

MANGALORE UNIVERSITY
CHOICE BASED CREDIT SYSTEM

MBA (International Business) Course structure and Syllabi

Minimum credits required for MBA (IB) Program

1 st to 4 th Semesters	Hard Core Courses		Soft Core Courses		Total	
	No. of Courses	Credits	No. of Courses	Credits	No. of Courses	Credits
	13	52	8	32	21	84

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA (IB) Degree in four semesters.

Semesters	Hard Core Course		Soft Core Course		Total	
	No. of Courses	Credits	No. of Courses	Credits	No. of Courses	Credits
I	3	12	2	8	5	20
II	3	12	2	8	5	20
III	3	12	2	8	5	20
IV	4	16	2	8	6	24
Total	13	52	8	32	21	84

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA (IB) Degree in ODD and EVEN semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	6	24	4	16	10	40
EVEN	7	28	4	16	11	44
Total	13	52	8	32	21	84

First Semester MBA (IB)*

Sl. No	Title of the course	Hard Core/ Soft Core	Credits
MIBH 401	Management Concepts & Practices	HC	4

MIBH 402	Accounting for Managers	HC	4
MIBH 403	International Economics	HC	4
MIBS 404	Marketing Management	SC	4
MIBS 405	Quantitative Techniques	SC	4
MIBS 406	Soft Skills	SC	4
MIBS 407	Corporate Social Responsibility	SC	4

Second Semester MBA (IB)*

Sl. No	Title of the course	Hard Core/ Soft Core	Credits
MIBH 451	Organizational Behavior	HC	4
MIBH452	Foreign Trade Management	HC	4
MIBH 453	Indian Business Environment	HC	4
MIBS 454	Management Information System	SC	4
MIBS 455	Business Research Methods	SC	4
MIBS 456	Operations and Diversity Management	SC	4
MIBS 457	Trade Blocks and WTO	SC	4

Third Semester MBA (IB)*

Sl. No	Title of the course	Hard Core/ Soft Core	Credits
MIBH 501	International Business Law	HC	4
MIBH 502	International Business Environment	HC	4
MIBH 503	Global Financial Management	HC	4
MIBS 504	International Marketing Management	SC	4
MIBS 505	International Human Resource Management	SC	4
MIBS 506	Supply Chain Management	SC	4
MIBS 507	Integrated Marketing communication	SC	4

Fourth Semester MBA (IB)*

Sl. No.	Title of the Course	Hard Core/ Soft Core	Credits
MIBH 551	Strategic Management	HC	4
MIBH 552	Export & Import Finance	HC	4
MIBH 553	Entrepreneurship	HC	4
MIBP 554	Project Work**	HC	4
MIBS 555	Business Ethics and Human Values	SC	4

Comment [A1]:

MIBS 556	Global Resources Management	SC	4
MIBS 557	International Financial Reporting Standards	SC	4
MIBS 558	Integrated Risk Management	SC	4

*** Soft Core Courses in I and II Semesters:**

Any two soft core courses from the available Soft Cores shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more soft core papers which will be offered during I and II semesters depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for a soft core course to be ten.

****Project Work:**

A student in the third semester shall register for a Project Work which carries 4 credits in the fourth semester. **Work load for Project Work is one contact hour per student per week for the teacher.** The student shall do field work and library work in the remaining 3 credit hours per week.

MBA (IB) – CBCS - SYLLABUS

FIRST SEMESTER:

MIBH 401: Management Concepts and Practices

Objective: This module aims at acquainting students with the evolution of Management discipline and its implication on modern Industry and business and it aims at providing a basic framework to solve the problems of organisations in an integrated manner.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT I

Introduction: The concept of management; development of management thought – schools of Management thought – classical, neo-classical and modern; the process of Management. Emergence of modern management thoughts. Overview of management function.

UNIT II

Planning: Nature and Purpose of planning; types of plans, objectives of plans – Premises; MBO, MBE - decision-making; forecasting and planning; planning process; limits of planning. Strategic planning & implementation - An introduction.

UNIT III

Organizing: Nature and purpose of organizing; organisation levels and span of management; departmentation – line and staff relations centralization and decentralization, Delegation of authority; Formal and informal organisation. Types of emerging organisation structure, organisation design & contingency factors.

UNIT IV

Staffing: Nature and purpose; an introduction to acquisition, maintenance, development and retention of personnel in organisation., Concept of knowledge worker.

UNIT V

Directing: An introduction to leadership & motivation; communication – An introduction.

Controlling: The control process – common types of standards used in control process – control technique.

