

# **UNIVERSITY OF KOTA**

***SCHEME OF EXAMINATION***

***AND***

***COURSES OF STUDY***



First Year(July 2016-June 2017)

Second Year (July2017-June, 2018)

**Department of Commerce and Management**

**Faculty of Management**

**MBA (International Business)**

**Edition: 2017**

### **Course Structure with Distribution of Marks**

#### **Objectives of the Course:**

**Innovation and Employability-** Management is the essence of Business. Management of International Business has become more complex and difficult in the fast changing scenario of global economy. Many new and complex issues have emerged over the years which require focused attention of the policy planners and practitioners. The Growing demand of Management Professionals on the global world has given significance to this course. The course has been designed keeping in mind skills required by the Industry so that the Management students graduating are place able in the Industry according to the need.

#### **Objectives:**

- ✓ To generate managerial skills for dealing w International Business.
- ✓ To locate, ensure, recognize and develop the enabling capabilities of students for management of International Business.
- ✓ To develop skills in Students so that they are place able in the Industry

#### **Duration of the Course:**

The course MBA. (IB) shall consist of two academic years divided into four semesters.

#### **Structure of the Programme:**

The MBA(IB) programme consists of:

- (i) Core and Skill based courses of theory as well as practical papers which are compulsory for all students.
- (ii) Dissertation/Project Work/Summer training/Field work which can be done in an organization (Government, Industry, Firm, Public Enterprise, etc.) approved by the Department.

#### **Scheme of Examinations:**

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory paper shall be divided into two parts in which first part is continuous assessment or internal assessment (30% of maximum marks) and second part is semester assessment or external assessment (70% of maximum marks). For practical papers there will be only one external assessment (100% of maximum marks).

- b) The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. There will be two internal assessment tests each of 15% weightage, for theory papers in each semester. Each internal assessment test shall be of one hour duration for each paper and shall be taken according to academic calendar notified by the University. There will be no internal examination in the practical paper.
- c) A student who remains absent (defaulter) or fails or wants to improve the marks in the internal assessment may be permitted to appear in the desired paper(s) (only one time) in the same semester with the permission of the concerned Head of the Department. A defaulter / improvement fee of Rupees 250/- per paper shall be charged from such candidates. Duly forwarded application of such candidates by the teacher concerned shall be submitted to HOD who may permit the candidate to appear in the internal assessment after depositing the defaulter/ improvement fee. A record of such candidates shall be kept in the Department.
- d) The external assessment shall be of three hours duration for each theory paper and six hours duration for practical paper. The practical examination shall be taken by the panel of at least one external and one internal examiner at the end of each semester.
- e) The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into three sections as mentioned below:
- **Section-A** shall have 01 compulsory question comprising 10 questions (maximum 20 words answer) taking two questions from each unit. Each question shall be of one mark and total marks of this section will be 10. This section will be compulsory in the paper.
  - **Section-B** will carry 25 marks with equally divided into five long answer type questions (answer about in 250 words) and examiners are advised to set two questions from each unit and students are instructed to attempt five questions by selecting one question from each unit.
  - **Section-C** will contain five long answer type questions. One compulsory question of 15 marks and four questions of 10 marks each. Students are instructed to attempt total three questions with one compulsory question (answer about in 500 words) of and any two more questions (answer about in 400 words) out of remaining four questions. Paper setter shall be instructed to design question paper covering from all five units.
- f) The pattern of question paper of internal and external shall be as follows:

**(A) Continuous or Internal Assessment:**

30% weightage of Maximum Marks (30 Marks out of 100 Maximum Marks)

**DEPARTMENT OF COMMERCE & MANAGEMENT**  
**UNIVERSITY OF KOTA, KOTA**  
**First/Second Internal Test 20.....**

**Duration of Exam: 1.00 Hr**

**Class: MBA**

**Subject:**

**No. of Students:**

**Note:** The question paper contains three sections as under:

Section-A : One compulsory question with 04 parts. Please give short answers in 20 words for each part.

Section-B : 02 questions to be attempted having answers approximately in 250 words.

Section-C : 01 question to be attempted having answer in about 500 words.

