

Syllabus of MBA-IB (As per NEP)

DEPARTMENT OF BUSINESS MANAGEMENT

SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),

SRINAGAR GARHWAL, UTTRAKHAND

Curriculum Framework and Credit Allocation for Subjects with Minimal or No Practical Component

P.G. First Year (for 2-year P.G. program)

The following course structure under NEP 2020 is designed for subjects which do not have practical based courses or have minimal offerings of practical course-based learning.

First Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Entry requirement	3-year Bachelor's degree (minimum 120 credits) or 4-Year Bachelor's Degree (In case of B.Tech and B.E programme-Minimum-160 credits) and candidates who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations.		
Semester	Course category	Course title and course codes	Total Credit
I	Discipline Specific Core	Principles and Practices of Management BM/SOM/DSC-IB-101	5
		Managerial Economics BM/SOM/DSC-IB-102	5
		Managerial Accounting and Control BM/SOM/DSC-IB-103	5
		Marketing Management BM/SOM/DSC-IB-104	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	International Business Environment BM/SOM/DSE-IB-105	4
		International Trade and Policy Framework BM/SOM/DSE-IB-106	
		International Marketing Management BM/SOM/DSE-IB-107	
Total			24

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

Second Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Semester	Course category	Course title and course codes	Total Credit
II	Discipline Specific Core	Financial Management BM/SOM/DSC-IB-201	5
		Human Resource Management BM/SOM/DSC-IB-202	5
		Strategic Financial Management	5

		BM/SOM/DSC-IB-203	
	Discipline Specific Elective (Any 1 out of Minimum 2 electives)	International Trade Procedure and documentation BM/SOM/DSE-IB-204	4
		International Management BM/SOM/DSE-IB-205	
		Services Marketing and CRM BM/SOM/DSE-IB-206	
	Summer Internship	45 days internship in any organization. All students will prepare summer internship report (Evaluated by external examiner) BM/SOM/SI-IB-207	5
Total			24
NHEQF Level 6	<i>Student on exit after successfully completing first year of two-year PG programme (i.e., securing minimum required 48 credits will be awarded "Postgraduate Diploma" of one year, in related field/discipline/subject.</i>		

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

Third Semester for 2-year P.G. program (For non-practical/practical based subjects)

Semester	Course category	Course title and course codes	Total Credit
III	Discipline Specific Core	Management Information System BM/SOM/DSC-IB-301	5
		Research Methodology BM/SOM/DSC-IB-302	5
		Organisation Behaviour//SWAYAM BM/SOM/DSC-IB-303	5
		Operation Research BM/SOM/DSC-IB-304	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	Legal dimensions of International Business BM/SOM/DSE-IB-305	4
		International Finance BM/SOM/DSE-IB-306	
		Cross-Cultural Consumer Behavior BM/SOM/DSE-IB-307	
Total			24

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

In the third semester of two-year P.G. program, if a department wishes to offer one more Discipline Specific Elective course, it may do so by replacing one of the Discipline-Specific Core courses. The credit value of the additional elective must be equal to that of the core course it replaces. This provision/flexibility is limited to only one additional elective course.

Fourth Semester for 2-year P.G. program (For non-practical/practical based subjects)

Semester	Course category	Course title and course codes	Total Credit
IV	Discipline Specific Core	Project Management and Entrepreneurship	5

		BM/SOM/DSC-IB-401	
		International Trade Theories and Policies BM/SOM/DSC-IB-402	5
		Production and Operations Management BM/SOM/DSC-IB-403	5
		Dissertation Report (60% Report+40% Viva by external) BM/SOM/DR-IB-404	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	International Advertising and Brand Management BM/SOM/DSE-IB-405	4
		Foreign Exchange Management BM/SOM/DSE-IB-406	
		Global Logistics and Supply Chain Management BM/SOM/DSE-IB-407	
Total			24
NHEQF Level 6.5	<i>Student after successfully completing second year of 2-year P.G. programme (i.e., securing minimum 96 credits will be awarded "Postgraduate Degree" of Two years, in related field/discipline/subject</i>		
NHEQF Level 7	<i>In Case of Engineering programmes, Student on exit after successfully completing second year of 2-year P.G. programme (i.e., securing minimum 96 credits will be awarded "Postgraduate Degree" (M.Tech/M.Etc) of Two years, in related field/discipline/subject</i>		

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged. In the fourth semester of two-year P.G. programme, if a department wishes to offer one more Discipline Specific Elective course, it may do so by replacing one of the Discipline-Specific Core courses. The credit value of the additional elective must be equal to that of the core course it replaces. This provision/flexibility is limited to only one additional elective course.

Note: Out of the courses offered across the four semesters of 2-year P.G. programme, in each semester, at least two courses should be skill-based. If the department is unable to offer the minimum of two skill-based courses in a given semester, it may compensate by offering additional/extra skill-based courses in the other semester."

Note: Research based courses such as Research methodology, Research writing and ethics, project work, dissertation, field visit, community engagement etc may be offered in the P.G. programme.

Syllabus of MBA-IB (As per NEP)

DEPARTMENT OF BUSINESS MANAGEMENT

SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),

SRINAGAR GARHWAL, UTTARAKHAND

First Year (First Semester)

Subject: Principles and Practices of Management

Subject Code: BM/SOM/DSC-IB-101

- (i) Nature, Scope and Significance of Management, Evolution and Development of Management Thought Process and Functions of Management. Functional Areas of Management.
- (ii) Nature, significance and scope of Planning, Types of Plans, Process and Techniques of Decision Making, MBO, MBE, Planning Strategies and Policies.
- (iii) Nature and Significance of Organizing- Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship, Span of Management, Authority, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal, Informal and matrix Organizations.
- (iv) Directing & Controlling -Techniques of directing, Motivation-Concept, Theories of Motivation, Leadership Patterns and Styles. Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination, Controlling-Elements, Process and Styles of Control, Techniques of Control, Challenges before Future Managers in 21st Century.
- (v) Concept and Significance of Communication, Process, Types and Techniques of Communication, Barriers of Communication, Overcoming barriers to Communication, Essentials of effective communication.

