

SYLLABUS

MASTER OF INTERNATIONAL BUSINESS (MIB)

Paper 511: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objective: The main objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behaviour.

Contents:

1. Introduction to Management: Meaning, nature and importance of management; Management functions; Co-ordination; Managerial skills; Principles of management; Major school of management thought: An overview.
2. Planning: Importance of planning; Types of plans; Planning and decision making process.
3. Organisation and Control: Process of organizing; Organisational structure and design - vertical and horizontal dimensions.
4. Organisational Behaviour: introduction to organizational behaviour in management; Foundations of individual behaviour - personality; perception; learning; values, attitudes and job satisfaction; ability and motivation.
5. Group: Foundations of group behaviour; Communication and group decision making; Leadership: power and politics, conflict.
6. Organisation: Foundations of organization structure; Job design, work settings and job stress; Organisational culture: Meaning, importance and characteristics of organization culture.
7. Organisation Change and Development: Significance of change; Forces of change: Resistance to organizational change; Management of change Organisation development: Concept, characteristics and assumptions; Goals, approaches and techniques of organization development.

Suggested Readings:

1. Cook, Curtis, Phillip Hunsaker and Robert Coffey, Management and Organisation Behaviour, McGraw Hill Co., New York, 2000.
2. Griffin, Ricky W., Organisational Behaviour, Houghton Mifflin Co., Boston.
3. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman, Organizational Behaviour, South Western College Publishing, Ohio.
4. Hersey and Blanchard, Management of Organisational Behaviour: Utilising Human Resources, 7th ed., Prentice Hall of India Ltd., New Delhi.
5. Ivancevich, John and Michael T. Matheson, Organisational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril 'O' Donnell, And Heinz Wehrich, Essentials of Management, Fourth Edition, McGraw-Hill, Singapore.
7. Luthans, Fred, Organizational Behaviour, 7th ed., McGraw-Hill, New York.
8. Nelson, Debra L. and James Campbell Quick, Organizational Behaviour, West Publishing Company, St. Paul.

9. Newman and Warren, The Process of Management: Concepts, Behaviour and Practice, Prentice Hall of India Ltd., New Delhi.
10. Newstrom, John W. and Keith Davis, Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill, New Delhi, 1997.
11. Rendolph, Bobbitt, H., Organisational Behaviour, 7th ed., Prentice Hall, New Jersey.
12. Robbins, Stephen P., Organizational Behaviour, 7th ed., Prentice Hall, New Jersey.
13. Robbins, Stephen P. and Mary Coutler, Management, 5th ed., Prentice Hall of India Private Ltd., New Delhi.
14. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw -Hill, New Delhi.
15. Steers, Richard M. and J. Stewart Black, Organizational Behaviour, Harper Collins College Publishers, New York.
16. Stoner and Wankel, Management, 10th Ed Prentice-Hall of India Ltd., New Delhi.

Paper 512: BUSINESS STATISTICS

Objective: The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on its application to business and economic situations.

Contents:

1. Probability and Expectation: Approaches to probability; Addition Multiplication and Bayes theorems: Mathematical expectation.
2. Probability Distributions: Binomial, Poisson, Exponential, Beta and normal distributions.
3. Statistical Decision Theory: Risk and uncertainty; Expected value approach; Marginal analysis; Decision tree analysis.
4. Sampling and Sampling Distributions: Methods of sampling; Sampling distribution and its standard error; Point estimation and interval estimation; Properties of an estimator.
5. Hypothesis Testing: Power of test; Large sample tests for proportions, mean and standard deviation; Small sample tests-t and F tests; Design of experiments and analysis of variance.
6. Non-parametric Test: Chi – square test, sign test, median test and rank correlation test.
7. Regression Analysis: Simple and multiple linear regression analysis up to three variables.
8. Statistical Quality Control: Control charts for variables and attributes; Acceptance Sampling.
9. Empirical Statistics: Statistics relating to trade flows, financial flows, investment flows and technology flows.

Suggested Readings:

1. Aczel, Amir D., Complete Business Statistics, McGraw Hill, 1999.
2. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, Essentials of Statistics for Business and Economics, 2nd ed., South Western College Publishing, Cincinnati, 2000.
3. Chou, Ya-Lun, Statistical Analysis, Hall Rinehart and Winston.
4. Freud, J. E. And F. J. Williams, Elementary Business Statistics – The Modern Approach, Prentice Hall of India Private Ltd., New Delhi.
5. Hooda, R. P., Statistics for Business and Economics, 2nd ed., Macmillan India Ltd., New Delhi, 2001.
6. Johnson, R. D. and B. R. Siskin, Quantitative Techniques for Business Decisions, Prentice Hall of India Private Ltd., New Delhi.
7. Levin, R. I. And D. S. Rubin, Statistics for Management, Prentice Hall of India Ltd., New Delhi.
8. Levine, D. M., et al., Business Statistics, Addison Wesley, 2000.
9. Neter, J. W. Wasserman and G A Whitmore, Applied Statistics, Allyn and Bacon.
10. Pfaffenberger, R. C. and J. H. Patterson, Statistical Methods, Irwin, Chicago.

11. Spiegel M. R., Theory and Problems of Statistics, Schaum Series, McGraw Hill Publishing Company.

Paper 513: ECONOMICS FOR MANAGERS

Objective: The objective of the paper is to acquaint the students with the economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in a globalised economic environment.

