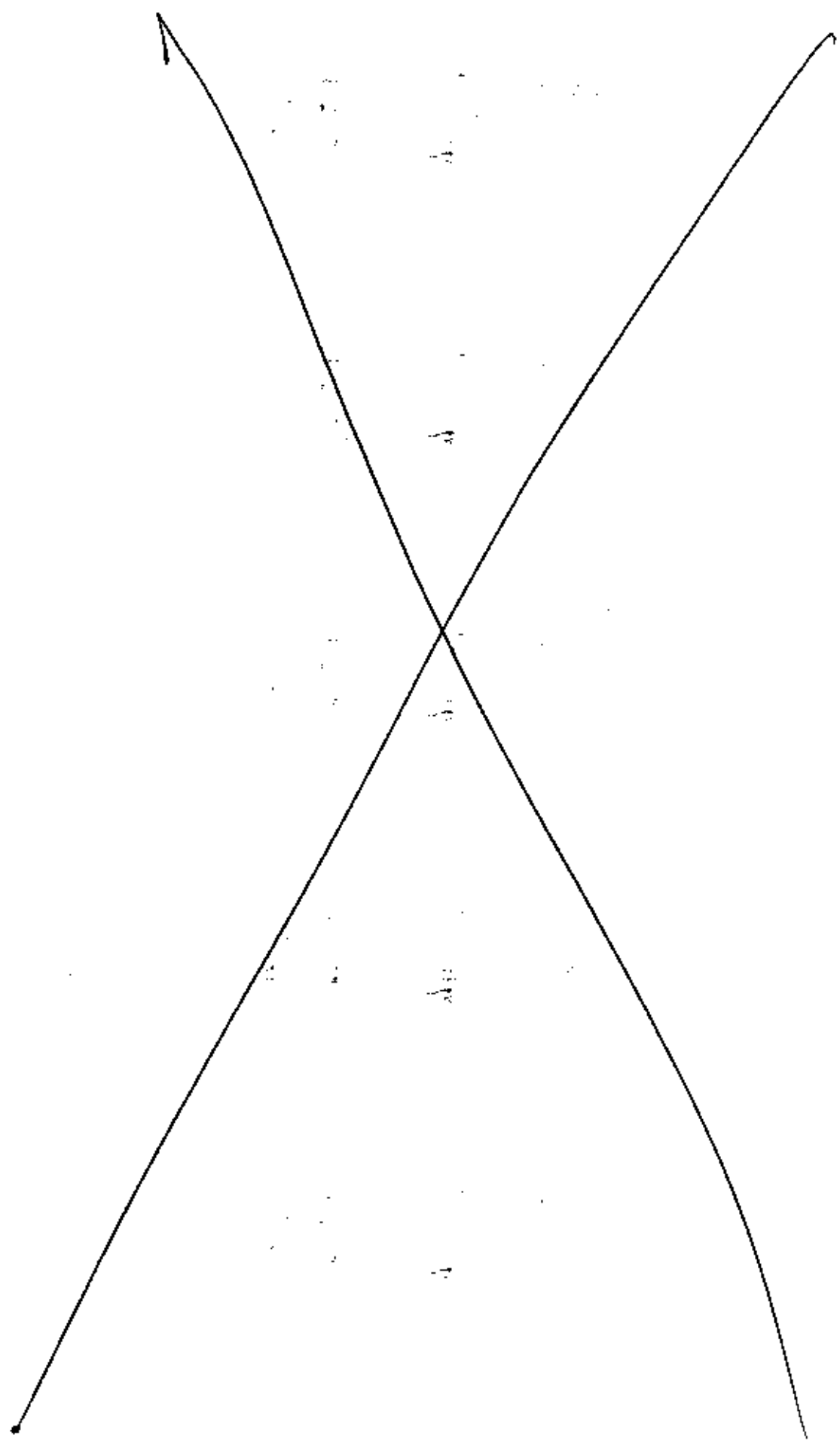
- Connexions-I

Instructions:

Paper would be of 100 marks:

50 marks: MST and Assignment

50 marks: Internal Practical and Viva-Voce



MBA (IB) Part-II Sem-IV
241 Global Strategic Management

Course Overview

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

Course Content:

Group I:

Defining Strategic Management: Characteristics of Strategic Management, Types and Hierarchy, The Strategic Management Model and process.

Vision and Mission: Importance of Mission and Vision statements, Writing a mission statement.

Environmental Scanning: Internal & External environment. External Audit- Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces.

Competitive Analysis: Porter's Five Forces Model. The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix.

Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, Operations, Research & Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

Group II:

Strategies In Action: Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies.

Strategy Analysis and Choice: Strategy – Formulation Framework- The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage – The Quantitative Strategy Planning Matrix (QSPM).

Implementing Strategies: Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive culture. Marketing, Finance, R & D, MIS Issues in Strategy Implementation. Strategy Review and Control.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improves student learning outcomes.

The instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned reading and exercises, encouraging in class discussion, and live project based learning.

Case/Class Discussions Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

Text and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Lawrence R. J., William F. G., Business Policy and Strategic Management, McGraw-Hill, 5th Edition.
- John A. P. and Robinson, R.B. Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi.
- Fred R. D.(2005). Strategic Management - Concepts and Cases, Pearson Education, 10th Edition.
- Pearce III, John A, Robinson, Jr. Richard B and Mittal, A " Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, " Concepts in Strategic Management and Business Policy", Person Education, India.
- David, R Fred, " Strategic Management-Concepts and Cases", Person Education, India.
- Hill, Charles W L and Jones Gareth R," An Integrated Approach to Strategic Management" Cengage Learning

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-IV
242 Project Management

Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule.