Suggested Readings:

- 1. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices
- 2. Koontz 'O' Donnel Weihrich -Elements of Management
- 3. Koontz 'O' Donnel C -Management-A Book of Reading
- 4. Drucker, F. Peter -The Practice of Management
- 5. Terry and Franklin -Principles of Management
- 6. Stoner and Freeman -Principles of Management

Subject: Managerial Economics

Course Code: BM/SOM/DSC-IB-102

- (i) Meaning, Definition, nature and scope of managerial economics; Goods, Utility, Value, Price, Wealth, Income, Equilibrium. Managerial Economist - Role and responsibilities.
- (ii) **Demand**- Meaning, Types; Demand function, Law of Demand, Reasons for downward slope of demand curve, Demand function, concept of elasticity and elasticity of demand- Price elasticity of demand, Income elasticity of demand, cross elasticity of demand; Demand forecasting - Meaning, Types, Techniques.
- (iii) **Concepts of Cost, Production and Cost Function** -Cost Classification, Fixed and

Variable, Total, Marginal and Average Cost, Opportunity Cost, Real Cost, Cost Out-put Relationship in Short Run and Long Run, Cost Analysis in the Process of Decision Making, Cost and Optimum Size of Plant. Law of variable proportions and returns to scale, Economies of scale, concept of cost, cost function: Short run and long run- Total fixed and total variable cost- short run average and marginal cost curves. Theory of long run cost- Minimum efficient scale, long run average cost curve, Break Even Analysis.

(iv)**Price determination under various market Structures** - Meaning of market, classification of market structures, Perfect and Imperfect competition, Monopolistic competition, pure oligopoly; Pricing and its determinants, Price determination under perfect competition, monopoly, imperfect competition and oligopoly.

(v)**Basic Macro Economics**-Concept of National Income and methods of measurement: Economic growth- Meaning and determinants, phases of business cycle, Inflation-Meaning, Types and causes.

Suggested Readings:

- (1) H.L.Ahuja- Managerial Economics
- (2) Nemmers, Erwin Esser -Managerial Economics Text & Analysis
- (3) Alexander, K J W and Kemp, A J -The Economist in Business
- (4) Norman, N Parish -Economic Analysis
- (6) Adhikari M -Business Economics
- (7) Baye -Managerial Economics & Business Strategies
- (8) Varshney, R L and Maheshwary -Managerial Economics
- (9) M.L.Jhingan and J.K.Stephen- -Managerial Economics
- (10) Maheshwari - Managerial Economics
- (11) R.L.Varshney and K.L.Maheshwari- Managerial Economics

Subject: MANAGERIAL ACCOUNTING AND CONTROL

Course Code: BM/SOM/DSC-IB-103

(i) Financial Accounting-Meaning, Objectives, Concepts and Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts.

(ii) Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit and Financial Reporting.

(iii) Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing for Material, Labour, and Overheads. Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations.

(iv) Standard Costing- Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis-Material, Labour and Overhead.

(v) Responsibility Accounting- Its Meaning and Significance, Cost Profit and Investment Centers, Accounting for Price Level Changes- Concepts CPP and CCA Methods.

Suggested Readings

- (1) Anthony, R N and Welsh, G A -Fundamentals of Management Accounting
- (2) Khan and Jain -Management Accounting
- (3) Horngren, C T -Cost Accounting
- (4) Gupta, R L -Advanced Accountancy

- (5) Shukla and Grewal -Advanced Accounts
- (6) S P Jain and K L Narang ,2014. *Financial Accounting*. 12th Edition. Kalyani publisher
- (7) Sharma and Gupta, 2018. *Management Accounting* 13th Edition, Kalyani Publisher
- (8) Maheshwari SN & Maheshwari SK. 2018. *Financial Accounting*. 6th Ed. Vikas Publ. House.

Subject: Marketing Management

Course Code: BM/SOM/DSC-IB-104

1. Concept, Nature, Significance of Marketing Management. Concepts of Marketing, Functions of Marketing, Strategic Marketing Planning, Marketing Mix. Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment.
2. Market Segmentation, Basis for Market Segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market.
3. Consumer Behaviour, Nature and factors influencing Consumer Behaviour, Decision Making Process, Organizational Buying Behaviour.
4. Product Management, Concept of Product, Classification of Products, Product Life Cycle, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Packaging, Labeling.
5. Pricing-Factors Affecting Price Determination, Price Policies and Strategies, Pricing Methods. Promotional Mix-Elements of Promotional Mix, advertising, Personal Selling, Publicity and Public Relations, Sales Promotion. Direct marketing. Distribution Channels, Role and Type of Channels, Factors Influencing Channel Decisions. Forward and Backward integration, VMS, Rural Marketing.