Contents:

1. Firm and its Objectives: Theories of the firm – Managerial theory, Behavioural approach, Growth theory, Satisfying theory, etc; Relevance of Profit maximisation in the modern context.
2. Demand and its Determination: Concept of demand; Market demand and company demand; Demand function; Determinants of demand; Demand elasticity – Price, income and cross elasticity; Uses of elasticity for analysing demand; Demand estimation; Demand forecasting; Demand forecasting of new product.
3. Production and Cost: Production function: Concept of productivity; Isoquants; Ridge lines; Production range; Isocost lines; Least-cost combination of inputs; Producers equilibrium; Empirical production functions; Estimation of production function; Classification of costs-Short run and long run costs; Cost function; Law of variable proportion; Return to scale; Scale economies; Scope economies; Estimation of cost function; Problem of estimating cost and production functions; Dual relationship between cost and production function.
4. Price and Output Relationship under Different Market Structure – Pure and perfect competition, monopolistic competition, oligopoly and bilateral monopoly; Discriminating monopoly; Social cost of monopoly, etc.; Oligopoly and barrier to entry.
5. Pricing practices: Economics of advertisement costs; Types of pricing practices; Pricing and wages – minimum wage and price structure.
6. Elements of Factor Pricing: Demand and supply of factors of production; Concept of rent, profit and interest; Measurement of profit.
7. National Income and Employment Determination: Classical theory, Keynesian theory, neo-classical theory; Consumption function; Investment function; Investment multiplier and its determinants; Foreign trade and budget multipliers.
8. Trade Cycles: Theories of trade cycles and business behaviour.
9. Planned Approach to Economic Development in India; Monetary and Fiscal Policies and Their Effect on Business and investment.

Suggested Reading:

1. Adhikari, M., Managerial Economics, Khosla Publishing House, New Delhi, 1999.
2. Artis, M.J., Macro-Economics, Oxford University Press, 1985 Reprint.
3. Bayes Michael, R., Managerial Economics and Business Strategy, Irwin, Chicago, 1997.
4. Craig, P.H. and W. Cris Lewis, Managerial Economics, Prantice-Hall of India Ltd., New Delhi.
5. Dean, Joel, Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi.

6. Dwivedi, D.N., Managerial Economics, Tata McGraw Hill, New Delhi, 1998.
7. Dominick, S., Managerial Economics a Global Economy, McGraw Hill Inc., Princeton, 1995.
8. Dornbusch, R. and Stanley Fisher, Macroeconomics, McGraw Hill, New York. 1990 Reprint.
9. Hirschey, Mark, Managerial Economics, The Dryden Press, Fort Worth, 2000.
10. Koutsylannis, A Modem Micro Economics, Macmillian Press Ltd., 1998 Reprint.
11. Maurice Charies, S. and Christopher R. Thomas, Managerial Economics, Irwin McGraw Hill, 1998.
12. Samuelson, William F. and Stephen G. Marks. Managerial Economics, 3rd ed., The Dryden Press, Fort Worth, 1999.
13. Shapiro, Edward, Macro-Economic Analysis, Galgotia Publications, New Delhi, 1996 Repring.
14. Truett, Lila J.,and Dale B. Truett, Managerial Economics: Analysis Problems and Cases, 7th ed., South Western College Publishing – Thompson Learning, Australia, 2001.

Paper 514: Accounting for Decision Making

Objective: The Purpose of this paper is to acquaint students with the accounting tools and techniques that could be helpful for business decision -making.

Contents:

Section A: Financial Accounting

1. Basics of Accounting: Nature, concepts, principles and standards of accounting; Accounting equation.
2. Corporate Accounting: Preparation of Profit and Loss Account and Balance sheet.
3. Statement of Changes in Financial Position: Funds flow; Cash flow.
4. Financial Statement Analysis.

Section B: Cost and Management Accounting

5. Cost Concepts and classification.
6. Product Costing Method; Job Costing; Process Costing; Activity -based Costing.
7. Marginal Costing; Absorption Costing; Cost Volume -Profit Analysis; Short Run Decisions and Differential Analysis.
8. Budgeting; Different types of budgets; Behavioral dimensions of budgeting; Zero-base budgeting; Performance budgeting.
9. Standard Costing and Variance Analysis; Importance of Standard costing Material, labour and overhead variances.
10. Responsibility Accounting; Divisional Performance Measurement: Transfer Pricing.
11. Recent Developments in Cost and Management Accounting.

Suggested Readings:

1. Anthony Robert, and David Hawkins; Accounting: Text and Cases, McGraw -Hill, 1999.
2. Bhattacharya, S.K. and Jonn Dearden, Accounting for Management, Vikas Publishing House, New Delhi.
3. Charles T. Horngreen, Cost Accounting: A Managerial Emphasis, Prentice Hall of India Ltd., New Delhi.
4. Charles T. Horngreen, Lary L., Sundern and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India Ltd., New Delhi.
5. Garrison, Ray H. and E.W. Noreem, Managerial Accounting, McGraw Hill, 2000.
6. Hilton, Ronald W., Mather, Michael W. and Selto, Frank, H., Cost Management Strategies for Business Decisions, McGraw Hill, Irwin, 2000.
7. Horngren, C.T., G.L. Sundem and J.A. Elliot, Intro duction to Financial Accounting, Prentice Hall, NJ, 1999.
8. Jawahar Lal, Financial Accounting: Wheelar Publishing New Delhi 1996.
9. Jawahar Lal, Managerial Accounting, Himalaya Publishing House, 2001.
10. Khan, M.Y. and P.K.Jain, Management Accounting, Tata McGra w Hill, New Delhi.

11. Kimmel, P.D., J.J. Weygandt and D.E. Kieso, Financial Accounting: Tools for Business Decisions, John. Wiley & Sons, 2000.
12. Meigs, R. F., et. al., Accounting: The Bases for Business Decisions, McGraw Hill, 1999.
13. Panday, I. M., Management Accounting, Vikas Publishing House, New Delhi.
14. Roger H. Hermanson and James Don Edwards, Financial Accounting: A Business Perspective, Irwin, Chicago, 1995.
15. Warren, C. S., J. M. Reeve and P.E. Fess, Accounting, South Western Publishing Company, Cincinnati, 1999.

