

Study Scheme and Syllabus of
Master of Business Administration
(International Business)

MBA (IB)

Batch 2018 onwards



Department of Academics
IK Gujral Punjab Technical University

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		28	0	0	280	420	700	28

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 201-18	Core Theory	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Theory	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-18	Core Theory	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Theory	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Theory	Production and Operations Management	4	0	0	40	60	100	4
MBA 206-18	Core Theory	Corporate Finance and Indian Financial System	4	0	0	40	60	100	4
MBA 207-18	Core Theory	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBAGE 201-18	General Elective	Computer Applications for Business	2	0	0	40	60	100	2
	TOTAL		30	0	0	320	480	825	30

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

MBA 101-18

FOUNDATIONS OF MANAGEMENT

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, **Staffing,** importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

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- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

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MBA 102-18
Managerial Economics

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue, Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and

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Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, Tata McGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K. Dewett, *Modern Economic Theory*, S. Chand Publication

MBA 103-18
QUANTITATIVE TECHNIQUES

Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming: Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

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Suggested Readings:

- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
- Gupta C B, Gupta V, “*An Introduction to Statistical Methods*”, 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

MBA 104-18
ACCOUNTING FOR MANAGEMENT AND REPORTING

Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis;** Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw

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- Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson
- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South-Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

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MBA 105-18
BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Objective: This course systematically explores the external environment in which businesses operate – legal & regulatory, macroeconomic, cultural, political, technological and natural. Additionally, the course will examine the critical opportunities and threats that arise from an analysis of external business conditions. Students will apply scenario planning to a selected industry and synthesize trends in the external environment in the presence of risk and uncertainty.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment.
Political Environment: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

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Unit IV

Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

MBA 106-18
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

Suggested Readings:

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.

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- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases..* PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance.* Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

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MBA 107-18

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;
Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

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Suggested Readings:

- Penrose/Raspberry/Myers *Business Communication for Managers (5th edition)* Cengage Learning.
- Courtland/John/Roshan *Business Communication Today (13th edition)* Pearson
- Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills

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MBA 201-18

Business Analytics for Decision Making

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Unit I

Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.

Sampling: Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

Unit II

Sampling Distributions: Concept and standard error.

Hypothesis Testing: Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA.

Techniques of association of attributes.

Unit III

Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.

Correlation: Partial and Multiple correlation.

Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.

Unit IV

Index Number: Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.

Time Series Analysis: Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making.

Suggested Readings:

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- Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson Statistics for Business & Economics, Cengage Learning
- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition,
Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”,
7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th
Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M.,
“*Business Statistics: A First Course*”, 4th Edition (2008), Pearson
Education.

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MBA 202-18
Legal Environment for Business

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract:** Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II

Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property- Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV

Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

SUGGESTED READINGS:

1. Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
2. Kuchhal, M. C. and Kuchhal,Vivek-'Business Legislations for Management' Vikas Publications (4th Edition 2014).
3. Maheshwari,S.N. and Maheshwari,S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
4. Singhanian, V. and K.,Singhanian, K. and Singhanian, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd.(60th Edition 2018-19)
5. **Swain, Dr. Anil Kumar and Agrawal, Mr. Gopal Prasad**, GST Concepts and Applications,Himalya Publishing House Pvt. Ltd. (1stEdition-2018)
6. Tulsian,P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3rdEdition-2014)

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MBA 203-18
Marketing Management

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development,** Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework. **Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Unit –III

Delivering and Promoting Product: Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, **Personal Selling:** Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations. **Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age.

Unit -IV

Bottom of Pyramid Marketing: Understanding poverty and the Base of the Pyramid, understanding the BoP consumer: their basic needs wants and demands, Design-Develop-Distribute approach towards BoP. Consumption and marketing practices in BoP contexts: few challenges-The institutional context of BoP markets.-Conducting Marketing Research in BoP Markets-BoP Consumers and Producers-Producers and Entrepreneurs at the BoP. Concept of Informal Economy-Alternative Market initiatives at BoP-Ethical issues associated with BoP.

Suggested Readings:

- Kotler & Koshy, *Marketing Management*, Pearsons Education

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

- Ramaswamy & Namakumari, *Marketing Management*, McMillian.
- McMETzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

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MBA (IB) Batch 2018 onwards
MBA 204-18

Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM:** Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning:** Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis:** Process, methods of Job Description & Job Specification.