Suggested Readings:

1. Kotler, Philip -MarketingManagement:AnalysisPlanning&Control
2. Stanton WJ -FundamentalsofMarketing
3. Cunduff Still -FundamentalsofMarketing &GoianiCundiff
4. Rusenberg,LJ -Marketing
5. PillaiRSN, Bhagwati-Modern MarketingPrinciples&Practices

Subject: International Business Environment

Course Code: BM/SOM/DSE-IB-105

1. International Business and Its Environment, Theories of Export Behavior, Theories of International Trade and Foreign Direct Investment.
2. Terms of Trade, Balance of Payments, Commercial Policy-Objectives, Instruments and Impact.
3. International Trading Framework GATT, WTO, UNCTAD, MFA, GSP, International Commodity Agreements, Bilateralism versus Multilateralism, Regional Economic Groupings including EC, EEA, NAFTA, ASEAN and CIS.
4. International Monetary System.
5. Foreign Investment in India and Abroad, Technology Transfer, MNCs and International Business.

Suggested Readings:

- (1) Peter H. Lindert - International Economics
- (2) Stanley Paldiwoda - International Marketing
- (3) Parvez A and Bahman E - International Business

Subject: International Trade and Policy Framework

Course Code: BM/SOM/DSE-IB-106

1. Meaning, Definition, Nature, Scope, Importance of International Trade. The wave of Globalization and its impact on International Trade.
2. International Trade Theories: The Gains from Trade. The pattern of Trade, Balance of Payments, Exchange rate determination, International Policy Coordination, The International Capital Markets; International trade theories basics: Mercantilism, Adam Smith's Absolute advantage theory, Comparative cost advantage theory of David Ricardo
3. International Trade Policy: The Instruments of Trade Policy-Basic analysis of tariff-Supply, Demand and Trade in a single industry, Effects of Tariff, Costs and benefits of Tariff. Free Trade- Arguments for and against free trade. Case for and against protection-Basic theory of customs union. Trade policies in developing countries. Macro-economic policy and coordination under floating exchange rate – Optimum currency areas and European experience.
4. International Negotiations and Trade Policy: The advantages of negotiation, International Trade agreements- A brief History, The Uruguay round, Trade liberalization, From GATT to WTO, WTO and its role in international trade.
5. Economics of Crises: International Monetary System 1870-1973, Asian Financial Crisis of 1997, Global Financial Crisis of 2007, European sovereign debt crisis of 2010.

Suggested Readings:

1. Paul.R.Krugman& Maurice Obstfeld-International Economics-Theory and Policy
2. JagdishBhagwati- In Defence of Globalization
3. Joseph.E.Stiglitz- Globalization and its discontents
4. D.Sambandhan-The U.S.Dollar,Euro and World Money-Under Massive Heart Attack
- 5.D.Sambandhan&M.B.Mohandas- Global Recession in Historical & Recent Perspective. 6. Economic Reforms in India Since 1991- Monika Kashyap&MahendraBabuKuruva, SAGE Publications, New Delhi

Subject: International Marketing Management

CourseCode:BM/SOM/DSE-IB-107

Introduction, Nature and Scope of International Marketing, International Market orientation and Involvement. International Marketing management process an Overview
International Marketing Environment: Influence of Physical , Economic, Socio Culture, Political and Legal Environments on International Marketing Operations, Scanning and Monitoring Global Marketing Environment, International marketing Information System
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.
International Product Planning: Major Product Decisions- Product features and Quality, Production Design, Labelling, Packing, Branding and Product support services. Product Standardization Vs. Adoption, Managing Product line international trade Cycle, New Product Development.(Case Studies). Pricing for International Markets: Factor affecting international price Determination, International Pricing Process and Policies, Delivery terms and Currency for Export price Quotations.
International Promotion Strategies: Communications across countries- Complexities and Issues, International Promotion tools and Planning- Advertising personal selling publicity and sales Promotion, Developing International Promotion Campaign, Standardization Vs. Adaption Issue, Planning for Direct Mail, Sales literature, Trade fairs and Exhibitions,(Case

Studies). International Marketing Planning, Organizing and Control, Emerging Trends in International Marketing, International Marketing through Internet, Ecological concerns and International Marketing Ethics.

Suggested Readings:

Bhattacharya, B.	Export Marketing Strategies for Success
Cateora, Philip R. & John L. Graham	International Marketing
Jain, Subhash C.	International Marketing Management
Fayerweather, John	International Marketing
Kotabe Masaaki & Kristiaan Helsen	Global Marketing Management
Pandey, Akhilesh Chandra	Management–Case Studies (IK International)
Keegan, W.	Marketing Management

First Year (Second Semester)

Subject: Financial Management

Course Code: BM/SOM/DSC-IB-201

BLOCK 1: FINANCIAL MANAGEMENT IN INDIA

UNIT I: Meaning, importance, nature and scope of financing in India, agribusiness financing in India; classification and credit need in changing agriculture scenario; finance functions, investment financing, Risk and return concept & analysis

UNIT –II: Business Financing System in India, Money and Capital Markets, Regional and All -India Financial Institutions; venture capital financing and its stages, International financial management.

BLOCK 2: CAPITAL BUDGETING

UNIT III: Features, types and Techniques of capital budgeting decision. Cost of Capital, Leverage analysis, Capital structure. Theory and Policy, Sources of Long and Short term finance, Dividend Theory, Dividend Policy, Walter Model, Gordon Model, Miller and Modigliani Position.

BLOCK 3: CURRENT ASSETS MANAGEMENT;

UNIT IV: Management of Working Capital, Management of Receivables, Management of cash; Cash budget, Management of collections and disbursement, Investment of Surplus cash.

UNIT V: Perspectives and operational aspects of Micro finance :Definition, Scope and importance of Micro Finance, Evolution of Micro Finance in India, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, SHG model, Village Banking model. Lease Financing, Mergers and Acquisitions. Take over, Strategic Financial Alliances.

