

**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY, AURANGABAD
DEPARTMENT OF COMMERCE**

MBA (International Business) I SEMESTER

SUB- MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

COURSE CODE: MBA(IB) - 401 NO OF CREDITS: 04 SEMESTER: I		
COURSE TITLE: MBA (International Business)		
COURSE OBJECTIVES: To understand the conceptual framework of management and organizational behavior.		
UNIT	COURSE CONTENTS	PERIODS
I	Schools of Management Thoughts: Introduction, definition of Management, features, Scientific, process, human behavior and social system school, Decision theory school, Quantitative and system Manager. and managerial functions.	12
II	Individual Behaviour : OB Definition ,Personality-Definition, Features, Factors determining personality, Theories of Personality, Types of Personality, Implication of Personality on organization, Perception- Definition, factors determining perception, Learning- Definition, Process ,Theories of Learning, Methods of Shaping Behaviour, Attitudes- Definition, Difference Between Attitudes And Value Beliefs , Group Behaviour- Definition, Characters of Group, Functions, Group Dynamics, Group Formation, Types of Group, Group Cohesiveness.	12
III	Organisation & System: Theories of Organistion, Classical Theories, Neo –Classical Theories ,Modern Theory, Contingency Theories, Organisational Rules – Concept of Power, Types of Power. Authority – Definition, Distinction Between Authority And Power, Sources of Authority, Limitations of Authority, Nature of Organisation Environment – Nature, Significance, Types, Environmental Changes	12
IV	Motivation: Definitions, Characteristics, Theories Of Motivation, Moral – Definition , Indicators of Moral, Leadership – Definition ,Characteristics, Styles of Leadership ,Theories of Leadership	12
V	<u>Management Of Change : Meaning , Features, Process of Change , Resistance, Dealing with Resistance , Introducing Change, Conflict management – Meaning ,Classification of Conflict , Managing the Organisational Conflict – avoidance, Diffusion and Confrontation , Organisational Development – Definition, Important Issues ,Advantages ,Process,</u>	<u>12</u>

SUBJECT: BUSINESS ENVIRONMENT

COURSE CODE: MBA(IB)--402 NO OF CREDITS: 4 SEMESTER: Ist		
Course objectives:- To expose the students with economic, political, legal, socio-cultural, international and technical environment and their impact on business and economy.		
UNIT	COURSE CONTENTS	PERIODS
I	<u>INTRODUCTION OF THE CONCEPT</u> Theoretical framework of Business Environment, Concept, significance & nature of Business Environment. Elements of business environment-Internal & External. Changing dimensions of business environment. Techniques of environmental scanning and monitoring	12
II	<u>ECONOMIC ENVIRONMENT OF BUSINESS.</u> Significance and elements of Economic environment. Economic planning in India. Government policies, Industrial, policy, Fiscal policy, Monetary policy, Exim policy. Public sector & economic development. Development and relevance to Indian business. Economic reforms, Liberation and Structural Adjustment Programs.	12
III	<u>POLITICAL AND LEGAL ENVIRONMENT OF BUSINESS.</u> Political environment and its impact on business policy. Critical elements of political environment. Government and business. Social responsibilities of business and role of government. Legal environment, Changing dimension of legal environment in India, M.R.T.P. Act, FEMA & Licensing policy. Sales Goods Act. Consumer Protection Act, Consumerism in India.	12
IV	<u>SOCIO-CULTURAL ENVIRONMENT.</u> Critical elements of social cultural environment. Social institutions and systems, Social values and attitudes, Social groups middle class. Dualism in Indian society & problems of uneven income distribution. Rural Developments, Emerging rural sector in India, Problems and prospects of agricultural and its allied sectors. Social responsibilities of business.	12
V	<u>INTERNATIONAL & TECHNOLOGICAL ENVIRONMENT.</u> Multinational corporations, Foreign collaboration and Indian business. Nonresident Indians & corporate sector. International economic institutions- World Trade Organization, World Bank, Int'l Monetary Fund and their importance to India. Foreign trade policies, impact of rupee devaluation. Technological environment of India. Policy on research and development, patent laws, technology transfer..	12

REFERENCE BOOKS:

- 1) "Business Environment" by Francis Cherunilam, Himalaya publication.
- 2) "Business Environment" by Shaikh Saleem, Pearson Education.
- 3) "Business Environment" by Gopal Lal Jain, Mangal Deep publication.