Paper 515: MARKETING MANAGEMENT

Objective: The objective of this paper is to enable students understand the basic concepts and tools of marketing and apply them in practice.

Contents:

1. Introduction to Marketing: Nature and functions of marketing; Evolution of marketing concept; Marketing Management process; Marketing mix.
2. Marketing Environment: Micro and macro environments of marketing and their impact on marketing decisions: Consumer and industrial buying behaviour – An overview.
3. Market Segmentation, Targeting and Positioning: Segmenting markets - bases and process; Market segmentation and product differentiation; Target market selection. Positioning – nature importance and process.
4. Product Planning and Development: Concept of product; Classification of products; Product line and mix decisions; Packaging and labeling; Product - support services; Branding decisions; Product life cycle and marketing implications; New product development; Innovation diffusion and consumer adoption process.
5. Pricing Decisions and strategies: Factors affecting price determination Procedure for setting prices: Pricing policies and strategies.
6. Distribution Decisions: Nature and importance of distribution channels; Types and functions of distribution middlemen; Channel management decisions; Retailing and wholesaling; Physical distribution/logistics decisions.
7. Promotion Decision: Communication process; Promotion tools: Their characteristics and relative merits and limitations; Designing promotion campaign; Personal selling – Types of selling; Scientific selling process; Sales planning, organization and control.
8. Marketing Planning, Organisation and Control -Strategic planning and marketing effectiveness; Contemporary Development and issues in marketing including ethical and legal aspects.

Suggested Readings:

1. Armstrong, Gary and Philip Kotler, Marketing: An introduction, Pearson Education Asia, 2000.
2. Czinkota, Michael R., Massaki, Kotabe and David Mercer B., Marketing Management: Text and Cases, Blackwell Publishers, Massachusetts, 1997.
3. Etzel, Michael J., Walker Bruce and William J. Stanton, Fundamentals of Marketing, 11th edition, McGraw Hill Publishing Co., New York, 1999.
4. Hughes, G. David, Daryl McKee and Charles H. Singler, Sales Management: A career Path Approach, Southwestern College Publishing, Cincinnati, 1999.
5. Kotler, Philip, Marketing Management, Millenium edition, Prentice Hall of India Ltd., New Delhi, 2000.
6. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 9th ed., Prentice-Hall of India Pvt. Ltd., New Delhi, 2001.

7. Lamb, Charles W., Joseph F. Hair and Carl McDaniel, Marketing 5th ed., South Western Publishing company, Australia, 2000.
8. McCarthy, E. Jerome and William D, Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., Richard D. Irwin, Homewood, Illinois, 1994.
9. Pawar, J. S., Marketing in the New Era – Competing in a Globalised Economy Response Books, Sage Publications, New Delhi, 1997.
10. Saxena, Rajan, Marketing management, Tata McGraw Hill Publishing Co., New Delhi, 1997.
11. Zikmund. William G. and Michael d' Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South Western College Publishing, Thompson Learning, Australia, 2001.

Paper 516: INTERNATIONAL BUSINESS ENVIRONMENT

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

Contents:

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications.
2. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.
3. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.
4. International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.
5. International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.
6. Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.
7. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.
8. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Suggested Readings:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

Paper 517: INTERNATIONAL TRADE AND POLICY FRAMEWORK

Objective: The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

Contents:

1. Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.
2. Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.
3. Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.
4. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.
5. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversio n effects.
6. India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies; Foreign debt situation.
7. Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. Of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.
5. Mannur, H.G., International Economics, 2nd ed., Vikas Publishing House,. New Delhi, 1999.
6. Salvatore, D., International Economics, John Wiley & Sons, 2001.
7. Sodersten, BO, International Economics, 2nd ed., McMillan, London

Paper 521: OPERATIONS RESEARCH FOR BUSINESS DECISION

Objective: The objective of the paper is to acquaint the students with operations research techniques that are playing important role in managerial decision -making.

Contents:

1. **Introduction:** Quantitative approach to managerial decision making.
2. **Linear Programming:** Simplex Method – Mathematical formulation and solution of minimisation and maximisation problem; Cases for unfeasibility unbounded-ness degeneracy and multiple optimum solutions; Duality Sensitivity analysis.
3. **Transportation:** Finding initial feasible solution using Northwest corner rule; Vogel's approximation method and least cost method; Testing optimality using stepping stone method and MODI method; Special cases of unbalanced problem, degeneracy, maximisation objective, multiple solutions and prohibited route.
4. **Assignment:** Hungarian assignment technique; Special cases of unbalanced problem, multiple optimum solutions, maximisation objective and unacceptable assignment.
5. **Inventory control:** Techniques of selective control; Economic order quantity (EOQ) models – classical, gradual replenishment without shortages, price breaks and planned stock outs; Deciding optimum, safety stock and reorder level.
6. **PERT/CPM:** Networks with one estimate of time; Networks with probabilistic time estimates; Time-cost trade-off; PERT/Cost.
7. **Markov Analysis:** Brand – switching analysis; Equilibrium condition.
8. **Game Theory:** Games of pure strategy; Games of mixed strategy; Rule of dominance.
9. **Queuing Theory:** Elements of a queuing system; Models with Poisson arrival and exponential service rates; Single server and infinite population.