Unit 2

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development:** concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility:** Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit 3

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management-** Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL):** Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee Welfare, Social Security. **Quality Circles:** Concept, Structure, Role of Management, QCs in India.

Unit 4

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Suggested Readings:

- Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

- Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
- Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
- Ivancevich, J. Human Resource Management (12th ed.). Tata Mc Graw Hill.
- Gomez Mejia, L. Managing Human Resources (8th ed.). Pearson Education.
- Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6th ed.). Palgrave.
- Mirza S. Saiyadain. Human Resources Management (4th ed.). Tata McGraw Hill.
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill

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MBA 205-18

Production & Operations Management

Course Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crosby, Taguchi.

Facility Location – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- IV

JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, Procedure.

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note : Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

- Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al , Cases in Operations Management, Pitman
- McGregor D, Operations Management, McGraw-Hill
- Nair, Production & Operations Management. Tata McGraw

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MBA (IB) Batch 2018 onwards
MBA 206-18

Corporate Finance and Indian Financial System

To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Unit-I

Introduction to Financial Management and Corporate Finance: Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager.

Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity.

Valuation of Securities: Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Unit-II

Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost.

Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

Unit-III

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Unit-IV

Introduction to Financial System: Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development Authority of India, Introduction to commercial banks, co-operative banks, NBFCs, insurance companies, mutual funds, stock exchanges, commodity exchanges, and Depositories.

Financial Markets: Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market. **Financial Instruments:** Shares, Debentures, Bonds, Money Market Instruments, Derivatives, Global Depository Receipts, Foreign Currency Convertible Bonds

Suggested Readings:

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

1. Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing House.
2. Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, New Delhi.
3. Chandra, Prasanna. (2015). Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi.
4. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management, 13th Edition. Prentice Hall, Delhi.
5. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York.
6. Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill.
7. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House.
8. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons.

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MBA 207-18

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship.

Women entrepreneurs:- Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development..

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process..

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy

Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management. **Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

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MBA (IB) Batch 2018 onwards

Relevant case studies related to the topics should be discussed.

Suggested readings:

- Chandra, P. (2017). *Projects: Preparation, Appraisal, Budgeting and Implementation*. New Delhi: 8th Edition, Tata Mcgraw .
- Desai, V. (2017). *Project Management and Entrepreneurship*. New Delhi: 2nd Edition, Himalaya Publishing House.
- Fyffe, D. S. (2001). *Project Feasibility Analysis*. New York: John Wiley and Sns.
- Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship*. New Delhi: 10th Edition, Tata mc grow.
- Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
- Natrajan, K. and Gordon, E. (2017). *Entrepreneurship Development*. New Delhi: 6th Edition , Himalaya Publishing House.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
MBAGE 201-18

Computer Applications for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Unit I

Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.

Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes

Unit II

Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)

Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders). **MS-Office:** Introduction, Components of Office.

Unit III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.

Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.

MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit IV

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

MS Access: Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables. Forms, Queries, Reports.

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MBA (IB) Batch 2018 onwards

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization*. New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers*. Delhi: Prentice-Hall.
- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basics of Computer Science*. India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) *Designing and Managing the Supply Chain*. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.

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MBA (IB) Batch 2018 onwards

MBA IB 3rd Semester			Load Allocations			Marks Distribution		Total Marks	Credits
Course Code	Course Type	Course Title	L	T	P	Internal	External		
MBAIB301-18	Core Theory	International Economics and Business	4	0	0	40	60	100	4
MBAIB302-18	Core Theory	International Finance	4	0	0	40	60	100	4
MBAIB303-18	Core Theory	International Marketing	4	0	0	40	60	100	4
MBAIB304-18	Core Theory	International Management	4	0	0	40	60	100	4
MBAIB305-18	Core Theory	Multilateral Trade Agreements and Regulations	4	0	0	40	60	100	4
MBAIB306-18	Practical	Foreign Language – I (Practical)	0	0	4	40	60	100	2
MBAIB307-18	Practical	International Logistics (Practical)	0	0	2	40	60	100	1
MBAIB308-18	Practical	Seminar on Summer Training	2	0	0	50	-	50	2
Total			22	0	6	330	420	750	25