Suggested Readings

- (1) Khan, M Y -Financial management
- (2) Prasanna Chandra -Financial Management
- (3) Pandey, I M -Financial management
- (4) Kuchal, S C -Financial Management and Corporate Finance
- (5) Van Home -Financial management
- (6) Srivastav & Misra . 2010. *Financial Management*, Oxford University Press; Second

edition

(7) G Sudarsana Reddy. 2010. Financial Management, Himalaya Publishing House

Subject: Human Resource Management

Course Code: BM/SOM/DSC-IB-202

1. Personnel Management-Concept, Nature, Scope and Importance of Human Factor in Managing Modern Organizations; Evolution and Growth of Personnel Function in Management; Philosophy of Management of HRM, Present Status and Future of HRM in India.
2. Personnel Department-Organization and Functions; Personnel Manager Qualities and Qualification; Professionalization of Personnel Management in India.
3. Procurement- Job Analysis, Planning for Human Resources, Recruitment, Selection, Placement and Induction, Methods of Manpower Search.
Development-Need, Objectives and Methods of Training; Procedure of Training and its Efficacy, Development of Managers-Principles, Methods, Transfer and Promotion; Performance Appraisal. (Case Studies)
4. Wage and Salary Administration; Wage Policy-Concept, Role and Importance; Job Evaluation; Fringe Benefits, Incentive Compensation-Prerequisites and Problems in Indian Context, Personnel Audit and Research. (Case Studies)
5. Group-Group Dynamics, Morale in work Groups, Discipline and Employee Turnover. Industrial Relations-Concept and Significance of Industrial Relations, Human Resource System-Concept, Scope and mechanism.

Suggested Readings:

- | | |
|------------------------------|---|
| 1. Flippo, E B | - Principles of Personnel Management |
| 2. Yoder Dale | - Personnel Management and Industrial Relations |
| 3. Strauss, G and Sayles L R | - personnel- The Human problem in Management |
| 4. Singh, Chhabra and Taneja | - Personnel Management and Industrial Relations |
| 5. Aswathappa, A | - Human Resources and Personnel Management |
| 6. Rao T.V. | - Human Resource Management |

Subject: Strategic Financial Management

Course Code: BM/SOM/DSC-IB-203

Unit I

Corporate Evaluation: Adjusted Book Value Approach, Stock and Debt Approach, Discounted Cash Flow (DCF) Approach, Cost of Capital Estimation, DCF Approach Growth Models, Free Cash Flow to Equity Valuation (FCFE), Guidelines for Corporate Evaluation

Unit II

Value Based Management: Methods and Key Premises of VBM, Alcar Approach, Stern Stewart Approach, BCG Approach-Total Shareholder Return, Total Business Return, Cash Flow ROI, Cash Value Added.

Unit III

Mergers and Acquisition: Reasons for mergers, Mechanics of a merger, Costs and Benefits of a Merger, Exchange ratio, Purchase of division/unit, Takeovers, Leveraged Buyouts, Acquisition Financing, Business Alliances, and Divestitures.

Unit IV

Corporate Governance: Divergence of Interest, Devices for containing Agency Costs,

Corporate Governance in India, Legal Provisions and SEBI code, Reforming Corporate Governance, Executive Compensation, Employee Stock Option Plan (ESOP).

Unit V

Performance Measurement: Business Performance Measurement, Comprehensive Value Metrics Framework, Non-Financial Measures, Balanced Scorecard, Debt Analysis and Management: Rating of Debt Securities, Design of Debt Issues, Innovation in Debt Securities, Securitisation, Bond Covenants, Bond Refunding, Duration, Term Structure of Interest Rates. Leasing and Hire Purchase: Types, Rationale, Mechanics, Operating Leases, Leasing as a Financing Decision, Hire Purchase Arrangement, Choice between Leasing and HirePurchase, Project Finance.

Suggested Readings:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 2011
2. I M Pandey, Financial Management, Vikas Publications -2013
3. Khan M. Y.& Jain P. K Financial Management, 6/e, TMH, 2011.
4. Rajiv Srivastava and Anil Misra, Financial Management, Second edition, Oxford University Press, 2011

Subject: International Trade Procedure and documentation

Course Code: BM/SOM/DSE-IB-204

1. Export Procedure: Starting an export firm – Selection of an export product, Market and Buyer – Registration procedure with Sales Tax, Central Exercise and various Boards and councils.
2. EXIM code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit. Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.
3. Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.
4. Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities
5. Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

Suggested Readings:

1. P K Khurana “Export Management”, Galgotia publishing company
2. Aseem Kumar “Export and Import Management”, Excel Books,
3. David Stewart, “International Supply chain Management”, Cengage publications

Subject: International Management

CourseCode: BM/SOM/DSE-IB-205

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: Economic, Political and Strategic predisposition, imperatives and resource allocation and portfolio compositions of a global firm, planning for linkages and synergies among business across borders. Locus of

decisions making. Headquarter subsidiary relationship in international business enterprises.