**Max. Marks: 15**

**Semester:**

**Paper:**

**Teacher:**

**SECTION A**

Q.1(a)		1
(b)		1
(c)		1
(d)		1
<b>SECTION B</b>		
Q.2		3
Q.3		3
Q.4		3
Q.5		3
<b>SECTION C</b>		
Q.6		5
Q.7		5

**(B) Semester or External Assessment:**

70% weightage of Max. Marks (70 Marks out of 100 Max. Marks)

**Duration of Examination: 3 Hours**

**Max. Marks: 70**

**SECTION-A: 10x1=10**

(Answer all questions)

(Two question from each unit with no internal choice)

**Q. No. 1**

- |             |               |
|-------------|---------------|
| (i) .....   | <b>1 Mark</b> |
| (ii) .....  | <b>1 Mark</b> |
| (iii) ..... | <b>1 Mark</b> |
| (iv).....   | <b>1 Mark</b> |
| (v).....    | <b>1 Mark</b> |
| (vi).....   | <b>1 Mark</b> |
| (vii).....  | <b>1 Mark</b> |
| (viii)..... | <b>1 Mark</b> |
| (ix).....   | <b>1 Mark</b> |

(x)..... 1 Mark

**SECTION-B: 5x5=25**

(Answer all questions)

(One question from each unit with internal choice) (Maximum two sub-divisions only)

**Q. No. 2.** .....

Or

.....

**5 Marks**

**Q. No. 3.** .....

Or

.....

**5 Marks**

**Q. No. 4.** .....

Or

.....

**5 Marks**

**Q. No. 5.** .....

Or

.....

**5 Marks**

**Q. No. 6.** .....

Or

.....

**5 Marks**

**SECTION-C: 1x15 + 2x10=35**

(Answer any three questions including compulsory Q.No. 7)

(Maximum four sub-divisions only)

**Q. No. 7.** ..... **15 Marks**

**Q. No. 8.** ..... **10 Marks**

**Q. No. 9.** ..... **10 Marks**

**Q. No. 10.** ..... **10 Marks**

**Q. No. 11.** ..... **10 Marks**

**Distribution of Marks for Practical Examinations:**

**Duration of Exam: Interview based**

**Maximum Marks: 100**

S. No.	Name of Exercise	Marks
1.	Project Report	40
2.	Viva-voce	60
<b>Total Marks</b>		<b>100</b>

**Rules regarding determination of results:**

Each semester shall be regarded as a unit for working out the result of the candidates. The result of the each semester examination shall be worked out separately (even if he/she has appeared at the paper of the lower semester along with the papers of higher semester) in accordance with the following conditions:

- a) The candidate shall be declared as pass in a semester examination, if he/she secures at least 40% marks in each theory paper separately in external & internal examination and 50% marks in each practical paper and at least 50 % marks in project/dissertation with 50% aggregate marks in that semester.

- b) A candidate declared as fail/absent in one or more papers at any odd semester examination shall be permitted to take admission in the next higher semester (even semester) of the same academic session.
- c) A candidate may be promoted in the next academic session (odd semester) if he/she has cleared collectively at least 50% of the papers of both semesters of previous academic session with 50% of the aggregate marks. The candidate who does not fulfill the above condition will remain as an ex-student and will reappear in the due papers along with next odd/even semester exams.
- d) If any student who is provisionally admitted in higher odd semester but could not secure prescribed minimum marks in previous semesters will be treated as ex-student and his/her admission fee will be carry forwarded to the next odd semester of forthcoming academic session.
- e) If a candidate, who is declared as pass, wishes to improve his/her performance in the theory papers of previous semester, he/she may re-appear only one time in these papers in next odd/even semester examinations.
- f) Candidate shall not be permitted to re-appear or improve the marks obtained in the external examination of practical / dissertation in any condition.
- g) If the number of papers prescribed in a semester examination is an odd number, it shall be increased by one for the purpose of reckoning 50% of the papers for considering the student pass/fail.
- h) A candidate may be given only two additional chances for passing the semester thus maximum tenure for completing the two years' postgraduate course will be limited to four years, for three years postgraduate programme up to five years and so on.
- i) The marks secured in the Gen Hindi, Gen English, Elementary Computer applications and Environment studies shall not be counted in awarding the division to a candidate. The candidate shall have to clear the compulsory subjects in the additional three chances and non-appearance or absence in the examination of compulsory subjects shall be counted as chance and shall be declared fail in that examination.
- j) The grace marks scheme shall be applicable as per University norms.