MBA IB 4th Semester			Load Allocations			Marks Distribution		Total Marks	Credits	
Course Code	Course Type	Course Title	L	T	P	Internal	External			
MBAIB401-18	Core Theory	Global Business Strategy	4	0	0	40	60	100	4	
MBAIB402-18	Core Theory	Foreign Trade Policy and Management	4	0	0	40	60	100	4	
MBAIB403-18	Core Theory	Financing of International Trade	4	0	0	40	60	100	4	
MBAIB404-18	Core Theory	E-Commerce	4	0	0	40	60	100	4	
MBAIB405-18	Workshop	Workshop on Global Business	4	0	0	40	60	100	4	
MBAIB406-18	Practical	Foreign Language – II (Practical)	0	0	2	40	60	100	1	
MBAIB407-18	Practical	Final Research Project	S/US							4
Total			20	0	2	240	360	600	25	

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
INTERNATIONAL ECONOMICS AND BUSINESS

MBAIB 301

Max. marks: 100
External Assessment: 60
Internal Assessment: 40

Objective : This course emphasizes the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities.

Unit-1

Introduction to Globalization - Globalization - Forces, Meaning, dimensions and stages in Globalization - Drivers and Barriers of Global Business - Kenchi Ohmae Model of borderless world - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Porter’s competitive advantage of nations - The Changing nature of global economy, Rise of new economies like Japan, South East Asia and China, BRICS, impact of globalization on Indian economy.

Unit-2

National Differences in Political Economy: - Political, Economic and legal systems in the world – Determinants of the economic development of a nation – Foreign Exchange Market, The International Monetary System – International Trade - Tariff and Non-tariff Barriers - Regional Economic Integration, Trade blocks

Unit-3

Geography and Environmental Challenges in International Business -The Changing Geography - Emerging Operational Locations, Emerging Consumer Markets, New Competitors in International Business, Contry Evaluation and Selection – International Business Research, Country Evaluation, Tools for Country Evaluation and Selection. International Business and the Environmental Challenge – MNEs and the Environmental Challenge, The Future of Green International Business.

Unit-4

The Strategy & Organization of International Business:

- Entry Strategies and Strategic Alliances, Ethno centric, poly centric, geocentric and region centric approaches of MNE’s - Relevance between strategy and structure in the MNE – Introduction to Global Manufacturing, Materials Management and Marketing, Accounting & International Finance.

Relevant case studies related to the topics should be discussed.

Suggested Readings:

1. Charles Hill, „International Business“ Tata Mc-graw Hill
2. John D. Daniels, Lee H. Radebaugh and Daniel P. Sullivan Pearson, „International Business – Environments and Operations“ Pearson Publications
3. Rakesh Mohan Joshi, „International Business“ Oxford Publications
4. Graham, Cator and Gilly, „International Marketing“ published by McGraw Hill
5. Alan Sitkin and Nick Bowen – International Business – Changes and Choices, Oxford – South Asian Edition.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
INTERNATIONAL FINANCE

MBAIB 302

Max. marks: 100
External Assessment: 60
Internal Assessment: 40

Objective : To help students understand finance in global settings.

Unit – I

International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds, Factors affecting International Trade flows, Agencies that facilitate International flows. Economic and Monetary Union (EMU), European Central Bank.

Unit – II

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. Parity Conditions in international finance and currency forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

Unit – III

Foreign Exchange risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives

Unit – IV

International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, ECB, Foreign Banks, Euro Markets. Short Term: Discounting, Factoring, Forfaiting, EXIM Bank of India.

• **Relevant case studies related to the topics should be discussed.**

Suggested Books

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C.Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D.Levi, International Finance, Tata Mc Graw-Hill, New Delhi.
5. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill,

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

INTERNATIONAL MARKETING

MBA-IB 303

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

Objective: To comprehend the interdependence among various nations and its impact on the International Marketing opportunities and challenges.

Unit 1

ANALYZING GLOBAL OPPORTUNITIES: Global Markets. Understanding Markets and Buyers. The Consumer Market. Business Markets. Government Markets. Global Competitors. Globalization of Competition, Competition from Emerging Markets.