SUBJECT: MANAGERIAL ECONOMICS

COURSE CODE: MBA(IB)-403			NO OF CREDITS: 4			SEMESTER: I		
COURSE TITLE: MBA (International Business)								
COURSE OBJECTIVES: Update the subject knowledge among the students at corporate level and its use in decision making.								
UNIT			COURSE CONTENTS				periods	
I			<u>Nature and scope of managerial economic:</u> Objectives of a firm, Economic Theory and Managerial Theory, Fundamental economics concepts, Incremental principles, Opportunity costs principles, Discounting principles, Equi-Marginal principles.				10	
II			<u>Demand Analysis:</u> Individual and Market demand functions, Law of demand, Determinants of demand, Elasticity of demand , its meaning and importance, Price elasticity, Income elasticity and Cross elasticity, Using elasticity in managerial decision.				10	
IV			<u>Production Theory:</u> Production function, Production with one and two variable inputs, Stages of Production, Economies of Scale, Estimation of production function, Cost theory and estimation, Law of Return to Scale.				10	
V			<u>Price Determination under different market conditions:</u> Characteristics of different market structure, Price determination and firm's equilibrium in Short-run and long-run under perfect competition, Monopolistic competition, Oligopoly and Monopoly.				10	
VI			<u>Pricing practices:</u> Methods of price determination in practice, Price discrimination, International price discrimination and dumping, Transfer pricing. <u>Business Cycle:</u> Nature and phases of Business Cycle, Theories of Business Cycle, Inflation, Characteristics, Types and effects of Inflation.				10	

REFERENCE BOOKS:

Buamol, W.J. Economic theory and operations analysis prentice Hall London.

Baya, Michael R. Managerial economic and business strategy, McGraw Hill New York

Chopra, O.p Managerial economics, , new Delhi Tata McGraw Hill

Joel Dean "managerial Economics", prentice Hall

Dholakia, R.h. and A.L. oza: Micro economics for management students, Oxford

University press New Delhi.

SUBJECT: MARKETING MANAGEMENT

COURSE CODE: MBA(IB) - 421			NO OF CREDITS: 4			SEMESTER: I		
COURSE TITLE: MBA (International Business)								
COURSE OBJECTIVES: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.								
UNIT		COURSE CONTENTS					periods	
I		<u>Introduction:</u> Concept, Nature, Scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning-an overview. Social, Ethical and legal aspects of marketing, Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.					10	
II		<u>Market Analysis and Selection:</u> Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organizational buyers; Consumer decision-making process.					10	
III		<u>Product Decisions:</u> Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle-strategic implications, New product development and consumer adoption process.					10	
IV		<u>Pricing Decisions:</u> Factors affecting price determination; Pricing policies and strategies; Discounts and rebates. <u>Distribution Channels and Physical Distribution Decisions:</u> Nature, Functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.					10	
V		<u>Promotion Decisions:</u> Communication process; Promotion mix – advertising, Personal selling, Sales promotion, Publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.					10	
VI		<u>Marketing Research:</u> Meaning and scope of marketing research; Marketing research process. <u>Marketing Organisational and Control:</u> Organising and controlling marketing operations.					10	

SUBJECT: MARKETING MANAGEMENT (ELLECTIVE)

REFERENCE:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
4. Mc Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy, V.S. and Namakumari, S: Marketing Management, Macmillan India, New Delhi.
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
8. Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

SUBJECT: FINANCIAL MANAGEMENT

COURSE CODE:- MBA(IB) - 422

No. of Credits: 4

Semester : Ist

Subject Title: Financial Management

Course Objectives: To help students to understand the conceptual framework of financial management and its applications under various environmental constrains.