**Classification of Successful Candidates:**

The classification of successful candidates after last semester examination shall be as under:

<b>Description of Marks Obtained</b>	<b>Division / Result</b>
• 80% and above marks in a paper.	Distinction in that paper.
• A candidate who has secured aggregate 60% and above marks	First Division
• A candidate who has secured aggregate 50% and above but less than 60% marks	Second Division

# Master of Business Administration in International Business

## Proposed Syllabus

### MBA-IB – FIRST YEAR

#### SEMESTER – I

IB-101. International Business  
IB102 India's Foreign Trade and Policy  
IB 103 Quantitative Techniques for Business Decisions  
IB-104 – Fundamentals of Management and Organizational Behavior  
IB 105-Foreign Language – FRENCH

#### SEMESTER – II

IB 201- International Marketing  
IB 202- International Business Policy and Strategic Management  
IB 203- Export-Import Procedures , Documentation and Management  
IB 204- Communication Skills and Personality Development  
IB -205- Seminar Course and Viva – Voce

### MBA-IB – SECOND YEAR

#### SEMESTER – III

IB 301- Customer Relationship and Service Management  
IB-302- International Human Resource Management  
IB- 303- Cargo Management  
IB 304- - e-Commerce  
IB 305- - Internship and Project report

#### SEMESTER IV

IB- 401- International Advertising and Brand Management  
IB-402- International Supply Chain Management and Logistics  
IB-403- International Financial Management  
IB- 404- Cross Cultural Consumer and Industrial buyer Behavior  
IB- 405- Dissertation

Pre Requisite:

*Regular attendance and Active Participation during the course of the semester,  
Book and Literature surveys, Long Essays, Seminar Presentations etc.*

## **MBA-IB – FIRST YEAR**

### **SEMESTER – I**

#### **International Business IB-101**

*This main objective of this course is to make the students familiar with the fundamental basics of International Business , Economic Relations and latest trends in the developed countries. The course will equip the students to analyze the impact of changes in the international business and it's environment on India's Foreign Trade and to assess the prospects of promoting our exports to the other countries.*

#### Unit – 1:

CONCEPTS AND DIMENSIONS, Concept of International Business, Difference between domestic and International Business ,Nature and Importance of International business  
Introduction to International Business Environment. –Nature ,Modes of entry in International Business, Theories of International Trade., Balance of Payments.

#### Unit – 2

##### **GLOBALIZATION PROCESS AND FORCES**

Globalization : An Overview – Introduction to Global Marketing ,nature and importance  
Process of international marketing and transition from domestic to transnational marketing  
International Investment, Technology Transfer.

#### Unit – 3

WORLD TRADING SYSTEM & INSTITUTIONS , World Trade Organization –Basic principles and frame work, IMF,World Bank , International Commodity Agreements  
Multilateral Financial institutions

#### Unit – 4 :

LEGAL ENVIRONMENT , EXIM policy :Legal Framework,objective of EXIM  
FEMA –Origin and objective, framework of FEMA, Consumer Law , Settlement of International Trade Disputes.

#### Unit – 5 : CONTEMPORARY DEVELOPMENTS AND ISSUES

International Trade and Environment , International Business Ethics  
Electronic Commerce , Instruments of Trade Policy

#### REFERENCES:

- *International Business Environments and Operations :*
- *Daniels, John D. and Radebaugh, Lee H.*
- *International Marketing : Cateora, Philip and Hess.*
- *International Marketing : Kirpalani V.H.*
- *International Business Environment : Blake and Sundo*



## **India's Foreign Trade and Policy**

### **IB-102**

This course aims at providing information on India's foreign trade – composition and direction, trade policy and balance of payment.

#### UNIT – 1

Foreign Trade : An overview India's Foreign Trade India's Balance of Payments, India and World Trade

#### Unit – 2

Institutional Framework and Policies Export Promotion in India, Trade Policy Industrial and Investment Policy ,Export Processing Zones, Export Oriented Units and Export-Houses

#### Unit – 3

Trade Prospects with Select products -1 ,Agricultural Products (Including Marine Products), Textiles and Garments ,Gems and Jewellery & Handicrafts,Leather Products

#### Unit – 4

Trade Prospects with Select Products -Electronics Commodities,Engineering Goods, Chemical Goods Services.