UNIT VI

Key issues in Modern Management: Managers and their external environment; social responsibility of business and business ethics; easternization of management, corporate Governance, Managing innovation, Knowledge Management, Six sigma, Mergers & Acquisitions and Corporate restructuring, Business/Knowledge Process Outsourcing.

REFERENCES:

1. James A F Stoner, et.al.- Management.
2. Koontz and O' Donnel, Principles of Management.
3. John Argensi ,Management Techniques.
4. Newman and Warren ,The Process of Management.
5. Peter F Drucker ,The Practice of Management.
6. Peter F Drucker ,Management: Tasks, Responsibilities and Practice.
7. Joseph L Massie ,Essentials of Managements.
8. Dale, Management Theory and Practice.
9. Louis Allen ,Management and Organisation.
10. Terry G. R ,Management

MIBH 402: ACCOUNTING FOR MANAGERS

Objective: To provide an understanding to the students with regard to diverse accounting and reporting practices and to develop skills in the students so as to apply them in business.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT I

Overview of financial accounting - Generally accepted accounting principles (GAAP)- concepts, principles, and conventions of accounting. **Accounting Mechanics:** Basic records - ledgers - day books - cash books.

UNIT II

Preparation of financial statements sole trader and company - trial balance, profit and loss accounts - various adjustments - Balance sheet.

UNIT III

Company Accounts: Issue of shares & debentures - accounting for issue, forfeiture and reissue of shares - Guidelines for issue of shares at par, discount & premium.

UNIT IV

Preparation of company financial accounts: Legal requirements for preparation of financial statements of limited companies.

UNIT V

Gathering cost data - classification of costs - types - preparation of cost sheets. **Methods of Costing** :Job costing, contract costing, process costing: equivalent units and inter process profits - treatment of normal and abnormal gains.

UNIT VI

Introduction to financial management: Objectives & functions of finance .**Capital structure and Dividend Decisions:** Cost of Capital and Factors determining the capital structure. Factors affecting the dividend decisions (study of theories of capital structure and dividends is not necessary)

References:

1. R.L. Gupta &Radhaswamy -Advanced Accounting
2. Shukla &Grewel -Advanced Accounting
3. N.K. Prasad -Principles and Practice of Cost Accounting
4. Chakravorthy -Advanced Accountancy
5. Jain &Narang -Advanced cost Accounting
6. Bhattacharya &Deardon -Accounting for Management
7. W.W. Bigg -Weldon's Cost Accounting
8. Prasanna Chandra- Financial management - Theory & Practice
9. Van Horne -Financial Management & policy
10. Hampton - Financial Decision Making
11. M Y Khan & Jain - Financial management Text & problems
12. S.N Maheshwari-Corporate Accounting for Managers
13. John A Tracey-Fundamentals of Financial Accounting
14. Lynch-Accounting for Management-Planning and Control,Tata Mc. Graw Hill New Delhi.
15. Institute of Chartered Accountants of India,Compendium of Statements and Standards on Accounting, ICAI, New Delhi,1993

MIBH 403: INTERNATIONAL ECONOMICS

Objective: To familiarize the students with international trade theories, technical terms, international movements and forms of protection in international trade.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT – I

International Trade- Internal & International Trade – Economic growth and International Trade – Features of International Transactions – International Trade Theories – Comparative cost theory – Opportunity cost theory- H.O Theory – International Trade Equilibrium.

UNIT – II

Gains from international trade – Terms of Trade – Technical progress and Trade – Balance of Payments & Balance of Trade – Balance of Payments – Indian Perspectives – Trade Restrictions & Economic Development – International Cartels.

UNIT – III

International Capital Movements: Meaning, Types of International Capital Movements, Factors Effecting, Private Foreign Investment & MNCs.

UNIT – IV

Foreign Trade Policy – Free Trade – Protection Trade Policy – Tariffs: Types & Effects – Non-Tariff Barriers (NTBs) – Classification & Effects.

UNIT –V

International Payments – Methods, Euro Dollar Market-International liquidity-Devaluation-International Lending and the World debt crises.

UNIT – VI

International Economic Development & Co-operation- Development of under developed countries-United Nation's Financial Programs-Economic Union and communities.

REFERENCES:

1. International Economics: Kindleberger's
2. International Economics: Paul R. Krugman
3. WTO Annual Reports, Geneva.
4. Pomfert, R , International Trade, Blackwell, Cambridge, USA 1993.
5. Sodersten B and Reed G, International Economics, Mac Millan 1994
6. Paul R. Krugman and Obsfeld M, International Economics, Harper Collins, 1991

MIBS 404: MARKETING MANAGEMENT

Objectives: This module is intended to offer a comprehensive introduction to the management of marketing functions , structures and institutions and their role in the relationship to contemporary economic and social development.