Unit	Course Content	Periods
I.	Financial Management: Meaning, nature and scope of finance, Financial goals profit vs. wealth maximization, Finance functions – investment, financing & dividend decisions.	10
II.	Capital Budgeting – Nature of investment decision – net present value, internal rate of return, profitability index, payback period, accounting rate of return, NPV and IRR comparison, Capital rationing, Risk analysis in capital budgeting. Operating and Financial Leverage: Measurement of leverages: Effects of operating on profit.	10
III	Cost of capital – Meaning and significant cost of capital – Calculation of cost debt. preference capital, quity capital and retained earnings.	10
IV	Capital Structure Theories: Traditional and M.M. hypothesis – without taxes and with taxes.	10
V	Divided Policies – Issues in dividend decisions, Walter's model, Gordon's model, M.M. hypothesis, dividend and uncertainty, relevance of dividend, Dividend policy in practice, Forms of dividends, stability in dividend policy, Corporate dividend behaviour.	10
.VI	Meaning of working capital management. Management of cash, receivabls and inventory Management of Working Capita : Meaning, significant and types of working capital, Dimension	10

Suggested Readings :

- 1) Bhattacharya, Hrishikas : Working Capital Management : Strategies and Techniques, Prentice Hall, New Delhi.
- 2) Chandra, Prasanna : Financial Management, Tata McGraw Hill, Delhi.
- 3) Pandey, I.M. : Financial Management, Vikas Publishing House, Delhi.

Additional Readings :

- 1) Van Home, J.C. and J.M., Wachowicz Jr. Fundamentals of Financila Management, Prentice Hall, New Delhi.
- 2) Khan MY, Jain PK : Financial Management, Tata McGraw Hill, New Delhi.
- 3) Block Stanley B. Geoffery A. Hill : Foundations of Financial Management :Richard D. Irwin, Omewood, Illinois.

MIB II SEMESTER SYLLABUS

SUBJECT: ACCOUNTING FOR MANAGERIAL DECISIONS

COURSE CODE: MBA(IB)- 404			NO OF CREDITS: 04			SEMESTER: II		
COURSE TITLE: MBA (International Business)								
COURSE OBJECTIVES: To acquaint the Students with the accounting concepts, tools and techniques for managerial decisions.								
UNIT		COURSE CONTENTS					PERIODS	
I		Introduction to Accounting: Management accounting as a area of accounting; objectives, nature and scope of financial accounting, cost accounting and management accounting; Management accountants position, role, and responsibilities.					10	
II		Accounting Plan and Responsibility centers: Meaning and significance of responsibility accounting; Responsibility Centers- cost centre, profit centre and investment centre, Problems in transfer pricing, objectives and determinants of responsibility centers.					10	
III		Budgeting: Definition of budget, essentials of budgeting, Types of budgets- functional, master; Fixed and Flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.					10	
IV		Standard Costing & Variance Analysis: Standard costing as a control technique; advantages & limitations of standard costing, Variance Analysis-meaning & importance, kinds of variances & their Uses- Material, labour and overhead variances; Disposal of variances, Relevance of Variances to budgeting and standard costing.					10	
V		Marginal Costing & Break-even Analysis: Concept of marginal cost; Marginal cost & absorption costing; Marginal costing versus direct costing; Cost-Volume-Profit analysis, Break-even analysis, Margin of safety, Break –Even Analysis; Assumptions and Practical applications of break-even analysis; Decisions regarding sales-mix, make or buy decisions and decisions and discontinuation of a product Line etc.					10	
VI		Reporting to Management: Objectives of Reporting, Reporting needs at different managerial levels; Types of Reports, modes of reporting, reporting at different levels of management.					10	

REFERENCE BOOKS:

- 1) 'Cost Accountancy' by S.P.Jain and K.L. Naranmg.
- 2) 'Cost Accounting' by Nigam and Sharma
- 3) 'Cost Accountancy' by Arrora.
- 4) 'Cost Accounting Problems and Solutions S.N. Maheswari.
- 5) 'Cost Accounting Problems and Solutions by Khanna, Pande and Ahuja.
- 6) 'Management Accounting'; Manmohan Goyal.
- 7) Management Accounting'; by Dr.S.P.Gupta.