3. Organization and Control for International Competitiveness, Organization design and structure of international companies, Global product divisions, Matrix and Network Structures, Managing Communication across cultures, Managing for Continuous innovations in trans-cultural context, developing coordination, 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. Compensations and reward practices among international firms, managing cultural and social diversities, Motivation and Leadership in International Firms.
5. Managing Political Risks: Host Country home country and multinational relationship, Political risk assessment and protection techniques for multinational corporations, Organizing for Political risk Management. International Business Negotiations: Importance, Business Negotiations within groups, negotiations across cultures. Managing International Collaborative Arrangements: Joint Venture and Other forms for Strategic alliances, Traditional and Emerging reasons for forming strategic alliances, Pitfalls in strategic alliances

Suggested Readings:

- | | |
|-----------------------------|---|
| 1. Alder Nancy J. | International Dimensions of Organizational Behavior |
| 2. Bartlett, C.A.&S.Ghoshal | Managing Across Borders: The Transnational Solution |
| 3. Helen D, | Management: Managing Across Borders and Cultures |

Subject: Services Marketing and CRM

Course Code: BM/SOM/DSE-IB-206

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 customer service Behaviour, Service Quality- Gap Model and role of consumer expectations and perception.
3. Services Market Segmentation and Positioning: Developing Service Marketing Mix Strategies- Product, Price, Place, promotion, People, Process, Physical Evidence decisions. International marketing of Services- Entry modes and other strategic decisions.(Case Studies)

Section: B Customer Relationship Management:

4. Customer Relationship Management- Growing Importance of relationship marketing, relationship exchanges – nature and Scope, Firm and Customer motivations for relationships, Relationships development process, attributes and determinants of relational exchanges, networking and its significance in marketing(Case Studies)
5. Developing and managing relationships: Selecting, Winning, and Retaining customers. Regaining dissatisfied customers, Information Management for Building relationship-e-CRM. Managing relationships in service and industrial markets, relationship marketing and distribution channels, Relational exchanges in international markets.

Suggested Readings:

- | | |
|------------------------------------|-------------------------|
| 1. Christopher H. Lovelock | Service Marketing |
| 2. Payne Adrian | The Essence of Services |
| Marketing | |
| 3. Shankar Ravi | Services Marketing |
| 4. Zethmal V.A. and Bitner M.J. | Service Marketing |
| 5. Brnes James and et.al | Customer Relationship |
| Management | |
| 6. Seth.Jagdish N. and et.al | Customer Relationship |
| Management | |
| 7. Stone Merlin and Woodrock ,Neil | Relationship Marketing |

Subject: Summer Internship**Course Code: BM/SOM/SI-IB-207**

- ◆ 45 days internship in any organization.
- ◆ All students will prepare summer internship report (Evaluated by internal examiner)

Each student shall present a seminar which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of outside world especially as to what extent the concept of management taught to him were relevant and are helpful in the real world in the real situations.

Second Year, Semester Third

Subject: Management Information System**Course Code: BM/SOM/DSC-IB-301****UNIT I: Foundation concepts**

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, System concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business, SDLC.

UNIT II: Kinds of Information Systems

TPS, OAS, MIS, DSS, GDSS, ES, ECS or ESS, Functional business systems – Sales & Marketing, Financial & Accounting, HR, Operational IS, cross-functional enterprise systems and applications – service sectors.

UNIT III: Role of MIS

Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: BPR, Creating a Virtual Company, Improving Business Quality: Becoming an Agile Company, Building a Knowledge Creating Company.

UNIT IV:e-Business

E-Business models –Customer relationship management (CRM) – Enterprise resource planning(ERP) and Supply chain management (SCM), E-Commerce systems – Essential e-

Commerce processes – e payment processes – e-commerce application trends – Web store requirements

UNIT V: Management challenges

Rapid change in Technology, Quality Assurance –Ethical and Social Dimensions – IP Rights as related to IT Services / IT Products, Security threats, System vulnerability and hazards, Information security and access control, Communication and application control, Disaster recovery planning, IT risk management, Information privacy.

Suggested Readings:

1. Stair & Reynolds –Fundamentals of Information Systems(Thompson,2nd Ed.)
2. D.P. Goyal-Management Information System(MacMillan,3rdEd.)
3. Jawedkar WS –Management Information System(TataMcGrawHill,3rdEd.)
4. Arora Ashok, Bhatia Akshaya–Management Information System (Excel, 1stEd.)
5. Davis & Olson–Management Information System(TMH,2ndEd.)
6. IT for management-Ramesh,B. New Delhi:Tata McGraw Hills Publications, 2009.

Subject: Research Methodology

Course Code: BM/SOM/DSC-IB-302

Unit I: Nature, Meaning and Scope and Significance of Research and Research Methodology, Problem formulation and Statement of Research Objectives, Organization Structure of Research, Research Process, Research Design-Exploratory, Descriptive & Experimental Research Designs, Sampling Design, Sampling Fundamentals, Methods of Data Collection-Observational and Survey Methods, Questionnaire Design. Reliability and validity of data

Unit II: Measurement and Scaling Techniques, Motivational Research Techniques, Administration of Surveys, Selection of Appropriate Statistical Technique.

Unit III: Field Work and Tabulation of Data, Processing and Analysis, Use of SPSS and Other Statistical Software Packages.

Unit IV: Advanced Techniques for Data Analysis, Analysis of Variance and Covariance, ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods, Correlation and Regression Analysis, Time Series Analysis, Measures of trend and seasonal indices, Research Applications.

Unit V: Sampling and Sampling Distributions: Probability and Non Probability Sampling Methods, Sampling and Non-sampling Errors, Sampling theory, Sampling distribution, Hypothesis Testing: T, Z and Chi Square(X^2) tests.