Pedagogy: Lectures, assignments, role play & practical exercises, discussions, seminars.

UNIT-1

Introduction: Marketing Management and its evolution; the marketing concept; marketing objectives, strategy, mix and organization. Marketing Environment; Environmental importance; characteristics of marketing environment –PEST Analysis, Concept of Market Potential and market share.

UNIT-2

Market analysis: Market segmentation, Target Market, Positioning Differentiation, Value proposition and USP, Marketing Research and Information Systems. Competition Analysis.

Consumer behavior: Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, social and psychological factors; comparing industrial and Consumer buying behaviour;

UNIT-3

Product decisions: Meaning and classification of products; New product development; developing a product policy, product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle; - implications on marketing strategy.

Pricing decisions: Role of pricing in marketing; pricing objectives; different approaches to establish prices; new product pricing; psychological pricing.

UNIT IV

Promotion Decisions: Marketing communication model; promotion mix; developing promotion mix; introduction to elements of promotion mix-; advertising, personal selling, sales promotion and publicity; public relations and promotion strategy.

Distribution decisions: Major types of Distribution channels, channels for consumer and industrial products; channel design and channel modification decisions; physical distribution and distribution cost analysis.

UNIT-V

Rural Marketing in India: Insight into Indian Rural Market Environment and segmentation of Indian rural market, Emergence of rural market, Importance of rural market. Structure of the rural market, potential of the rural market, factors influencing the rural market, structure- rural demand and rural market index. Simple market model and price determination with respect to rural market. Characteristic difference between rural markets and urban markets- Market research/information pertaining to rural market. Imperfections in rural markets.

UNIT-VI

Marketing control: The Marketing control: Features of an effective control system; Methods of Marketing control; Marketing audit

Expanding role of marketing and contemporary issues: Social Marketing; Marketing and non-business organizations; marketing of services; consumer protection; Marketing ethics; demarketing; social responsibility of marketing. Marketing recent trends- Online marketing, relationship marketing, Global Marketing - Retro Marketing.

References:

1. Philip Kotler -Marketing Management - Analysis, Planning and Control
2. William J Stanton -Fundamentals of Marketing - McGraw Hill.
3. NikileshDholakia and others.-Marketing Management - Cases and Concepts - TMH
4. Cundiff EW, Still RR and Govani NAP -Fundamentals of Marketing
5. JC Gandhi -Marketing.
6. Zikmund&D'Àmico- Marketing.
7. Gopalakrishnan-Rural Marketing.

8. Tha and Sen - Marketing of Agricultural Input - HPH, India.
9. Bilgami, S.A.R.- Marketing of Dairy Products in Western U P - HPH, India.
10. S.S. Acharya, N.L.Agarwal- Agricultural Marketing in India(3rdedn)
11. Dr. Gopaldaswamy.T.P.- Rural Marketing: problems and strategies - Wheeler Publishing.

MIBS 405: QUANTITATIVE TECHNIQUES.

Objective: To acquaint students with the basic tool for analyzing data and to teach the Application of mathematical concepts to management.

Pedagogy: Lectures, assignments, seminars, field work for collection of data.

UNIT I

Variables & Functions: Meaning, Types of Functions, Solution of Functions & Managerial Applications.

Matrices & Determinations: Types of matrices, Matrix Operations: Addition, Subtraction, Multiplication, Transpose and Inverse of a Matrix, Adjoint of a Matrix, Properties of Matrices, Determinant of a Matrix, Cramers's Rule. Solution to Equations using Matrices and Determinants, Application to Business.

UNIT II

Differential calculus -The concept of derivatives, derivative of a function, derivatives of linear and quadratic equations and applications to Management and economics. Derivative of a product of two functions, successive differentiation, partial differentiation, determination of maxima and minima optimization problems in business. **Integral calculus** -Definite & indefinite integral, rules of integration, some standard results in integration, integration by substitution, Integration by parts, applications to business.

UNIT III

Introduction to Statistics : Importance of data collection and tabulation of data, diagrammatic representation of data - pie charts, bar charts. **Measures of central tendency:** Mean, mode, median, geometric mean, quartiles, deciles and percentiles and their uses.

UNIT IV

Measures of dispersion : Mean deviation, Quartile deviation, Standard deviation, Co-efficient of variation and application. **Correlation analysis:** Its significance, correlation of two variables, properties, rank correlation co-efficient, co-efficient of determination - its significance, correlation co-efficient for bivariate frequency distribution.