#### Unit – 5

Trade Prospects of Select Markets United States of America ,European union and CIS countries, ASEAN and SAARC

#### REFERENCES:

- India's export : Martin Wolf
- India's export and export policies in the 1960s
- Deepak Nayyar
- Foreign trade management in India : M.L. Verma
- Export promotion in India, The institutional infrastructure : S. Bhashyain
- Finance of foreign trade and foreign exchange : B.K Chaudhuri

## **Quantitative Techniques for Business Decisions**

### **IB-103**

The statistics tools and techniques to required to analyses problems and their solution for effective decision making in business situations.

#### Unit – 1

Quantitative Decision making an overview. Matrix Algebra its applications to solve business, Related problems.

#### Unit – 2

Measures of Central Tendency, (Mathematical and Positional average), Correlation and Regression Analysis

#### Unit – 3

Basic concept of probability (Addition and Multiplication Probability, Conditional Probability Bayes Theorem. Discrete and continuous probability distributions.

#### Unit – 4

Index Number  
Time series analysis.

#### Unit – 5

Statistical Quality Control (Control chart for attributes and variables, O-C curve, L, B, risk, Design of experiment.

#### REFERENCES:

- Business Mathematics : Sancheti and Kapoor
- Quantitative Techniques : Levin
- Statistics : Elhans
- Quantitative Techniques For decision making : Sharma, Shenoy and Srivastava
- Statistics of Management : Levin
- Introduction to Statistics Methods : Gupta
- Fundamentals of Statistics : S. P. Gupta
- Fundamentals of Statistics : S. G. Gupta
- Fundamentals of Statistics : B. N. Gupta

## **Fundamentals of Management and Organizational Behavior IB104**

This paper places the foundation of management thought and principles besides role of Human component in the organization and their psychology and group dynamics towards achieving organizational goals and enhancing productivity.

### Unit I

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, Fundamentals of Planning - Objectives, Strategies, Policies, Decision making. Fundamentals of Organizing- Nature and purpose, Direction-concept

### Unit II

Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination. Control- concept, nature and purpose, control technique, control of overall performance, span of control.

### Unit III

Organizational Behaviour - Definition - assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organisation and Knowledge management. Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee.

### Unit IV

Motivation: nature and importance, basic process, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Clelland's Achievement Motivation Theory, Cognitive and behavioral theories- expectancy,. Equity, goal-setting theories.

### Unit V

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication. Case Study.

**Cases on related topics may be taken up from standard books, journals etc.**

### REFERENCES:

- Management : Koontz and O'donell
- Management : Stoner James and Freeman Edwards
- Introduction to Behavioural Sciences for Business :Kolasa
- Organizational Behaviour : Luthans
- Organizational Behaviour : Robins
- Organizational Behaviour : Coleman
- Human relation at work : Keith Devis.
- Principals of managements : Tripathi & Reddy

## **Foreign Language – FRENCH**

### **IB 105**

To Impart basic knowledge of French language and enable the students to use the language as a functional language so as to read, write and understand in order to communicate effectively in the field of International Business Management.

Unit – 1:

Knowledge of fundamental elements in the French Grammar (verbal system-present Tense – 3 groups, Affirmative, negative and Interrogative).

Unit- 2:

French expressions used for interaction at different levels-

- 1) Introduction 2) Personal 3) Weather 4) Health 5) MIB Course

Unit – 3:

General Information on French Life Style covering the need of Indian executive in France,

- 1) Meals 2) Clothes and Jewellery 3) Passport 4) Hotel – Reserving a room.

Unit – 4:

Preparation of an itinerary, Application for a Post, Bio-data in French, General Letter Writing.

#### **REFERENCES:**

- Manager Bleu-Book-1. (Only first 15 lessons of the books are prescribed in the course)
- Collins Gen Dictionary & French-English
- French-English
- (Collins – Hachette)
- Cassell`s Compact Dictionary:
- French-English
- French-English
- (Pan Book Ltd.)
- Larousse de Poche: Francais – Anglais
- French-English
- (Oxford & IBH, New Delhi)

## SEMESTER – II

### International Marketing IB-201

The purpose of this course is to develop an understanding of underlying concepts, strategies and issues involved in the marketing of products and service.

#### Unit – 1

Marketing –Concept Definition, Nature, Importance & scope of Marketing, Management, marketing environment, micro & macro. Adopting marketing to the new economy. Marketing Mix. International Marketing Nature, definition and scope of international marketing. Difference between Domestic and international marketing, international marketing Environment

#### Unit- 2

Analysis for Marketing Decisions -Scanning the marketing environment – Analysis and understanding of micro and macro environment Analysis Industry and competitors. Analysis consumers market and buying behavior – Determinants and models of consumer buying behavior, Market segmentation, Market targeting.