Suggested Readings

- (1) Kothari, S R -Research Methodology
- (2) Levin, R I and Rubn David S -Statistics for Management
- (3) Stephen KC -Applied Business Statistics
- (4) Emory and Cooper -Business Research Method
- (5) Hair -Marketing Research

Subject: Organisation Behaviour//SWAYAM

Course Code: BM/SOM/DSC-IB-303

1. Organisation-Concept, Types of Organization, Individual and Organizational Objectives, Organizational Behaviour, Understanding Indian Social and Cultural Environment and Its Effect in Industrial Behaviour.
2. Psychological Process in Understanding Behaviour, Understanding Attitudes Cultures and Formation of Organization culture, Perception-Nature and Importance, Perception Vs

Sensation, Learning-Theories of Classical and Operant Conditioning, Learning Principles, Reinforcement-Kinds and Administration.

3. Personality-Concept and Theories, Personality in Organization, Personality Development and its Determinants.
4. Motivation-Understanding Employees and their needs, Theories of motivation, Leadership-meaning, Importance and styles, Theories of leadership, Communication and Leadership, Purpose of Communication, Inter Personal Behaviour, Nature of Inter Personal Behaviour, Definition and Characteristics of Group, Their Types and Group Dynamics.Co-operation and Conflict, Group Cohesiveness Mechanism, Group Co-operation, Power, Authority and Role, Transactional Analysis, Organizational Conflicts.
5. Organizational Changes and Organization Development, Causes of OC, Process of Change, Change Resistance, Planned Organizational Change, Concept and techniques of OD, Component and conditions of Success of Organizational development,Interventions- An overview, Kinds of Applications.

Suggested Readings:

1. Korman, Abhraham k - Organizational Behaviour
2. Singh and Chhabra - Organization Theory and Behaviour
3. Pandey,Akhilesh Chandra - Management–Case Studies (International)
4. Maslow A H - Motivation and Personality
5. Stephen P Robbins - Organizational Behaviour
6. Kao S R et al - Effective Organization and Social Value
7. Luthans Fred - Organization Behaviour
8. Newstorm -Organization Behaviour at Work

Subject: Operations Research

Course Code: BM/SOM/DSC-IB-304

- (i) Introduction & Evolution of operation Research, Growth of Operation Research in Different Sector, Characteristics of Operation Research, Some Special Function and their Applications.
- (ii) Transportation Problem, Introduction and General structure of the Transportation Problem. Methods For Finding Initial Solution, Northwest Corner Method, Least Cost Method, Vogel’s Approximation Method (VAM), Unbalanced Transportation Problem,
- (iii) Assignment Problem, Introduction Maximization in Assignment Problem, Unbalanced Assignment Problem.
- (iv) Theory of Games, Basic Definition and Terminology, Pure Strategy Games, Principle of dominance, Algebraic Method, Graphical Method, Cramer Method, Limitations and significance of Game theory
- (v) Simulation-Introduction, Methodology for Simulation, Management Application, Stochastic Simulation and Problem Numbers. Markov Analysis and its application

Suggested Readings

- (1). N.D. Vohra -Quantitative Techniques in Managerial Decisions
- (2) V.K. Kapoor -Operation Research Technique For management
- (3) Renders Stain -Quantitative Analysis for Management
- (4) Hiller -Introduction to Operation Research

Subject: Legal dimensions of International Business

Course Code: BM/SOM/DSE-IB-305

1. Legal framework of International Business: Nature and Complexities, International Conventions and trade laws, 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. 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, restrictions on trade on in endangered Species and other commodities as based on international conventions, Taxation treaties.
5. Regulatory framework relating to Electronic Commerce. Indian Laws and Regulations Governing International Business Transactions PERA/FEMA Taxation of foreign income, foreign Investment, Setting up offices and branches abroad. Competition Law, National and International Dimensions, Consumer Law, National and International Dimensions

Suggested Readings:

- | | |
|--------------------------------|--|
| 1. Bansal A.K | Laws of Commercial Arbitration |
| 2. Chush, J.C.T | Law of International Trade |
| 3. Jain R. | Foreign Exchange Management Law and Practice |
| 4. Pambordies, G.P | International Shipping Law |
| 5. Trabilcock M.& Robert Howse | Regulations to International Trade |
| 6. Wadhera, B.C. | Law relating to Patents, Trade Marks, copyright& Designs |

Subject: International Finance

Course Code: BM/SOM/DSE-IB-306

1. 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 markets- Interest rate parity (IRP) purchasing power parity, Fisher open supply theory, BPO theory, and growth, forecasting exchange rate.
4. International financial Markets and Instruments: Changing scenario, international capital and money market instruments, Eurocurrency markets, international securities markets and instruments- Bond and notes market, equity market, GDR, ADR, EDR and IDR, integration of financial markets. Complexities and issues in financial divisions of a multinational firm, foreign investment decisions, Exchange rate movement and investment decision, FDI theories and strategies, green field investments vs. acquisitions and mergers.

5. International Capital budgeting: multinational considerations and calculation of cash flows, adjusted present value approach, cost of capital, Assessment & management of political risks. International Portfolio management: Decision to invest in portfolio. International CAPM, Identification of optimum portfolio.

Suggested Readings:

- International Financial Management – Cheol Eun & Bruce Resnick
Standard MBA text covering exchange rate determination, risk management, and international investment decisions.
- Multinational Business Finance – David K. Eiteman, Arthur I. Stonehill & Michael H. Moffett
Focuses on multinational corporations, capital budgeting, and cross-border financing.
- International Economics: Theory and Policy – Paul Krugman, Maurice Obstfeld & Marc Melitz
Provides strong foundations in trade and finance; useful for understanding macro linkages.