Suggested Readings:

1. Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, An Introduction to Management Science, 6th ed., West Publishing Company, St. Paul, MN, 1994.
2. Churchman, C.W., R. Ackoff and E. C. Ansoff, Introduction to Operation Research, Willey, New York.
3. Eppen, G. D., F. J. Gould and C.P. Schmidt, Introductory Management Science, Prentice - Hall.
4. Hillier, Frederick S. and Gerald J. Lieberman, Introduction to Operations Research, 6th ed, McGraw Hill Book Company New York, 1995.
5. Levin, Richard I., David S. Rubin, Goel P. Stinson and Everett S. Gardner Quantitative Approaches to Management, 8th ed. McGraw Hill Book Company, New York, 1992.
6. Swaroop, Kanti, P. K. Gupta and Man Mohan, Introduction of Operations Research, Sultan Chand and Sons, New Delhi, 2000.
7. Sharma, J. K., operations Research; theory and Applications, Macmillan Indian, New Delhi, 1997.
8. Taha, Hamdy A, Operations Research – An Introduction, 6th ed., Prentice-Hall of India Private Ltd., New Delhi, 1997
9. Vohra, N.D., Quantitative Techniques in Management., Tata McGraw Publishing Company, New Delhi, 2001.
10. Winston, Wayne L., S. Christian Albright and Mark Broadle, Practical Management Science, 2nd ed., Duxbury – Thompson learning, Australia, 2001.

Paper 522: MANAGERIAL FINANCE

Objective: the purpose of this paper is to familiarise the students with various financial tools and techniques, which can enhance their analytical power to make rational decisions in different areas of management.

Contents:

1. **Introduction:** Objectives of financial management; Organisation of finance Ethics in financial management.
2. **Capital Budgeting:** Capital budgeting decision process; Estimation of cash flows; Techniques of risk analysis; Cost of capital.
3. **Capital Structure Decision:** Operating, financial and total leverage: Capital Structure theories; Factors affecting capital structure.
4. **Dividend Decision:** Types of dividend payments; Factors affecting dividend policy; Relevance and irrelevance theories of dividend.
5. **Working Capital Decision:** Net and gross working capital; Elements of cash management; Receivables management and inventory management.
6. **Mergers and acquisitions.**
7. **Capital Market:** Recent trends and developments.
8. **Contemporary Issues in Finance.**

Suggested Readings:

1. Brealey, Richard A. and Myres, Stewart C. and A. J. Marcus, Fundamentals of Corporate Finance, McGraw Hill, 2001.
2. Brigham, Eugene F. and Joel F. Houston, Fundamentals of Financial Management, 9th ed., Harcourt Asia PTE Ltd., Singapore, 2001.
3. Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi, 2001.
4. Damodaran, Aswath, Corporate Finance-Theory and Practice, John Wiley & Sons Inc., New York 2000.
5. Gitman, L.J., Principles of Management Finance, Addison Wesley, Conjman, 2000.
6. Khan, M.Y. and P.K. Jain, Financial Management, Tata McGraw Hill, New Delhi, 2001.
7. Mover, C.R., James R., Mcguingana and William J. Kretlow, Contemporary Financial Management, South Western College Publishing, Cincinnati, 2001.
8. Pandey, I.M., Financial Management, New Delhi: Vikas, 1999.
9. Van Horne, J.C., Financial Management Policy, Prentice Hall of India Ltd. 1999.

Paper 523: INTERNATIONAL MARKETING

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

1. **Introduction:** Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview.
2. **International Marketing Environment:** Influence of physical, economic socio-cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.
3. **International Market Segmentation and Positioning;** Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting-up of wholly owned subsidiaries abroad.
4. **International Product Planning:** Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.
5. **Pricing for International Markets:** Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.
6. **International Distribution Decisions:** Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.
7. **International Promotion Strategies:** Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardisation vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.
8. **International Marketing Planning, Organising and Control:** Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

Suggested Readings:

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10th ed., Irwin McGraw Hill, Boston, 1999.
3. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004.
4. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi.

5. Kotabe, Masaaki and Kristiaan Helsen, Global marketing Management, 2nd ed., John Wiley & Sons, 2001.
6. Keegan, W., Global Marketing Management, Prentice -Hall, Englewood Cliffs 1995.
7. Onkvist, S. and J.J.Shaw, International Marketing; Analysis and Strategy, Prentice Hall, New Delhi, 1995.
8. Terpstra, V. and R. Sarathy, International Marketing, 8th ed., Harcourt Asia PTE Ltd., Singapore, 2005.

Paper 524: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION

Objective: The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

Contents:

1. **EXIM Operations and Documentation:** Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation.
2. **EXIM Policy Framework:** Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business.
3. **Foreign Exchange Facilities and Regulations:** Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts.
4. **International Trade Terms:** Trade contract and trade terms; Trade terms and need for standardisation; INCO terms.
5. **Export Payment Terms:** Credit risk management and payment terms; Main features of payment terms-Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC -Major clauses; Consignment sale.
6. **Trade Finance:** Sources and schemes of trade finance; Pre and post -shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.
7. **Transit Risk Management:** Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation.
8. **Credit Risk Management:** Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.
9. **Central Excise Clearance:** Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements.
10. **Customs Clearance of Export and Import Cargo:** Legal framework – Customs Act 1962;. Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations.

11. **Duty Drawback:** Concept and rationale; Monitoring authority; Types and mechanism of rate fixation; Settlement of claims including under EDI; Procedure and documentation.
12. **Import Policy and Export Promotion:** Duty exemption schemes; Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures.

Suggested Readings:

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. IIFT, various publications.
4. IMPEX Times, various issues.
5. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
6. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
7. Ram, Paras, Exports: What, Where and How ? Anupam Publications, New Delhi, 2001.

525: INTERNATIONAL MARKETING RESEARCH

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

Contents:

1. **Introduction:** nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).
2. **Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.
3. **Questionnaire preparation** – etic and emic dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.
4. **Multi – country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.
5. **Cross-cultural Consumer research** – Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

Suggested Reading

1. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001.
2. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois, 1998.
3. Douglas, S.P. and C.C. Samuel, International Marketing Research, John Wiley, New York, 1999.
4. Douglas, S. P. and C.C. Samuel, International Marketing Research, Prentice Hall of India Private, Ltd., New Delhi, 1983.
5. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi 1998.
6. Kumar, V. International Marketing Research, prentice Hall 1, 2004.
7. Malhortara, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia, 1999.
8. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi, 1998.