#### Unit – 3

Product and Pricing Decisions -Product – Definition, Classification, Product lines, branding, packaging and labeling, Product life cycle, new product developments, Product differentiation and positioning. Pricing – Definition, objective, influencing pricing, designing pricing strategies.

#### Unit – 4

Distribution and Promotion Decisions- Marketing channels – their selection and management, Logistics decision, Marketing communication and promotion, Advertising, sales promotion, public relation, Direct marketing and Cyber marketing.

#### Unit – 5

The Emerging Issues of IM-Marketing strategies concept ,role and nature , Emerging issues in international marketing : Green Marketing, Services Marketing

NOTE: Practical problems in specific areas with the help of cases may be taken.

#### REFERENCES:

- Marketing management : P.K. Srivastava
- Marketing management : P. Kotler
- Marketing management : Boyd, Walker and Larreche
- Marketing management : Rajan Saxena
- Marketing management : Ramaswamy
- Marketing : Skinner
- Marketing : J.R. Gandhi
- Fundamentals of marketing : Stanton
- Marketing : Evans & Bennis

## **International Business Policy and Strategic Management**

### **IB-202**

#### Unit 1

Introduction to Business Policy and Strategy . Concept of Strategic Management The role of Strategic Management, The strategic Management Process vision, mission, goals and objectives. The External Environment: Identifying opportunities and Threats. Assessing the Internal Environment: Determining Strengths and Weaknesses.

#### Unit – 2

Different levels of strategy Strategy Formulation. Strategic Management at the Functional level- marketing ,HRM, Finance ,R&D, Operations Strategic Management at the International Level

#### Unit – 3

Strategy Implementation--Strategy Implementation & Resource Allocation. Strategy, Implementation : The role of Organization Structure. Industry Analysis .BCG Matrix ,GE Nine cell ,seven S structure(McKinsey).

#### Unit – 4

Strategic Evaluation and Control The process of Evaluation and Control. The criteria for Evaluation and Control.

#### Unit - 5

Role of the CEO and Board of Directors in Strategic Management ,Joint Ventures , Mergers & Acquisition. Strategic Management at International Firm .

#### REFERENCES:

- Strategic Management : Certo
- Strategic Management : Dess and Miller
- Strategic Management : Rue and Holland
- Business Policy : Kazmi
- Business Policy and Strategic Management : Gllueck & Jauct

## **Export-Import Procedures , Documentation and Management**

### **IB-203**

The course aim at providing an insight into the import-export procedures, problem, scope and its management. The endeavor is to equip the learner with documentation procedures and how to tackle import-export procedures with special reference to the Indian condition.

#### **Unit-1**

Export-Import Documentation & Policies, Export Import Trade: Regulatory Framework. Export Sales contract ,Export Import Documentation – An overview

#### **Unit – 2**

Terms of Payment and Financing practices: Electronic Data Interchange system. Processing of an Export Order ,Terms of payment

#### **Unit – 3**

Export Import Trade Operations ,Exchange control Regulation & Facilities concerning Export. Export Finance

#### **Unit – 4**

Export Assistance and Support measures,Import Finance Preparing for Shipment, Cargo Insurance ,Shipment of Export Cargo ,Custom Clearance of Import Cargo

#### **Unit – 5**

Institutional Set-up for Export Promotion in India,Export Assistance in India,Procedures for claiming Export Assistance.

#### **REFERENCES:**

- Export management : Rajagopal
- Export management : Varshney & Bhattacharya
- Exporter's Manual and Documentation : Nabhi`s
- How to export : Nabhi`s
- How to import : Nabhi`s

## **Business Communication Skills and Personality Development**

### **IB-204**

To develop oral and written business communication skills so as to enable the participants to present their ideas logically and effectively.

#### Unit 1

Meaning, Definition, Nature and Scope of Communication, Importance of Communication, Process of Communication, Barriers to Effective Communication, Overcoming the Barriers. Non Verbal Communication, Body Language.

#### Unit 2

Employment Communication: Resume Styles, Resume Writing, Elements of an Effective Resume, Writing Application Letters; Other Employment Messages Job Interview – Purpose, Types, Interview Skills – Before, During and After the Interview, Interview Dressing, mock interviews.