Subject: Cross-Cultural Consumer Behavior

Course Code: BM/SOM/DSE-IB-307

1. Consumer Behaviour theory and its application to Marketing strategy: Consumer Buying Process, Extensive, Limited and Routine Problem-Solving Behaviour
2. Determinants of Buying Behaviour: Individual differences among customers and market segmentation, motivation and involvement, Information processing and Consumer perception, learning, Attitudes and attitude change, Personality and psychographics, VALS
3. External determinants of Buying Behaviour: Family and House hold Influences, reference group and social class, Culture and Subculture (Case Studies)
4. Models of consumer Behaviour: organizational Buying Behaviour, Process influences and the model.
5. Cross- cultural consumer and Industrial Buying behaviour, Economic demographic and socio-cultural trends and consumer behaviour, globalization of consumer markets and international marketing Implications.(Case Studies). Innovation Diffusion and Consumer Adoption Process: diffusion of Innovation across Nations/ cultures, Consumer satisfaction and other feedbacks, cross- cultural consumer research – complexities and Issues.(Case Studies)

Suggested Readings:

Assael, H.	Consumer and Marketing Action
Block and Roering	Essentials of consumer Behaviors
Engel, James F. et.al	Consumer Behavior
Hawking, Dal L.	Consumer Behavior
Pandey, Akhilesh Chandra	Management :Case Studies
Richard D. Irwin	Implications for Marketing Strategy
Schiff, Leon G and Kanuk, Lealie Lazer	Consumer Behavior
Wilkie, William L.	Consumer Behavior

Second Year- Semester Four

Subject: Project Management and Entrepreneurship

Course Code: BM/SOM/DSC-IB-401

BLOCK 1: CONCEPT OF PROJECT MANAGEMENT

UNIT I: Concept, characteristics of projects, types of projects, project identification, and Project's life cycle. Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

UNIT II: Network Methods: Meaning, Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation. Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.

BLOCK 2: INTRODUCTION TO ENTREPRENEURSHIP

UNIT III: Concept of Entrepreneurship: Objective, Introduction to entrepreneurship, Entrepreneurial Development Models, Successful Models in Entrepreneurship, Intrapreneur, Development of women entrepreneurship with reference to SHGs, Social entrepreneurship

UNIT IV: Creativity, Innovation and Entrepreneur: Inventions and Innovation, The Environment and Process of Creativity, Creativity and the Entrepreneur, Innovative Approaches to Entrepreneurship, Business Incubation, Steps and Procedure to start a new business, Business Opportunities in different fields and Sectors

BLOCK 3: SUPPORT SYSTEM FOR ENTREPRENEURSHIP

UNIT V: Sources of Financing, Structure and Government Policy Support: Estimating Financial Requirements, Preparation of Detail Project Report, Project Appraisal, Sources of Long-Term Financing, Working Capital Financing, Venture Capitalist, Finance from Banking Institutions, Industrial Policy Resolutions in India, Incentives and Subsidies, Schemes for Incentives, Government Organisations like SIDO, DIC, KVIC, NSIC, SIDBI, NABARD and their role, Sick Industries and their up gradation policy measures

SUGGESTED READINGS

1. Arora, R. and Sood, S.K., *Fundamentals of Entrepreneurship and Small Business Management*. Kalyani Publishers, Ludhiana.
2. Desai, Vasant, 2016, *Business Planning and Entrepreneurial Management*, Himalaya Publishing House, Mumbai.
3. Ramachandaran, K., *Managing a New Business Successfully*. Global Business Press, New Delhi. Shukla, M.B., *Entrepreneurship and Small Business Management*. Kitab Mahal. New Delhi.
4. Dandekar, V. M. and Sharma, V. K., 2016, *Agri-Business and Entrepreneurship Development*, Manglam Publications, New Delhi.

5. T W Zimmerer, N M Scarborough. *Essentials of Entrepreneurship and small Business Management*, 5th Edition, PHI Learning Pvt Ltd
6. Panigrahi S.R. & Singh B. 2017. *Agro Entrepreneurship*. Scientific Publishers(India)

Subject: International Trade Theories and Policies

Course Code: BM/SOM/DSC-IB-402

1. Meaning, Definition, Nature, Scope, Importance of International Trade. The wave of Globalization and its impact on International Trade.
2. International Trade Theories: The Gains from Trade, The pattern of Trade, Balance of Payments, Exchange rate determination, International Policy Coordination, The International Capital Markets; International trade theories basics: Mercantilism, Adam Smith's Absolute advantage theory, Comparative cost advantage theory of David Ricardo
3. International Trade Policy: The Instruments of Trade Policy-Basic analysis of tariff-Supply, Demand and Trade in a single industry, Effects of Tariff, Costs and benefits of Tariff. Free Trade- Arguments for and against free trade. Case for and against protection-Basic theory of customs union. Trade policies in developing countries. Macroeconomic policy and coordination under floating exchange rate – Optimum currency areas and European experience.
4. International Negotiations and Trade Policy: The advantages of negotiation, International Trade agreements- A brief History, The Uruguay round, Trade liberalization, From GATT to WTO, WTO and its role in international trade.
5. Economics of Crises: International Monetary System 1870-1973, Asian Financial Crisis of 1997, Global Financial Crisis of 2007, European sovereign debt crisis of 2010.

Suggested Readings:

1. Paul.R.Krugman & Maurice Obstfeld-International Economics-Theory and Policy
2. Jagdish Bhagwati- In Defence of Globalization
3. Joseph.E.Stiglitz- Globalization and its discontents
4. D.Samundhan-The U.S.Dollar,Euro and World Money-Under Massive Heart attack
- 5.D.Samundhan & M.B.Mohandas- Global Recession in Historical & Recent Perspective.
6. Economic Reforms in India Since 1991- Monika Kashyap & Mahendra Babu Kuruva, SAGE Publications, New Delhi

Subject: Production and Operations Management

Course Code: BM/SOM/DSC-IB-403

BLOCK 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT I: Nature Concept and Scope of Production and Operations Management; Factors Affecting System; Facility location, Types of Manufacturing Systems and Layouts, Process Selection and Facility Layout, Layout Planning and Analysis, Forecasting

UNIT II: Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy.