Paper 526: INTERNATIONAL FINANCIAL SYSTEM AND MARKETS

Objective: The objective of this paper is to provide students knowledge of international financial system, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

Contents:

1. **Introduction to International Financial System:** International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies – target zone arrangement; European monetary system; International liquidity.
2. **Foreign Exchange Markets and its Activities:** Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation.
3. **Exchange Rate Determination:** Exchange rate determination in spot and forward market – Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate.
4. **International Financial Markets and Instruments:** Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments -Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps.
5. **International Debt Problem:** Problem of debt servicing and developing countries (with special reference to India).

Suggested Readings:

1. Apte, P. G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998. Baker, J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
2. Eitemean, David K., Arthur Stone-hill and Michael H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass. 1998.
3. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.
4. Seth, A.K., International Financial Management, Galgotia Publishing Company, New Delhi, 2000.
5. Shapiro, Allen C., Multinational Financial Management, Prentice Hall India Pvt Ltd., New Delhi, 1995.
6. Sharan, V., International Financial Management, Prentice Hall of India Private Ltd. New Delhi 2000.

Paper 527: COMPUTER APPLICATIONS IN BUSINESS

Objective: The purpose of this paper is to acquaint the students with the functioning of the computers and their application in business.

Contents:

1. **Introduction to information and IT:** Changing decision making scenario and role of information needs and information systems; Information generation process; Quality of information – adding value to information; Role of IT in information generation and value addition; Computer hardware and personal computers – an overview.
2. **Computer system as information processing system:** Types of computer systems; Hardware options – CPU, input devices, output devices, storage devices, communication devices; Configuration of these devices and their applications; Automatic devices for logistic bar coding and management system.
3. **Software Resources:** Software needs; Operating systems; Application software programming languages.
4. **Internet and World Wide Web:** Internet technologies and access devices; Concept of World Wide Web and Internet browsing; www as a marketplace; Concept of e-commerce and business models of e-commerce.
5. **Desktop Application – I:** Word Processing-Meaning and role of word processing in creating of documents, editing, formatting and printing documents, using tools such as spelling check, thesaurus, etc. in word processors; Presentation and graphics on personal computers.
6. **Desktop Application – II:** Electronic spreadsheet:- Structure of spreadsheet and its application to accounting finance and marketing functions of business; creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built in function; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sorting data with other desktop applications: Strategies of creating error-free worksheet.
7. **Data Base Management System:** Concept of data base management system Data field, records and files; Sorting and indexing data, searching records designing queries and reports and linking of data files.
8. **Introduction to PC Based Software Packages:** Accounting and Statistical Software Packages: Accounting software packages for maintenance of accounts, inventory records, preparation of vouchers, invoice and salary statement and final accounts; Statistical software packages for computing measures of central tendency and dispersion, preparation of tables and graphs, and other statistical analysis structure of export documentation in software packages.

Suggested Readings:

1. Burch, J. and G. Gary, Information Systems: Theory and Practice, John Wiley and Sons, New York.,
2. Eliason, A.L., On-line Business Computer-Application Science Research Associates Chicago.

3. Eliason, A. L., On-line Business Computer Applications, Science Research Associates, Chicago.
4. Estrada, S., Connecting to the Internet, O'R eilly, Sebastopol.
5. Habraken Jeo, Microsoft Office 2000, Prentice Hall of India Private Ltd., New Delhi, 2000.
6. Kumar; Muneesh, Business Information Systems, Vikas Publishing, 1999.
7. Norton Peter, Introduction to Computers, Tata McGraw Hill, New Delhi, 1999.
8. Sanders, D.H., Computers in Business: An Introduction, McGraw Hill, Tokyo, 1983.
9. Sanders, Donald Computers Today, McGraw Hill, 1999.
10. William, B.K. ec al, Using Information Technology: A Practical Introduction to Computers and Communication, McGraw Hill, Ne w York, 2000.

Note: Paper 527: Computer for Business shall have the following weightage for the theory and practical portions:

Theory – 50 Marks

Practical – 50 Marks

Paper 531: INTERNATIONAL MANAGEMENT

Objective: The objective of this paper is to familiarize students with the cross-cultural behaviour and its management for successful operations of the international firms.

Content:

1. International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross-cultural values and business management; Business values ethics and social responsibilities.
2. Challenges of Global Planning: Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.
3. Organization and Control for international Competitiveness: Organisation design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.
4. Management of Personnel with Different Social and Cultural Backgrounds: Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities.
5. Motivation and leadership in international Firms.
6. Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.
7. International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.
8. Managing international Collaborative Arrangements: Joint Ventures and other forms for strategic alliances: Traditional and emerging reasons for forming strategic alliances;; Pitfalls in strategic alliances; Making cross-cultural alliances work.

Suggested Readings:

1. Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001.
2. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
3. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
4. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyde rabad, 1990.
5. Helen, D., Management: Managing Across Borders and Cultures, Prentice -Hall, Upper Saddle River, New Jersey, 2000.
6. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi, 1995.

7. Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York, 1997.
8. Hoeklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington, 1995.
9. Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York, 1998.
10. Kennedy, G., Pocket Negotiator, The Economist Books, London, 1993.
11. Lewicki, R. J. and J. A. Litterer, Negotiation: Readings, Exercises and Cases, Irwin, Homewood, 1985.
12. Madd, Robert, Successful Negotiation, Crisp Publications.
13. Nagadhi, A.R., International management, Prentice Hall of India Private Ltd.
14. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996.
15. Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990.
16. Rodrigues, Carl, International Management: A Cultural Approach, 2nd ed., South Western College Publishing-Thompson Learning, Australia, 2001.
17. Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995.
18. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi, 1997.
19. Vernon, R and L.T. Wells, Manager in the International Economy, Prentice -Hall Englewood Cliffs.