UNIT V

Regression analysis: Significance, linear regression of two variables -applications to business -the line of best fit and the errors involved in estimation. Adequacy and appropriateness, regression lines for predicting values, Multiple Regression.

UNIT VI

Index numbers: Concept and types of index numbers -construction of index numbers, some uses. **Time series:** Variation in time series, trend analysis, cyclical variation, seasonal variation and irregular variation.

References:

- Terry Sincich - Business statistics by example (Prentice Hall)
- Bhattacharyya and Johnson- Statistical concepts and methods. (John Wiley)
- Levin, Berenson and Stephen -Statistics for managers (Prentice Hall)
- Mason and Lind - Statistical techniques in business economics. (Mcgraw-Hill)
- Boot and Cox - Statistical analysis for managerial decisions (Tata Mcgraw-Hill)

- Levin & Rubin - Statistics for Management. (Prentice Hall)
- Sanchethi & Kapoor - Statistics. (Sultan Chand & Co)
- Barenson and Levene: Basic Business Statistics (Prentice Hall)
- S. P Gupta – Statistical Methods. (Sultan Chand & Co)
- Raghavachary - Mathematics for Management (Tata McGraw-Hill)

MIBS 406: SOFT SKILLS

Objectives

- To teach students the four basic communication skills – Listening, Speaking, Reading and Writing
- To train students to summon words, phrases relevant to the immediate communication tasks
- To enable students to comprehend the concept of life management as a simple game
- To develop the students the four basic skills – Personality development, positive thinking, life management and inter-personal skills

UNIT-1:

Soft skills: Concept of soft skill – communication skill, managerial skills, negotiation, persuasion, problem solving, decision making etc., generic skills.

UNIT-2:

Personality Development skills: Self Analysis-self motivation-Goal setting –SMART principle-self-esteem-importance & enhancement. Memory and study skills-Causes of forgetting- How to forget and how to remember-management of examination of fear.

UNIT-3:

Positive thinking skills: Nurturing creativity, decision-making and problem solving: Seven steps for dealing with doubt; Positive thinking traits-Goals and techniques Enhancement of concentration -Positive life style

UNIT-4:

Life and managerial skills: Stress Management-stress coping ability-stress inoculation training, fear management-Dealing with crisis and disasters. Social Skills and Conflict Management Skills: Types of conflict-conflict stimulation and conflict resolution techniques

Unit 5:

Interpersonal Skills: Team in work situation, promotion of team spirit, leadership style-leadership effectiveness-self awareness, self management, self motivation, empathy and social skills-Negotiation skills- definition of ground rules, clarification and justification, bargaining and problem solving,

Unit 6:

Time Management: Time wasters- Procrastination. Time management tips and strategies. Advantages - Towards Empowerment: Stimulating innovation and change- coping with “temporariness” Network culture Power tactics and power in groups (coalitions) Managerial empowerment and entrepreneurship- Spirituality (strong sense of purpose- trust and respect- humanistic practices- toleration of fellow human beings expressions.

References

1. Mile, D.J (2004). Power of positive thinking. Delhi: Rohan Book Company.
2. Pravesh Kumar (2005). All about self- Motivation. New Delhi: Goodwill Publishing House.
3. Dudley, G.A. (2004). Double your learning power. Delhi: Konark Press. Thomas Publishing Group Ltd.
4. Lorayne, H. (2004). How to develop a super power memory. Delhi: Konark Press. Thomas Publishing Group Ltd.
5. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.
6. Swaminathan. V.D & Kaliappan. K.V(2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
7. Robbins, S.B.(2005). Organizational Behavior. New Delhi: Prentice Hall of India.
8. Smith, B (2004). Body Language. Delhi: Rohan Book Company.
9. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

MIBS 407: CORPORATE SOCIAL RESPONSIBILITY

Course Objectives:

To provide a broad introduction to the field of ethical consciousness and explain the complexities and techniques for managing the transformation process that can lead to social advantage and conscious business performance. This course examines the role of corporate responsibility as a strategy to improve products, profits and the customer satisfaction and evaluate the level of commitment to CSR of various organizations and explain how it can be a source of competitive advantage.