UNIT III: Productivity Variables and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Manufacturing, Product Selection, Product Design and Development, Process Selection, Capacity planning.

BLOCK 2: INVENTORY MANAGEMENT

UNIT IV: An Overview of Inventory Management Fundamentals, Determination of Material Requirement, Safety Management Scheduling, Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment, Production Planning and Control (PPC) Industrial Safety, human-machine interface, types of interface designs. Cloud operations management

BLOCK 3: QUALITY MANAGEMENT

UNIT V: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, ISO standards and their Importance, Introduction to re-engineering, value engineering, check sheets, Pareto charts, Ishikawa charts, JIT Pre-requisites for implementation Six Sigma, Lean Management, Reliability Engineering, Safety Engineering, Fault Tree Analysis.

.

Suggested Books

1. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
2. Operations Management - Richard B. Chase, 11/e, TMH.
3. Operations Management-Terry Hill, Second edition, Palgrave Macmilan
4. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.
5. Production and Operations management - Ajay K. Garg, Tata Mc-Graw Hill, 2012.
6. William J. Stevenson. 2014, *Operations Management*, 12th Edition, McGraw-Hill
7. Panneer selvam K. 2012. *Production and Operations Management* 3rd Edition, Prentice Hall India Learning Private Limited
8. S. N Chary, 2017, *Production and Operations Management*, McGraw Hill Education; 5 edition

Subject: Dissertation Report (60% Report+40% Viva-voce) Evaluated by external examiner

Course Code: BM/SOM/DR-IB-404

Each student is expected to carry out a research study under the supervision of a designated internal faculty member on a real management problem with respect to issues related to Trade, business, Commerce, Industry, and finance, Corporate Governance. On completion of the study the student shall submit a project report in the form of Dissertation which shall be forwarded to the University for external Evaluation. The project report shall be evaluated by the external expert appointed by the University.

At the end of the Semester, each Student will have to appear for Viva-Voce exam wherein his knowledge and skills acquired during the course and the Project work shall be examined. The Viva-Voce shall be conducted jointly by one faculty of the department/institute and one External faculty appointed by university from business management area only.

Subject: International Advertising and Brand Management

Course Code: BM/SOM/DSE-IB-405

Section A: Advertising

1. Advertising: importance and nature, Adaptive advertising, communication model, Persuasion Process- Perception, learning and attitude change. Major advertising decision 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. Organization and Evaluation of Advertising Efforts: In- house arrangements, using advertising agencies-selection, compensation and appraisal of advertising agency, evaluating advertising effectiveness. International Advertising: Complexities and issues: Developing International advertising campaign: Advertising of Indian products abroad and advertising ethics.

Section B: Brand Management

1. Branding: Importance of branding, Basic branding concepts– brand personality, brand image, brand identity, brand equity and brand loyalty, product vs. corporate branding: major branding decisions.
2. Brand Creation and development: Identifying and selecting brand name, building brand personality, image and identity, brand positions and relaunch, brand extensions, brand portfolio, communication for branding, enhancing brand image through sponsorship and event management. (Case Studies). Managing Brand equity and Loyalty: Brand building in different sectors- Customers, industrial, retail and service brands. Building brands through internet. Developing International brands: Pre-requisites and Process- Country of origin effects and global branding, Building Indian Brands for global markets. (Case Studies)

Suggested Readings:

- | | |
|----------------------------|---|
| 1. Akaker. David and et.al | Advertising Management |
| 2. Donald | Advertising Campaign Strategy |
| 3. Aaker. David A. | Managing brand Equity |
| 4. Arnod David | The Handbook of Brand Management |
| 5. Pandey,Akhilesh Chandra | Management–Case Studies (I.K.International) |
| 6. Sengupta,Subroto | Brand positioning: Strategies for Competitive Advantage |

Subject: Foreign Exchange Management

Course Code: BM/SOM/DSE-IB-406

1. Type of Foreign Exchange Markets: Foreign exchange action, foreign exchange Transactions, quoting foreign Exchange rates, Spread, official and free market rates, cross rates. Forward rates, quoting forward rates.
2. Organization of the foreign Exchange Markets, currency-Options and Currency swaps.
3. Corporate Exchange Management, Alternative definitions of foreign risk, Exposure to Information System, Alternative Strategies for Exposure management techniques, Organization of the Exposure Management function Parameters and constraints on management.

4. Theory and practice of Forecasting Exchange Rates, Economic Fundamentals of forecasting.
5. Financial and Socio-Political Factors affecting foreign exchange markets. Technical Analysis of Foreign Exchange markets, Tax treatment of foreign Exchange gains and losses, FEMA.

Suggested Readings:

- | | |
|---------------|---|
| 1. Aliber R | Exchange Risk and corporate International Financial |
| 2. Bhalla VK | International Financial Management |
| 3. Shpiro | International Financial Management |
| 4. Sulaton WH | Trading in Currency Options |

Subject: Global Logistics and Supply Chain Management

Course Code: BM/SOM/DSE-IB-407

1. Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.
2. Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.
3. Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.
4. Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management
5. Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Suggested Readings:

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”
2. David P, “International Logistics” Biztantra, New Delhi
3. T.A.S.BalaGopal, Export Management