SUBJECT: FOREIGN TRADE AND POLICY

COURSE CODE: MBA(IB)-405			NO OF CREDITS: 4			SEMESTER: II		
COURSE TITLE: MBA (International Business)								
COURSE OBJECTIVES: Update the subject knowledge among the students about the current foreign trade policy.								
UNIT	COURSE CONTENTS				LECTURES			
I	<u>International Trade:</u> Theories of foreign Trade-Absolute and comparative advantage Theories; Modern Theory of trade Hecksher-Ohlin theory; Terms of trade; Theory of International Trade in services; Trade Policy free versus protection.				10			
II	<u>Commercial Policy Instrument:</u> Tariff, Quotas, Anti dumping/countervailing duties; Technical Standards: Exchange control and other non- tariff measures.				10			
III	<u>Trends in World Trade:</u> Direction and composition of India's foreign trade.				10			
VI	<u>India's Foreign Trade and Policy:</u> Direction and composition of India's foreign trade; Export – Import policy; Export promotional and institutional set – up; Deemed exports; Rupee convertibility; Indian joint ventures abroad				10			
V	<u>Instruments and export promotion:</u> Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses; Trading houses and state trading organizations; EPZs and SEZs.				10			
VI	<u>Foreign Investment Policy:</u> Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad.				10			

REFERENCE BOOKS:

Committee on Export Strategy: Ministry of Commerce, Govt. of India.

Economic Survey: Ministry of Finance, Govt. of India, Various Issues.

Gupta R.K.: Anti-dumping and countervailing Measures, Sage publications, New Delhi.

Import and Export Policy: Ministry of Commerce, Govt. of India, Various Issues.

Nabhi's Exporter's Manual and Documentation, Nabhi Publicaiton, New Delhi.

Report of Working Group on Export hosues: Ministry of Commerce, Govt. of India.

Sodersten, B.O.: Internatioinal Economics, Macmillan, London.

Varshney R.L. and B.Bhattacharya: Intenational Marketing Management, Sultan Chand and Sons, New Delhi.

Verma, M.L.: International Trade, Commonwealth Publishers, Delhi.

Wotld Development Report: World Bank, Washington, D.C.

SUBJECT. : INTERNATIONAL BUSINESS ENVIRONMENT

Course code:- MBA(IB)-418

No. of Credits : 4

Semester : IInd

Subject Title : International Business Environment

Course Objectives : The course exposes the student to the environmental dynamics of International Business and their impact on International Business Operations of a firm.

Unit	Course Content	Periods
1.	International Business : Nature, importance and scope; Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.	10
2.	Regional Economic Co-operation : Types and rational of regional economic groups, EU, NAFTA, SAFTA	10
3.	Multinational Corporation : Conceptual framework of MNCs, MNCs and host and home country relations, Technology transfers importance and types.	10
4.	Foreign Exchange Market : Determining Exchange rates – Fixed and flexible exchange rate system : Participants in the Foreign Exchange markets, Foreign exchange market cash and spot exchange market, quotes, Exchange rate, spot rates, forward exchange rates, foreign exchange and currency futures. Overview of FEMA.	10
5.	Foreign Exchange Risk : Management of exposures, internal techniques, netting, marketting, leading and pricing policy.	10
6.	Foreign Investment ; Capital Flows, Investment Flows & barriers theories of foreign investment. Economic Instituions & Agreements : WTO, UNCTAD, IMF, WORLD BANK.	10

Suggested Readings :

- 1) Adhikary, Manab : Global Business Management, Macmillan, New Delhi.
- 2) Bhattacharya B : Going International Response Strategies for Indian Sector, Wheeler Publishing Company, New Delhi.
- 3) Black and Sundaram : International Business Environment, Prentice Hall of India, New Delhi.

Additional Readings :

- 1) V.B. Bhall and Shiva Ramu : International Business Environment and Management Anmol Publication Pvt. Ltd., New Delhi.
- 2) Buckley, Rdin : The Essence of International Money, Prentice Hall of India, New Delhi.
- 3) Gosh, Biswanath, Economics Environment of Business, South Asia Book, New Delhi.