UNIT-1:INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY

Evolution of CSR- CSR and the law of economics- CSR and social legitimacy- The iron law of social responsibility- Moral and economic arguments for CSR

UNIT-II: THE ROLE OF STAKEHOLDERS IN CSR

Stakeholder advocacy- The role of business in society- Consumers' awareness and willingness to pay for socially responsible corporate behavior- Globalization and CSR- Different stakeholders, different perspectives- Success and failure with CSR initiatives- Public Private Partnerships-Governments, Nongovernmental Organizations (NGOs), firms and CSR- Creating Shared Value

UNIT-III: SUSTAINABILITY: MEASURING, REPORTING & EVALUATING

Sustainability-Designing for Sustainability-Sustainability Principles of CSR -Retail & CSR: Walmart-Climate Change & Globalization: Business Opportunities and Risks-Corporations' role in climate change-Supply chain responsibility

UNIT-IV: ORGANIZATIONAL, ECONOMIC, AND SOCIETAL ISSUES IN CSR

Organizational issues (actions versus intentions, corporate commitment, voluntary versus mandatory, stakeholder activism)- Economic/business issues (branding, diversity, sustainability, fair trade, wages)- Social issues (outsourcing, corruption, human rights, patents) Environmental responsibility-Socially responsible investing-Sustainability reporting-Ethics and Financial Accountability-Transparency- social responsibility and entrepreneurship-Human rights

UNIT-V: STRATEGIC CORPORATE SOCIAL RESPONSIBILITY

Strategic Applications of CSR-Corporate Environmental Sustainability and Innovation Cause and social marketing-Business Ethics and Responsibility in the Context of Globalization -Privacy and Business Ethics.

REFERENCES:

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheeshkumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

SECOND SEMESTER:

MIBH 451: ORGANIZATIONAL BEHAVIOUR

Objective: To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization, which in turn is influenced by the environment, enveloping it and this is aimed at enhancing the ability of the students in the knowledge, prediction and control of human behavior in an organization.

Pedagogy: Lectures, assignments, role play & practical exercises, discussions, seminars

UNIT I

Organizational Behaviour- Focus , purpose- -Meaning,, Need and Importance--Nature and scope- Contributions-OB Models-Features of Modern OB Model.

UNIT II

Individuals Behaviour, personality, Learning and Attitudes-personality - Definition-Biological,: cultural, Family, Social and Situational Factors - Theories of personality - Meaning of Learning - Learning process-Learning Theory and OB - Attitudes - Characteristics-Components – Formation.

UNIT III

Perception: Perception-Meaning and Definition-Need-Perception Vs. Sensation Mechanism-Factors influencing perception-percept Constancy, Context and Defense - Interpersonal perception.

UNIT IV

Group Behaviour and Group Dynamics: Group Dynamics - Meaning - Types-Group in a Organization - Group Size and Status-Influences - Emergence of Informal Leaders - Role –Relationships and Group Behaviour – Characteristics - Behaviour problems - Group Norms – Cohesiveness – Features – Effects - Group Thinking - Symptoms, Consequences and Remedy-Group Decision Making Techniques.

UNIT V

Power and Leadership: power - Meaning and Definition – Importance - Power Vs Authority – Characteristics - Sources of power - Use of power-Dynamics of power Leadership - The Concept - Leadership Styles - Continuum of Leader Behaviour-problems with the Continuum Leadership Theories

UNIT VI

Dynamics of Organizational Behaviour, Organizational Change and Development: TQM - Changes in Managerial personnel - Change process -Organizational Resistance to Change - Management of Change - Organizational Development –Definitions – Characteristics – Objectives - Team Building- organisational Climate.

REFERENCES:

- 1.FredLuthans: Organizational Behaviour-New York, McGraw Hill.
2. Fred Luthans, Richard M. Hodgetts and Stuart A. Rosen Rantz: Real Managers-New York, Harper Collins, 1998.
3. John W. Newstrom and Jhon L. Pierce: Windows into Organizations, New York: AMACOM, 1990.
4. Schermerhorn, Hunt and Osborn: Managing Organizational Behaviour - John Wiley and Sons, New York, 1994.
5. Robbin Stephen P- Organization Behavior - 8thedn, Prentice Hall of India

6. Aswathappa K, Organisational Behaviour, Himalaya publishing House, Mumbai
7. Keith Davis, Human Behaviour at Work, McGraw Hill, New York

MIBH 452: FOREIGN TRADE MANAGEMENT

Objective: This course intend to equip the students with the various foreign trade procedures and documentation and familiarize them with the trading and administration of foreign exchange.

UNIT – I

Export Trade Control: Different categories of Exporters – Export procedures and formalities – Role of ECGC in export promotion – Deemed exports and its benefits.

UNIT – II

Registered Exporters: Definition of export House and Trading House – Incentives given to Free trade Zones and 100% EOU's – salient features and benefits – Norms governing the establishment and governing of the units – Special Economic Zones (SEZs) – Project exports and consultancy exports.

UNIT – III

Import Trade Control : License – Duty Entitlement Passbook Scheme – Harmonized IEC code number adopted for classification of import trade control items – Imports of capital goods under EPCG scheme – Import of raw material and components under OGL actual user condition – Import for stock and sale - Restricted and Banned items for imports – Canalisation of Imports and various canalizing agencies.