#### Unit 3

Business Reports: Types and Characteristics; Components of a formal Report; Business Proposals Types, Contents, English for Specific Purposes – vocabulary related to fields of international business.

#### Unit 4

Presentation skills and techniques: Personal grooming and business etiquettes, corporate etiquette, social etiquette and telephone etiquette, role play and body language, impression management.

#### Unit 5

Introduction to Personality Development: Elements of a Good Personality; Importance of Soft Skills; Introduction to Corporate Culture; Professionalism in Service Industry, Group discussions – structure and types, Mock GD using video samples.

#### **Practical Sessions on:**

1. Group Discussions: selected topical issues to be discussed in groups.
2. Mock interviews
3. Communication skills for seminars/conferences/workshops with emphasis on non-verbal skills.
4. Presentation skills for technical papers/project reports/professional reports.
5. Theme presentation/ key note presentation based on correct argumentation methodologies.
6. Role play

#### References

- Matila Treece: Successful communication: Allyun and Bacon Pubharkat.
- Jon Lisa Interatid skills in Tourist Travel Industry Longman Group Ltd.
- Robert T. Reilly – Effective communication in tourist travel Industry Dilnas Publication.
- Boves. Thill Business Communication Today Mcycans Hills Publication.



- Dark Studying International Communication Sage Publication.
- Murphy Hidderandt Thomas Effective Business Communication McGraw Hill.
- Cross-Cultural and Intercultural Communication, William B.Gudykunst
- Beyond Language: Cross Cultural Communication, Deena R. LevineM.A., Mara B. Adelman
- The 7 Habits of Highly Effective People, Stephen Covey

**Seminar Course and Viva – Voce**  
**IB-205**

Seminar course which may include assignments such as field work, seminar, practical training, report writing, review of literature or any other innovative practices. The course would focus on the modules in the second semester. The seminar course would be for 40 marks evaluated by the concerned guide and 60 marks would be assigned for viva-voce, to be conducted by one internal and one external expert.

## **MBA-IB – SECOND YEAR**

### **SEMESTER – III**

#### **Customer Relationship and Service Management IB 301**

To receive a proper and better understanding of customer service management of in a local and global context. To be able to manage a market oriented service organization. To take up the challenge of good customer relationship management.

##### **Unit- I**

Conceptual and theoretical foundations of relationship marketing- Relationship-Marketing- Alternative perspective- Role of Relationship marketing in tourism business.

##### **Unit- II**

Relationship Marketing in consumer markets; antecedents and consequences. Model of buyer-seller relationship.. New Product development in relationship management perspective.

##### **Unit- III**

Role of communication in building relationship. Developing a marketing communication programme. Customer profitability analysis and design issues. Tapping the power of marketing through relationship marketing.

##### **Unit- IV**

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service aspirations Consumer Behavior in Service encounters

##### **Unit – V**

Service Delivery – Types and Causes of Service Quality gaps – Measuring and Improving service Quality - Strategies to resolve the gaps.

##### **References**

- Handbook of relationship marketing, Jagdish Seth and Atul Pyarvatiyar.
- Marketing Management – A Relationship Marketing Perspective: Cranfield School of Management.
- Marketing Tourism Destinations – Ernie Health & Geoffrey Wall, John Wiley & Sons. Inc.
- Marketing for Hospitality and Tourism – Philip Kotler, Jon Bower.
- Tourism Marketing, Manjula Chowdery, Oxford University Press.

## **INTERNATIONAL HUMAN RESOURCE MANAGEMENT IB 302**

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

### **UNIT 1**

Introduction: Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.

### **UNIT 2**

International Context of HRM: Cross national differences in personnel and organisations; Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

### **UNIT 3.**

International Staffing: Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems.

### **UNIT 4.**

Compensation In International Perspective: Factors, package, methods and trends ;Motivation in cross-cultural context. Training and Development: Training and development for expatriates; training and development for international staff.

### **UNIT 5.**

Direction, Supervision and Control: Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal Criteria and process. International HRM and industrial Relations: A framework for international industrial relations; Employees participation – Practices in various countries .Challenges to international human resource managers.

### **References**

- Alkhafaji, Abbass F., Competitive Global Management, St. Luice Press, Vanity Books International, 1996.
- Beardwell I. And L. Holden, Human Resource Management, 2 nd ed., Pitman, London,1998.
- Beumont, P. B., Human Resource Management, : Key Concepts and Skills, Sage,London,1993.
- Black, J.S. and M. Mendaenhall, Readings and Cases in International Human Resource Management PWS-Kent, Boston, 1991.