Paper 532: SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

Objective: The objective of the Paper is to enable the students evolve marketing strategies to meet the unique challenges and opportunities of the services sector. The course also aims at familiarising the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

Contents:

Section A: Services Marketing

1. Services Markets: Recent trends and developments; Meaning and nature of services ; Classification of services and marketing implications; Services marketing management -a strategic perspective.
2. Analysing Services Marketing Environment; Understanding Service Customers -Buying influences and consumer service behaviour; Service Quality -Gap modal and role of consumer expectations and perceptions.
3. Services Market Segmentation and Positioning; Developing Services Marketing Mix Strategy-Product, price, place, promotion, people, process and physical evidence decisions; International Marketing of services-Entry modes and other strategic decisions.

Section B: Customer Relationship Management

4. Customer Relationship Management: Growing importance of relationship marketing; Relational exchanges-Nature and scope; Firm and customer motivations for relationships; relationship development process; Attributes and determinants of relational exchanges; networking and its significance in marketing.
5. Developing and Managing Relationships: Selecting, winning and retaining customers; Regaining dissatisfied customers; Information Management for building relationships; e - CRM.
6. Managing relationships in service and industrial markets; Relationship marketing and distribution channels; Relational exchanges in international markets.

Suggested Readings:

Section A; Services Marketing

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey, 1996.
2. Payne, Adrian, The Essence, of Services Marketing, Prentice Hall of India Ltd., 1996.
3. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi, 1997.
4. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGraw Hill Co. Ltd., 1996.

Section B: Customer Relationship Management

1. Barnes, James G., Secrets of Customer Relationship Management, McGraw Hill, New York, 2001.
2. Greenberg, Paul, CRM at the speed of Light, Tata McGraw Hill Co., New Delhi, 2001.

3. McKenna, Regis, Relationship Marketing: Successful Strategies for the Age of the Customers, Addison Wesley Publishing Company, 1991.
4. Seth, Jagdish N., Parvatar, Atul and Shainesh, G., Customer Relationship Management: Emerging Concepts, Tools, and Applications Tata McGraw Hill Publishing Company, New Delhi, 2001.
5. Stone, Merlin and Wood rock, Neil, Relationship Marketing, kogan Page, London, 1996.

Paper 533: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this paper is to acquaint the students with the financial management problems of the multinational corporations and prepare them to tackle these problems.

Contents:

1. Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.
2. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.
3. International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio.
4. International Project Financing: Concepts, types techniques and key elements; Capital structure decision.
5. International Working Capital Management: Cash management; Receivables and inventory management.
6. Dividend Policy for Multinational Corporations.
7. Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.
8. International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices.
9. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.

Suggested Readings:

1. Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998.
2. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
3. Company, New Delhi, 2000.
4. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass., 1998.
5. Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York, 1998.
6. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.
7. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati, 2000.
8. Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi, 1994.
9. Seth, A.K., International Financial management, Galgotia Publishing.
10. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.

11. Sharan, V., International Financial Management, Prentice Hall of India Pvt. Ltd., New Delhi, 2000.

Paper 534: E-COMMERCE

Objective: The objective of the paper is to introduce students to the concept of e-commerce and equip them to assess e-commerce requirements of a business and develop e-business plans and to interact with various IT professionals who may be developing e-commerce applications.

Contents:

1. Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce.,
2. Architectural Framework of E-Commerce: World Wide Web as the architecture; Global Publishing concept; Universal reader concept and client server concept; hypertext publishing and hypertext information network; Internet protocols.
3. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitisation; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.
4. Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritisation: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.
5. Web-site Design: Web sites as market place; Role of web site in B2C e-commerce; Web site strategies; Web site design principles; Push and pull approaches; Alternative methods of customer communication such as e-mail, BBA; E-mail etiquette and e-mail security.
6. Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading;; characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.
7. Multimedia and E-Commerce: Concept and role of multimedia; Multimedia technologies; digital video and digitization of product and customer communication, Desk-top video conferencing and marketing
8. Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce.
9. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.
10. Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical issues in e-commerce.

Suggested Readings:

1. Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E-Commerce, Macmillan India Ltd., 2000.
2. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.
3. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
4. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
5. Fitzgerald, Business Data Communication Network, McGraw Hill, 1998.
6. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley, 1999.
7. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi, 1997.
8. Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001.
9. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.
10. Whiteley, David, E-commerce, McGraw Hill, New York, 2000.
11. Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.

Paper 535: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS

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

Contents:

1. Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors.
2. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards:
3. Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.
4. Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.
5. Regulatory Framework Relating to Electronic Commerce.
6. India Laws and Regulations Governing International Business Transactions – FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.
7. Competition Law: National and International Dimensions.
8. Consumer Law; National and International Dimensions.

Suggested Readings:

1. Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.
2. Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.
3. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.
4. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
5. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.
6. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
7. Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.
8. Its Environments, West Educational Publishing Co., Cincinnati, 1999.
9. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.
10. Wadhwa, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

Paper 536: FOREIGN LANGUAGE FOR BUSINESS – 1

536 A and 546 A: FRENCH FOR INTERNATIONAL BUSINESS – 1
536 B and 546 B: GERMAN FOR INTERNATIONAL BUSINESS – 1
536 C and 546 C: SPANISH FOR INTERNATIONAL BUSINESS – 1
536 D and 546 D: JAPANESE FOR INTERNATIONAL BUSINESS – 1
536 E and 546 E: ARABIC FOR INTERNATIONAL BUSINESS – 1
536 F and 546 F: RUSSIAN FOR INTERNATIONAL BUSINESS – 1
536 G - 536 J 546 G – 546 J: Other foreign Languages for International Business – 1

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

Contents:

Foreign Language Knowledge Relating To:

1. Social and Professional Relations;

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

2. Professional Environment

- Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading, writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.
- Interviewing another person and handle a job interview.

3. Functions of the Company

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.
- Placing orders.