UNIT – IV

World Trade Organisation: GATT – Establishment of WTO – The Uruguay Round Packages – Organisational Structure – Agreements – TRIPs, TRIMs & GATS – India and WTO.

UNIT – V

Foreign exchange – Administration of Foreign exchange - Foreign exchange transactions – purchases and sales transactions – Authorized dealers – Foreign currency accounts – Multinational Banking. Foreign exchange MARKET – Functions – Exchange rates – Exchange quotations – spot and forward transactions – Merchant rates – TT selling rate- TT Buying rate-Forward exchange contract-features of forward exchange contract.

UNIT – VI

Inter Bank Deals – cover deals trading, SWAP Deals – Arbitrage operations-Managing Foreign exchange reserves- Fiscal and Monetary policies in India – Devaluation – pros and cons.

REFERENCES

1. T.A.S Balagopal, Export Marketing, Himalaya Publications, Mumbai.
2. M. I. Mahajan, A Guide on Export Policy Procedure: and Documentation
- 3 Maurice.D. Levi, International Finance
4. Ian H.Giddy , Foreign Exchange, International Finance :
5. C.Jeevanandham, Foreign Exchange and Risk Management, Sulthan Chand publications, new Delhi.
6. Rajavade, A V, Foreign Exchange, International finance and Risk Management, Prentice Hall of India, New Delhi.
7. WTO Annual Reports, Geneva.

MIBH 453: INDIAN BUSINESS ENVIRONMENT

Objectives: This course aims to provide a broad overview of the changing Indian business environment with related issues. The course outlines the Indian environment including social, economic and cultural environment within which a business firm has to operate. It further helps the students to understand the intervention of the government in business and its policies that have a direct impact on business.

Pedagogy: Lectures, assignments, discussions, seminars.

UNIT-I

Business Environment : Concept, significance, environmental factors; relationship between business and environment – business planning and environment. **Economic Environment:** Patterns of Indian economy; characteristics of Mixed economy; sectors of economy and their relative importance, economic planning; growth with justice; rural development; implications of economic environment to business.

UNIT-II

Social and Cultural Environment : Indian social structure; caste and family systems; religions, customs; culture; transitions – demographic changes, savings and consumption habits; Business implications. **Technological Environment :** Technological changes – R & D in India – implications to business.

UNIT-III

State policies and GATT: Theory of Government intervention in Business – Nature of government intervention in India – recent trends; state policies affecting business – GATT Background, Trade related investment measures, Trade in Services, Introduction to Law of Patents, Copyright and Trademarks.

UNIT-IV

Economic Legislation's : Central excise and sales tax – meaning and scope of excise duty, basis for the levy of central excise, permissible deductions & exemptions, Cenvat, basis for levy of central sales tax, inter-state sale, penalties under sales tax. Income Tax – An overview.

UNIT-V

Production & Operation Management: Operations Management & Strategy, Industry Best Practices, Developing Operations Strategy – Manufacturing, Service, Global.

UNIT-VI

Constitutional structure and Finance: Term Finance and Working Capital . Constitution of India – Fundamentals Rights and Duties, Rights under the Constitution (with special reference to business cases) **Insurance:** Types of Insurance, Role and Functions of IRDA, Insurance in countries like U.S.A, Switzerland and U.K.

References:

- Agarwal AN , Emerging dimensions of Indian Economy.
- Datta R and SundaramKPM ,Indian Economy.
- Sivavya and Das , Indian Industrial Economy.
- Sharma TR and Chanhall , Indian Industries.
- Surinder P Pruthi , Economic and Managerial Environment.
- Adhikary , Economic Environment of Business.
- ColoAH , Business Enterprises in Social setting.
- SenAk , A Handbook of Commercial Law.

- Stefen H Rock and Kenneth Simmonds, International Business and Multinational Enterprises.
- Income tax Act, Central Sales Tax Act, Karnataka Sales Tax – amended upto date.

MIBS 454: MANAGEMENT INFORMATION SYSTEM

Objective: This course enables the students to understand the tools and techniques of information systems and computers to manage organisations with effectiveness and efficiency.

Pedagogy: Lectures, assignments, practical exercises and cases

UNIT – I

Fundamentals of Information Systems – Concept of Information – Concept of System, Sub-system, system approach – Information system Tools for Information System – Meaning and Definition of MIS – MIS design, Development, Implementation and Maintenance.