- Dowling, Peter J. Denise E. Welch and Randall S. Schuler, International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing, Cincinnati, 1999.(40)
- Goss, David, Human Resource Management, Thomson Business Press, London,1997.
- Harzing, Annwil and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London, 1999.

## **Cargo Management IB 303**

To provide an outline history of air cargo industry To identify the key developments in the field concerned

### Unit 1

Introduction to cargo management Cargo History, Concepts and Common terms used in Cargo handling, Rules governing acceptance of Cargo. Cargo Rating - Familiarization of Cargo Tariffs - Rounding off of the weights/Dimensions/ currencies. Chargeable weight rating-Specific commodity rates, class rates, general cargo rates, valuation charges

### Unit 2

Introduction to air cargo Air Cargo Terminology IATA Cargo agent and agency Operation- ABC Air cargo Guidebook Air Cargo Guides. The Air Cargo Tariff and Rules (TACT Rules), TACT Tariff etc, Familiarization of Cargo Tariffs -Rules governing Cargo Acceptance- Rounding Off Weights/Dimensions/Currencies Chargeable Weights & Principles of Air Cargo Rates Cargo . IATA Dangerous Goods regulation, Perishable cargo, valuable cargo, Restrictions in acceptance of Cargo, Identification of Cargo, Documentation, Labels

### Unit 3

Documents in Air cargo-Airway Bill: The Function and Completion of the airway Bills, Labeling & Marking of Packages. mails. Shippers declaration for dangerous goods. Small /Medium Transportation Programme(SMTP), Import General Manifest(IGM), Shipped On Board(SOB), LOC, Full Container Load cargo(FCL)

### Unit 4

Cargo Handling-Handling Cargo, Cargo capacity of Air, Cargo needing special attention- Introduction to dangerous goods regulations - Some important Cargo companies.

### Unit5

Export Insurance and Finance Cargo Liability & Insurance, Foreign Trade License Activity, Export-Import Documentation

### References:-

- .ABC Worldwide Airways Guide(Red & Blue)
- .Air Tariff Book 1, Worldwide Fares
- .Air Tariff Book 1, Worldwide Rules, IT Fares etc.
- Air Tariff Book 1, Worldwide Maximum Permitted Mileage

- Travel Information Manual(TIM).
- IATA Ticketing Hand Book. The Air Cargo Tariff ( TACT )

## **e-Commerce**

### **IB 304**

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

#### Unit I

Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e -commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce., Architectural Framework of E-Commerce: World Wide Web as the architecture; Global Publishing concept; Universal reader concept and client server concept; hypertext publishing and hypertext information network; Internet protocols.

#### Unit II

Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitisation; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.

#### Unit III

Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management.

#### Unit IV

Web-site Design: Web sites as market place; Role of web site in B2C e -commerce; Website strategies; Web site design principles; Push and pull approaches; E-mail etiquette and e-mail security. Business to Business E-Commerce: Need and alternative models of B2B e -commerce; EDI and paperless trading;;characteristic features of Edi service arrangement; E-marketing-Traditional web promotion: Web counters; Web advertisements.

#### Unit V

Multimedia and E-Commerce: Concept and role of multimedia; Multimedia technologies ;digital video and digitization of product and customer communication, Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash. Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws-aims and salient provisions

#### References

- *Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000.*
- *Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.*

- *Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business,Vanity Books International, Delhi.*
- *Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.*
- *. Fitzgerald, Business Data Communication Network, McGraw Hill, 1998.*
- *Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley, 1999.*
- *Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi, 1997.*
- *Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001.*
- *Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.*

### **Internship and Project report IB -305**

It will be prepared by the students on the basis of the Internship undergone during the summer vacations after semester II in any organization .The report will be of 40 marks and there will be a report based Viva of 60 marks. An external examiner will be invited for the viva and report evolution will be done at the time of viva.

## **MBA –IB Semester IV**

### **INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**

#### **IB 401**

To facilitate an understanding of the importance of branding in consumer choice and how the value of brands may be developed, protected or lost. Participants are expected to develop an ability to measure brand equity in the context of International Markets and identify main challenges facing international brands.