4. Administrative functions

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

5. Official tours

- Obtaining information on timings, tariffs
- Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meetings and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

6. Telephonic conversation

- Receiving or send simple telephonic message
- Identifying the person on phone and his/her request
- Spelling, repeating, reformulating, concluding, taking leave.

7. Writing Communication

- Reading simple and commonly used documents in professional and day-to-day life.
- Filling up forms in professional or day to day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Note: The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign Instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MIB Programme Co-Programme Co-coordinator and the concerned foreign language teacher (s).

The internal weight age to be given to each topic will also be decided by the committee and communicated to the students. Moreover, the division of the course contents for each language to be thought in the semester, viz., Semesters III & IV, shall be decided by the Commit too.

Paper 537: Training Report

After the end of second semester, each student shall go for a summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report (Course 537) to the Department for evaluation in the third semester. The evaluation of the Training Report (Paper 537) be as follows:

Report evaluation – 70 marks
Report presentation – 30 marks

Paper 541: GLOBAL STRATEGIC MANAGEMENT

Objective: The objective of this paper is to help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Content:

- 1. Introduction:** Strategy making strategy implementing and strategic managing; Roles of line managers, strategic planners and top management; Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization and strategic management; Strategic flexibility and learning organization.
- 2. Environmental:** Scanning and Competitiveness Analysis; Appraising company's external strategic situation, company situation, competitive strategy and competitive advantage in global market.
- 3. Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper-competitive industries and turbulent industries; Strategies for industry leaders, runner-up firms and weak businesses.
- 4. Strategic Issues and Alternatives in Globally Competitive Markets:** International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.
- 5. Corporate Diversification Strategies:** Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.
- 6. Strategy implementation and administration:** Organization building; Budgets and support system commitment; culture and leadership; Issues in global strategy implementation; strategy evaluation and control.
- 7. Strategic Issues in Managing Technology and Innovation:** Social responsibility and ethics management.

Suggested Readings:

1. Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London, 1995.
2. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York, 1993.
3. Brooke, M.Z . and M.L. Remmers, international Management and Business Policy, Houghton Mifflin, Boston.
4. Davidson, W.H., Global Strategic Management, John Wiley, New York.
5. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.
6. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.

7. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalisation, 4th ed, South Western College Publishing, Australia, 2001.
8. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford, 1992.
9. Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York, 1996.
10. Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalisation of American, German and Japanese Multinational Companies, Jai Press, Greenwich, Conn.
11. Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996.
12. Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990.
13. Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992
14. Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001.
15. Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000.
16. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York, 1999.
17. Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991.
18. Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.

Paper 542: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

Objective: The main objective of this paper is to help students develop basic understanding of the concepts and theories of consumer and industrial buyer behaviour and their applications in marketing decision making. Students Will also be exposed to globalisation of consumer markets and international dimensions of consumer and industrial buying behaviour and their marketing implications.

Contents:

1. **Consumer Behaviour** Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.
2. **Internal Determinants of Buying Behaviour:** Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).
3. **External Determinants of Buying Behaviour:** Family and household influence; Reference groups and social class; Culture and subcultures.
4. **Models of Consumer Behaviour;** Organisational Buying Behaviour: Process, Influence and model.
5. **Cross-Cultural:** Consumer and Industrial Buying Behaviour; Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.
6. **Innovation Diffusion and Consumer Adoption Process;** Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

Suggested Readings:

Assael, H., Consumer Behaviour and Marketing Action, 6th ed., South Western Publishing Company, Ohio, 1998.

Block and Roering, Essentials of Consumer Behaviours Dryden Press, Chicago. Dryden Press. Chicago 1990.

Engel, James F., Roser D. Blackwell, and Paul W. Miniard, Consumer Behaviour Dryden Press, Chicago, 1990.

Hawkins, Dal l., Roger J. Best and Kenneth A. Coney, Consumer Behaviour Implication for Marketing Strategy, Richard D. Irwin, Chicago, 1995.

Hoyer, Wayne D. and Debovar J. Macinnis, Consumer Behaviour, Hongnton Mifflin Company, Boston, New York, 1997.

Peter. J. Paul and Jerry C. Oison, Consumer Behaviour and Marketing Strategy, Richard D. Irwin, Illinois, 1993.

Schiffan, Leon G. and Kanuk, Lealie. Lazar, Consumer Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 1997.

Wikie, William L, Consumer Behaviour, John Wiley & Sons, New York 1990.

Paper 543: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: Liberalisation and globalisation have led to new challenges in the area of human resource management. Today international human resource management has developed as a distinct field of specialisation. International HRM is an important lever to achieve integration of different units operating in multiple national locations. This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Contents:

1. **Introduction:** Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.
2. **International Context of HRM:** Cross national differences in personnel and organisations: Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.
3. **International Staffing:** Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems.
4. **Compensation In International Perspective:** Factors, package, methods and trends ; Motivation in cross-cultural context.
5. **Training and Development:** Training and development for expatriates; training and development for international staff.
6. **Direction, Supervision and Control:** Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal – Criteria and process; international control mechanism.
7. **International HRM and industrial Relations:** A framework for international industrial relations; Employees participation – Practices in various countries.
8. **Designing Organisations:** for Dynamic International Environment; Human resource aspects in acquisitions and mergers; Challenges to international human resource managers.

Suggested Readings:

1. Alkhafaji, Abbass F., Competitive Global Management, St. Luice Press, Vanity Books International, 1996.
2. Beardwell I. And L. Holden, Human Resource Management, 2nd ed., Pitman, London, 1998.
3. Beumont, P. B., Human Resource Management, : Key Concepts and Skills, Sage, London, 1993.
4. Black, J.S. and M. Mendaenahall, Readings and Cases in International Human Resource Management PWS-Kent, Boston, 1991.
5. Dowling, Peter J. Denice E. Welch and Randall S. Schuler, International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing, Cincinnati, 1999.