UNIT – II

Information Technology – Concepts – Architecture – Computer Hardware & Trends in computer hardware and computer peripherals – Computer software – system software: OS, OOPS – Application software – spread sheet – graphic packages – Database management – File management – Database models, Database management system – Client server computing.

UNIT – III

Role of communication – Trends in communication – Telecommunications and Networks – Communication direction, synchronization, channels and media – Network Technology. Tele communications Alternatives – DTP – Image processing – Electronic communication system – electronic meeting system.

UNIT – IV

Information system for Business Functions, Manufacturing and Inventory control, Marketing Information System – Human Resource Information System and Geographic Information System – Application of Information Technology in E-Business, Share trading, Banking and Governance.

UNIT – V

MIS for Finance – Accounting information systems – Inventory control – Accounts receivable, payable – Payroll – General Ledger. Financial Information Systems – cash and securities management – capital budgeting – Financial forecasting – Financial Planning.

UNIT VI

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files. Emerging concepts and issues in Information systems.

REFERENCE

- James O'Brien, "Management Information System", Tata McGraw Hill Publishing Co. Ltd.
- K. Gupta, "Management Information Systems", S. Chand & Co. Ltd.
- Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems", Prentice hall of India (P) Ltd.
- Gordan B Davis – *Management Information Systems*, McGraw Hill International
- Sadagopan S – *Management Information Systems*, Prentice Hall of India

- Martin J – *Management Information Systems*, Prentice Hall of India
- Murthy. C V S, *Management Information System*, Himalaya Pub. House.

MIBS 455: BUSINESS RESEARCH METHODS

Objectives: To familiarize students with concepts, tools and techniques of business research and to enable students to take up research / consultancy project and handle them independently.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars

UNIT I

Research: Meaning, Purpose, Scientific method, types of research; scope of business research.

Review of literature: need, purpose, notes taking.

UNIT II

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.

Research Design: Meaning, nature, process of preparation, components of research design.

UNIT III

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, sociometry, check list; pre-testing of tools, pilot study.

UNIT IV

Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

UNIT V

Analysis of data; Simple and advanced statistical techniques and their uses. Use of SPSS and other statistical software packages. Advanced Techniques for Data Analysis – ANOVA Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multi – dimensional scaling and clustering methods, Testing of Hypothesis, Research Applications, market survey.

UNIT VI

Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report- Ethics in Business Research

References:

- Moses, C.A. *Survey Methods in Social Investigation*.
- Goode & Hatt, *Methods in Social Investigation*.
- William Emory, *Business Research Methods*.
- Krishnaswamy O.R, *Methodology of Research in Social Sciences*, Himalya Publishing house.
- Kothari. C.R, *Methodology of Research*, Vikas Publishing House.
- Wilkinson & Bhandarkar, *Methodology and Techniques of Social Research*.
- Cooper D.R and P.S. Schindler, *Business Research Methods*, Tata McGraw Hill
- Young Pauline V, *Scientific Social Surveys and Research*, Prentice Hall, New Delhi
- Bryman Alan, Bell Emma, *Business Research Methods*, Oxford University Press, Oxford.

MIBS 456: OPERATIONS AND DIVERSITY MANAGEMENT

Course Objectives:

To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage and team performance.

UNIT-1: INTRODUCTION TO OPERATIONS MANAGEMENT

Operations Management – Nature, Importance, historical development, transformation processes, Operations Strategy – Strategic fit , Supply Chain Management , Product Design process and work systems Design- – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Work Study – Objectives, Procedure. Method Study and Motion Study.

UNIT II: PRODUCTION & MATERIALS MANAGEMENT

Capacity Planning - Facilities Planning Managing Information for Production System Production-Scheduling –Sequencing- Materials Planning- Emerging Issues in Materials Management - Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT III: SCHEDULING AND PROJECT MANAGEMENT

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

UNIT IV: MANAGING DIVERSITY

Diversity-Definition-Meaning, Types, Multicultural team building, Managing Diversity in the Workplace, Succeeding in a Diverse Workplace, Cultural and Religious diversity- Workplace Discrimination, Men & Women: Parallel Cultures- working with older persons & persons with disabilities-National and Global Diversity

UNIT V: DIVERSITY - BEST PRACTICES

Diversity Strategies-Inclusive corporate cultures-Working with Euro-Americans-Stereotyping & Prejudice-Working with African Americans -White Privilege-Working with American Indians, Asian Americans-Minority Model Myth-American-Asian dialogues- -American-Arab dialogues-with Latino Americans-American-Hispanic dialogues

TEXTBOOKS

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. KanishkaBedi, Production and Operations Management, Oxford University Press, 2004.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

MIBS 457: : TRADE BLOCS AND WTO

Objectives:

To provide a broad knowledge to the field of international trade flows and explain the concepts, strategies, tools and techniques for managing the international transformation process that can lead to competitive advantage for each country in the international trade.