#### **UNIT I**

Branding concepts: introduction to brand, importance and characteristics of the brand, international terminology of brand: brand symbols; brand character, brand logo, brand extension, shared and co-operative branding, corporate name as a brand name, brand association, brand image, brand loyalty; standardization vs. adaptation; characteristics of successful international brand, strategic brand management process, importance of brand planning, issues influencing brand potential, developing brand identity across the globe.

#### **UNIT II**

Brand selection criteria of consumers: brands and the consumer's buying process, brand personality, meaning of brand share and brand communication; service brands and retailer issues in branding: retail branding

#### **UNIT III**

Brand positioning, components of positioning: brand positioning strategies, consumer segmentation, brand architecture and portfolio, perceptual mapping, repositioning, differential advantage; brand equity: measuring and interpreting brand performance: brand value chain, qualitative, quantitative and comparative methods of measuring brand strengths, managing brands over time through reinforcements, revitalization and adjustment in portfolio.

#### **UNIT IV**

Challenges in international branding: protecting brands through trademark registration, brand falsification and protection; online branding categories, e-branding. global brand strategy managing international brands.

#### **Unit V**

Advertising: Its importance and nature; Communication model; Persuasion Process –perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget. Developing Advertising Campaign: Determining advertising message and copy -Media planning – media selection and scheduling Advertising through Internet.

#### **References**

- Aaker, D.A., Brand Portfolio Strategy Free Press, New York. 39
- . Drawbaugh, K., Brands in the balance: meeting the challenges to commercial identity, Pearson Education, New Delhi
- . Ellenwood, I., The Essential Brand Book, Kogan Page Limited, London.

- . Keller, K.L., Strategic Brand Management, Pearson Education, New Delhi

## **INTERNATIONAL FINANCIAL MANAGEMENT**

### **IB-402**

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

#### Unit 1.

Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.

#### Unit -2.

International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.

#### Unit 3.

International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio. International Project Financing: Concepts, types techniques and key elements; Capital structure decision.

#### Unit 4

International Working Capital Management: Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations. Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.

#### Unit 5

International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.

#### References

- Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998.
- Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
- Company, New Delhi, 2000.
- Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass., 1998.
- Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York, 1998.
- Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.
- Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati, 2000.



- Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi,
- 1994.

## **INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

### **IB—403**

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

#### **UNIT 1**

Basic Framework: Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalization of SCM. Integrated SCM: Concept, span and process of integrated SCM.; Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after –sales service; Creating life-cycle ownership value; Customer service management; Product development Process and SCM.

#### **UNIT 2**

.Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers. Purchasing Process: Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.

#### **UNIT-3**

Supply Chain and Information Management Systems - Importance of information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR: Globalisation, technology and business chain management; Re-engineering the supply chain: Future directions.

#### **UNIT-4**

Logistic System: Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitization ;Control and communication. Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing.

#### **UNIT-5**

Logistics in the organization, inventory management, warehousing, inbound logistics and procurement, global transportation systems, logistics environment, strategic organizing for logistics effectiveness, customer service, managing logistics information. General characteristics of shipping industry and its structure, liner and tramp operations, freight structure, shipment procedure, World sea borne trade.

#### **Suggested Readings:**

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs, 1992.
2. J., Chartering Practices
3. J., Dictionary of Shipping and chartering Practices.
4. Christopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London, 1992.
5. ICAO Journal, New York., various issues.
6. Indian Shipping and Transport, Bombay, Various issues.
7. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990.

8. Marks, Daniel, Shipping Cartels.

9. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul, 1995.

## **MBA-IB-404-CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR**

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

Contents:

### **UNIT 1**

Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

### **UNIT 2.**

Internal Determinants of Buying Behaviour : Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

UNIT 3. External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures. Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.

UNIT 4. Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

### **UNIT 5**

Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

Suggested Readings:

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

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

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

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

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

Peter. J. Paul and Jerry C. Oison, Consumer Behaviour and Marketing Strategy,

Richard D. Irwin, Illinois, 1993. Schiffan, Leon G. and Kanuk, Lealie. Lazar, Consumer Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 1997.

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

## **MBA-IB-405 Dissertation**

### Course Objective:

During the Fourth Semester, apart from the four structured courses, each carrying 100 marks and two courses from one of the three specialization channel streams, each carrying 100 marks, the students will be assigned a selected theme pertaining to the opted specialization for writing a Dissertation. The Dissertation will be an outcome of field enquiry and data analysis as well as review of the existing literature in the particular area of study. The Dissertation will be of 100 marks which would be assessed by the Internal Guide (50 marks) and External Expert (50 marks).