Course Content

Group I:

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis.

Group II:

Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis
Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation. Control of Projects: control systems, control of constraints – cost and time.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Text and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-IV
243 Organizational Psychology in Global Context

Course Overview

The objective of this paper is to help create professionals who can apply the science of human behavior in workplace settings. This course aims to bring about the capability to assess individual, group and organizational dynamics in the workplace and apply that knowledge to identify solutions to problems that improve the well being and performance of organizations and their employees.

Group I:

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology nature and scope.

Individual differences and behaviour: Personality differences.

Human needs and their implications for an organization.

Personnel Selection in MNCs, importance of testing techniques, Psychological and Projective tests. Employee Training & Development, Performance Management and feedback.

Job Satisfaction: importance and measurement.

Leadership Development: Transformational, Authentic, By walking around and Level five leadership.

Human side of mergers & acquisitions, Employee Attrition issues and strategies.

Group II:

Psychological Contract: breach of psychological contract, its implications.

Expatriate management: adjustment issues of expatriates.

Psychological Labour: implications for employees.

Occupational Stress. Work-life balance. Occupational health and well being.

Organizational Justice: aggression at workplace, bullying.

Diversity and discrimination issues at workplace: managing diversity. Gender issues: glass ceiling and its implications and remedies Frustration: symptoms, causes and remedies.

Note: Students will receive an input of minimum 40 (class) Contact hours for this paper.

Pedagogy:

The teacher is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The teacher will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance: The teacher must include research based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Recommended Texts:

- H.L. Kalia, Industrial Psychology, The Associated Publishers, 1st Edition, 2006.
- Cary L. Cooper and Edwin A. Locke, Industrial and Organizational Psychology, Blackwell Publishing, 2000.
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi, 1987.
- Wayne Welten and Margaret A. Lloyd, Psychology Applied to Modern Life, Thomson Learning 8th Edition, 2007.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
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As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The Instructions for external examiners would be as follows:-

- "The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA (IB) Part-II Sem-IV
244 Consumer Behavior

Course Overview:

Upon the satisfactory completion of this course the students will be able to:

1. understand the theory of consumer and industrial buyer behavior;
2. be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems;
3. understand how information and communication flows, and external influences can affect purchasing decisions;
4. be able to analyze general marketing strategy and provide advice on basic consumer/industrial buyer behavior issues.

Course Content

Group I:

Macro and micro aspects of consumer behavior and their relevance to Indian economy. Consumer Behavior and Marketing Strategy. External Influences: cross-cultural variations in Consumer Behavior, Social class and its influence on Consumer Behavior, group dynamics and consumer reference groups, the household life cycle, Family decision making. Internal Influences: consumer needs and motives, personality and Consumer Behavior, consumer perception and marketing strategy, learning, memory and product positioning.

Group II:

Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style.

Personal influence and opinion leadership—diffusion of innovations: the diffusion process, the adoption process—consumer decision making process—levels, models, information search, evaluation criteria, post-purchase behavior—Consumer expectation and satisfaction—managing dissonance.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts

- Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Prentice-Hall of India, New Delhi, 2006.
- Hawkins, D., I., *Consumer Behaviour: Building Marketing Strategy*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.
- Blackwell, Roger D., Miniard, Paul W., and Engel, James F., *Consumer Behaviour*, South-Western, 9th Edition, 2001.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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MBA (IB) Part-II Sem-IV

245 Financial Engineering

Course Overview

The objective of this course is to give advanced level inputs to the students of finance. After the study of the paper, students should be able to design, develop and implement innovations in instruments and processes. The subject will also help formulate creative solutions to problem in finance.

Course Syllabus

Group I:

An introduction to financial Engineering; Conceptual tools of financial engineer; Valuation relationships and applications, measuring returns, Risk: Portfolio considerations, investment horizons, leverage; Measuring risk; understanding interest rates and exchange rates; Speculation, Arbitrage and market efficiency. Physical tools of financial engineer: product development, future and forwards, swaps, single period options: calls and puts; Multiperiod options: caps, Floors, collars, Captions, Swaptions, and Compound Options.

Group II:

Fixed income securities, debt market innovations, Equity and equity related instruments, Hybrid securities; Financial Engineering processes and strategies: Asset /Liability management, hedging and related management techniques, Corporate restructuring, future directions in financial engineering, legal Protections for innovative Financial Products and Services.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy

The instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improves student learning outcomes.

The instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned reading and exercises, encouraging in class discussion, and live project based learning.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project based learning.

Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up die before the start of each the case study of class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation

Attendance will be taken at each class and class participation is scored for each student for each class

Recommended Texts and Readings:

- John F. Marshall: Financial Engineering, Prentice Hall, New Delhi-2009
- Salih N. Neftci: Principles of Financial Engineering, Second Edition
- Tanya S. Beder, Cara M. Marshall: Financial Engineering: The Evolution of a Profession, May 2011

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course will carry 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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MBA (IB) Part-II Sem-IV
246 Foreign Language - II (French/German/Chinese/Spanish)

Course Overview

The objective of this course is to acquaint students with fundamentals of a foreign language.

Course Syllabus

Written expression, Grammar and Comprehension of French-II

Recommendation

- Connexions-I

Instructions

Paper would be of 100 marks:
50 marks: MST and Assignment
50 marks: Internal Practical and Viva-Voce

Page *Signature* *Signature* *Signature*

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