6. Goss, David, Human Resource Management, Thomson Business Press, London, 1997.
7. Harzing, Ann wil and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London, 1999.
8. Hollinshead, G. and Mike Leat, Human resource Management – An International and Comparative Perspective on the Employee Relationship, Pitman Publishing, London 1995.
9. Mabey, Christopher, Graeme Salaman and John Storey, Human Resource Management : A Strategic Introduction, Blackwell, Oxford, 1998.
10. Poole, Michael, ed., Human Resource Management – Critical Perspectives on Business and Management, Vol, II on “Comparative international and Strategic Human Resource Management”. Routiege, London, 1999.
11. Saini, Debi S. and Sami A. Kahan eds., Human Resource Management – Perspectives for the New era, Response Books (A Division of Sage), new Delhi, 2000.

Paper 544: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

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

Section A: Advertising

- 1. Advertising:** Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.
- 2. Developing Advertising Campaign:** Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.
- 3. Organisation and Evaluation of Advertising Efforts:** In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness.
- 4. International Advertising:** Complexities and issues; Developing international advertising campaign; Advertising of India products abroad.

Section B: Brand Management

- 5. Basics of Branding:** Importance of branding; Basic Branding concepts -Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.
- 6. Brand Creation and Development:** Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.
- 7. Managing Brand Equity and Loyalty:** Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet.
- 8. Developing International Brands:** Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

Section A: Advertising

1. Akaker, David A., Batra, Rajeev and Myers, John G., Advertising Management, Prentice Hall, New Jersey, 1996.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois, 1999.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing Dryden Press.
4. Hard, Norman, The Practice of Advertising, Butter worth Heinemann, Oxford, 1995.
5. Parente, Danald, Advertising Campaign Strategy: A Guide to marketing Communication Plan, 2nd ed., The Dryden Press, Fort Worth, 2000.

6. Sandage, C.H. and Fryburger, Vernon, Advertising Theory and Practice Richards. Irwin, Homewood Illinois.

Section B: Brand Management

1. Aaker, David A., Managing Brand Equity, The Free Press, New York, 1991.
2. Arnold, David, The Handbook of Brand Management, Random Century House, London 1992.
3. Kapferer, Jean Noel, Strategic brand Management Free Press, New York, 1997.
4. Moorthy, Y.L.R., Brand Management – The Indian Context, Vikas Publishing House Pvt. Ltd., New Delhi, 1999.
5. Sengupta Subroto, Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Publishing Company Ltd., New Delhi 1993.
6. Upsaw; Lynn B., Building Brand identity: A Strategy for Success in a Hostile Market place, John Wiley sons Inc. New York, 1995.

Paper 545: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

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

Contents:

Section A: Supply Chain Management

1. **Basic Framework:** Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM.
2. **Integrated SCM:** Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after-sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM.
3. **Managing Relationship:** Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.
4. **Purchasing Process:** Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.
5. **Supply Chain and Information Management Systems - Importance of information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR:** Globalisation, technology and business chain management; Re-engineering the supply chain: Future directions.

Section B: Trade Logistics

6. **Logistic System:** Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication.
7. **Transport Fundamentals:** Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing.
8. **General Structure of Shipping:** World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust.
9. **International Air transport:** International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.
10. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices – causes and protection; Role and types of cargo intermediaries.

11. **Warehousing and Inventory Management:** Warehousing and marketing strategy; Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics.

Suggested Readings:

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs, 1992.
2. J., Chartering Practices
3. J., Dictionary of Shipping and chartering Practices.
4. Christopher, M., Logistics and Supply Chain Management: Strategies for Reducing Cost and improving Services, Pitman, London, 1992.
5. ICAO Journal, New York., various issues.
6. Indian Shipping and Transport, Bombay, Various issues.
7. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990.
8. Marks, Daniel, Shipping Cartels.
9. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul, 1995.
10. Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi, 1996.
11. The Marine Times, Bombay, various issues.

Paper 546: FOREIGN LANGUAGE FOR BUSINESS -II

536 A and 546 A: FRENCH FOR INTERNATIONAL BUSINESS – I and II
536 B and 546 B: GERMAN FOR INTERNATIONAL BUSINESS – I and II
536 C and 546 C: SPANISH FOR INTERNATIONAL BUSINESS – I and II
536 D and 546 D: JAPANESE FOR INTERNATIONAL BUSINESS – I and II
536 E and 546 E: ARABIC FOR INTERNATIONAL BUSINESS – I and II
536 F and 546 F: RUSSIAN FOR INTERNATIONAL BUSINESS – I and II
536 G and 546 G – 546 J: Other foreign Languages for International Business I and II

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

Contents:

Foreign Language Knowledge Relating To:

Social and Professional Relations:

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its results and express all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Professional Environment

- Talking about the framework of professional environment, its working conditions, the posts, the timings, salaries, leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme
- Interviewing another person and handle a job interview.

Functions of the Company

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.
- Placing orders.

Administrative functions

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

Official tours

- Obtaining information on timings, tariffs.
- Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meeting and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Telephonic conversation

- Receiving or send simple telephonic message.
- Identifying the person on phone and his/her request.
- Spelling, repeating, reformulating, concluding, taking leave.

Writing Communication

- Reading simple and commonly used documents in professional and day-to-day life.
- Filling up forms in professional or day-to-day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters etc.

Note:

The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign language instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MIB Programme Co-ordinator and the concerned foreign language teacher(s).

The internal weightage to be given to each topic will also be decided by the Committee and Communicated to the students. Moreover, the division of the course contents for each language to be taught in the two semester, viz., Semesters III & IV, shall be decided by the Committee.

Paper 547: Project Report

Evaluation of Project Report (Paper 547) shall be as follows:

Report evaluation by internal and		
External examiners of 35 marks each	-	70 Marks
Viva Voce examination	-	30 Marks

Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MIB Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.