INTERNATIONAL MARKETING

COURSE CODE: MBA(IB)- 423		No. of Credits : 04	Semester : IInd
Subject Title : International Marketing			
Course Objectives : The objective of this course is to expose students to the conceptual framework of International Marketing Management.			
Unit	Course Content	Periods	
I	Introduction to International Marketing : Nature and significance; Complexities in International Marketing; Transition from Domestic to Traditional Marketing; International Market Orientation – EPRG Framework; International market entry strategies.	12	
II	International Marketing Environment : Internal environment; External environment geographical, Demographical, Economic, Socio-cultural, Political and Legal environment; Impact of environment on international marketing decisions. Foreign Market Selection : Global market segmentation; Selection of Foreign markets, International Positioning.	12	
III	Product Decisions : Product planning for global markets; Standardization Vs. Product Adoption; New Product Development; Management of International Brands; Packaging and Labeling; Provision of Sales related Services. Pricing Decisions : Environmental Influences on Pricing Decision; International Pricing Policies and Strategies.	12	
IV	Promotion Decisions : Complexities and Issues; International Advertising, Personal Selling, Sales Promotion and Public Relations. Distribution Channels and Logistics : Functions and Types of Channels, Channel Selection Decision, Selection of Foreign Distributors Agents and Managing Relations with them; International Logistics Decision.	12	
V	International Marketing Planning, Organising and Control : Issues in International Marketing Planning; International Marketing Information Systems; Organising and Controlling; International Market Operations. Emerging Issues and Developments in International Marketing : Ethical and Social Issues; International Marketing of Services; Information Technology and International Marketing; Impact of Globalisation; WTO.	12	

Suggested Readings :

Czinkota, M.R. : International Marketing, Dryden Press, Boston.

Fayerweather, John : International Marketing, Prentice Hall, New Delhi.

Jain, S.C. : International Marketing, CBS Publications, New Delhi.

Keegan, Warren J : Global Marketing Management, Prentice Hall New Delhi.

Onkvisit, Sak & John J. Shaw : International Marketing – Analysis and Strategies, Prentice Hall

Paliwoda S.J. : The Essence of International Marketing, Prentice Hall, New Delhi.

SUBJECT: EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

COURSE CODE: MBA(IB)-424 NO OF CREDITS: 4 SEMESTER: II		
COURSE TITLE: MBA (International Business)		
COURSE OBJECTIVES: The objective of the course is to acquaint students with the procedures and documentation formalities relating to export-import transactions.		
UNIT	COURSE CONTENTS	PERIODS
I	<u>Documentation Framework:</u> Export import controls and policy; Types and characteristics of documents; Export contract; Inco terms; Processing of an export order.	10
II	<u>Export Financing Methods and Terms of Payment:</u> Negotiations of export bills; Methods of payment in international trade; Documentary credit and collection; UCP 500; Pre – post shipment export credits; Bank guarantees; Foreign exchange regulations and procedures.	10
III	<u>Cargo, Credit and Exchange Risks:</u> Marine insurance-need, Types and procedure; ECGC schemes for risk coverage, and procedure for filing claims.	10
IV	<u>Quality Control and Pre-shipment Inspection Schemes:</u> Process and procedures; Excise and customs clearance – regulations, Procedures and documentation.	10
V	<u>Planning and Methods of Procurement for Exports:</u> Procedure for procurement through imports; Import financing; Customs clearance of import cargo; Managing risks involved in importing – transit risk, credit risk and exchange risk.	10
VI	<u>Export Incentives:</u> Overview of export incentives-EPCG, Duty drawbacks, Duty exemption schemes, Tax incentives; Procedures and documentation. <u>Trading Houses:</u> Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.	10

References:

1. Customs and Excise Law Times: various issues.
2. Export – Import Policy: Ministry of Commerce, Government of India.
3. Handbook of Export Import Procedures: Ministry of Commerce, Government of India
Vols. I & II
4. Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.
5. Mahajan, M.I: Exports: Do It yourself, Snowwhite Publications, Mumbai.