UNIT-1

Concept of Trade Blocs- Formation-Objectives: National Economic Policies & Trade Blocs- Regional Trade Arrangements (RTA)-Currency Blocs-Advantages and challenges of Trade Blocs

UNIT-II

Regional Trade Blocs and World Economic System- Formation and objectives : Functioning of Regional Trade Blocs: E. U. (Economic Union) ECM (European Common Market) –AU (African Union) USAN (Union of South American Nations)- CARICOM (Caribbean Community)- SICA (Central American Integration System)- AL (Arab League)- EFTA (European Free Trade Association)- EEC (European Economic Community) Customs Union (CU)-OPEC (Organisation of Petroleum Exporting Countires and Common Markets (CM)

NAFTA (North American Free Trade Agreement) APEC (Asia-Pacific Economic Co-operation)
ASEAN (Association Of South East Asian Nations) SAARC (South Asian Association For
Regional Co-operation)

UNIT-III

Economic Integration and Economic Co-operation: Major types of Economic Integration-
Obstacles to achieve integration- Trade creation and Trade Diversion-Trade between Non-
Members –Trade blocs and global economy- Trade blocs and India-World Trade Blocs-Trade
Flows and International conflicts

UNIT-IV

GATT:History and background, The GATT Agreements-The GATT 1994, the ancillary
agreements on goods and related understandings and decisions.-UNCTAD and Uruguay Round

UNIT-V

WTO: Antecedents to the WTO – Regional Agreements and WTO, The Negotiation of the
World Trade Organization Agreement, Main structure and characteristics of the WTO

UNIT-VI

WTO Agreements:The General Agreement on Trade in Services (GATS) and the Agreement on
Trade Related Intellectual Property Rights (TRIPs) – Trade Related Investment Measures
(TRIMs) Transparency, enforcement and dispute settlement, understanding-Role of Appellate
Body-Emerging Issues

References

1. Susan Ariel Aaronson, Trade and the American Dream: A Social History of Postwar Trade Policy (Lexington: University of Kentucky Press, 1996). –
2. Jagdeep S. Bhandari and Alan O. Sykes, Economic Dimensions in International Law (Cambridge U.P., 1997). –
3. Andrew G. Brown, Reluctant Partners: a History of Multilateral Trade Cooperation, 1850-1900 (Ann Arbor: University of Michigan Press, 2003).
4. Gerard Curzon and Victoria Curzon, “The Management of Trade Relations in the GATT,” in Andrew Shonfield, ed., International Economic Relations of the Western World, 1959-1971, vol. I (Oxford U.P., 1976). –
5. Alfred E. Eckes, Jr., ed., Revisiting U.S. Trade Policy: Decisions in Perspective (Athens: Ohio Univ. Pr., 2000). –
6. John W. Evans, The Kennedy Round in American Trade Policy: The Twilight of the GATT? (Cambridge, MA: Harvard University Press, 1971). –

7. Orin Kirschner, ed., *The Bretton Woods-GATT System: Retrospect and Prospect after Fifty Years* (Armonk, NY: M.E. Sharpe, 1996). –
8. Bernard Hoekman and Michel Kostecki, *The Political Economy of the World Trading System: From GATT to WTO* (Oxford University Press, 1995). –
9. Ernest H. Preeg, *Traders and Diplomats: An Analysis of the Kennedy Round of Negotiations under the General Agreement on Tariffs and Trade* (Washington, D.C.: Brookings Institution, 1970).
10. John H. Jackson, *Restructuring the GATT System* (New York: Council on Foreign Relations, 1990).
11. Preeg, Ernest H., *Traders in a Brave New World: The Uruguay Round and the Future of the International Trading System* (Chicago: University of Chicago Press, 1995), ,
12. Michael Hart, “The GATT Uruguay Round 1986-93,” in Fen Osler Hampson with Michael Hart, *Multilateral Negotiations: Lessons from Arms Control, Trade and the Environment* (Baltimore: Johns Hopkins, 1995),.
13. Jeffrey J. Schott, *The Uruguay Round: An Assessment* (Washington: Institute for International Economics, 1995),
14. Edmond McGovern, *International Trade Regulation* (Exeter: Globefield Press, 1995),
15. UNCTAD, *The Outcome of the Uruguay Round: An Initial Assessment* (Geneva: UNCTAD, 1994), John Whalley and Colleen Hamilton, *The Trading System After the Uruguay Round* (Washington: Institute for International Economics, 1996), 11-58.