Global Marketing Research: The Scope of International Marketing Research. Challenges in Planning International Research. Outsourcing Research.

Unit 2

Global Product Strategies: Product Design in a Global Environment, Packaging and Labeling for Global Market, Global Warranty and Service Policies, Managing a Global Product Line, Developing a Global Product, Introducing New Products to Global Markets, Global Strategies for Services, Brands, and Social Marketing in the Global Context.,

Global Pricing Strategies: Profit and Cost Factors Affecting Pricing. Market Factors That Affect Pricing. Environmental Factors That Affect Pricing. Managerial Issues in Global Pricing.

Unit 3

Global Distribution Strategies The Structure of the Global Distribution System. Managing Global Distribution. Gaining Access to Distribution Channels. Global Logistics. Global Trends in Retailing. Smuggling.

Global Promotion Strategies: Global Promotion Strategies. Personal Selling, Global Account Management, Selling to Businesses and Governments. Other Forms of Promotion. Public Relations.

Global Advertising: Global versus Local Advertising. Developing Global Campaigns. The Global-Local Decision Overcoming Language Barriers. Global Media Strategy. Organizing the Global Advertising Effort.

Unit 4

Organizing for Global Marketing. Internationalizing Marketing Operations. Evaluating National Markets. Geographic Market Choices. Country Selection.

Global Market Entry Strategies: Exporting as an Entry Strategy. Foreign Production as an Entry Strategy. Ownership Strategies. Entering Markets Through Mergers and Acquisitions. Entry Strategy Selection and Configuration. Exit Strategies.

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Elements That Affect a Global Marketing Organization. Types of Organizational Structures Controlling the Global Organization. Conflict Between Headquarters and Subsidiaries. Considering a Global Marketing Career.

- **Relevant case studies related to the topics should be discussed.**

Suggested Readings:

Keegan, „Global Marketing Management“ Pearson Education

Cherunilam , „ International Trade & Export Management“ Himalaya Publications

Onkvisit & Shaw, „International Marketing Analysis & Strategy“ Prentice Hall India

Catebra, „International Marketing“ Tata McGraw Hill

Gillespie & Hennessey, „Global Marketing“ Cengage

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
INTERNATIONAL MANAGEMENT

MBAIB 304

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Objective: To develop capabilities in order to understand the intricacies involved in International Trade in a better way with special focus on cross cultural issues, Global logistics and Global economy.

Unit-1

Globalization and International Linkages: Global and Regional Integration, Shifting Balance of Economic power. Global Business Environment: Understanding of the dimensions and layers of global business environment.

To recognise, and understand the challenges and opportunities which the business environment presents to organizations. Businesses and managers operating in an international context. Theories, concepts and tools for analysing the business environment and apply these to 'real world' and hypothetical management scenarios via case studies.

Unit-2

Leadership across cultures: Foundation for leadership, Leadership in the International Context, Leadership approaches of Chinese, Japanese, US, India, Middle east. Differences in cultures: meaning of the culture of society, sources that lead to differences in social culture, Business and economic implications of differences in culture. Influence of social culture values in the work place, Economic and business implications of cultural change – - Ethics in International Business, ethical issues faced by international businesses.

Unit-3

Managing Across Cultures: Develop awareness, skills and knowledge required by managers seeking to work abroad as international executives. 'Soft skills' of management, particularly as concerns cross cultural variations and their impact on the practices and processes of management. addressing the issues of the impact of culture on management structures and processes.

Complexity presented to managers in their process of managing people across national and cultural borders. Cross border Migration. Knowledge Mangement

Unit-4

Managing a Firm across Borders: Key issues in international recruitment and selection, Issues on expatriate and repatriate, Types of Training Program for Expatriate, Design of international compensation packages, Implications of culture on international HRM,

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Essential skills for international assignments in multinational companies. Cultural Difference in countries and regions: Doing business in China, Russia, India, France, Brazil, US and Arab Countries.

Relevant case studies related to the topics should be discussed

Suggested Readings :

Fred Luthans and Jonathan P. Doh, "International Management" Tata Mcgraw Hill Publications

Martin J Gannon , 'Cultural Metaphors' Sage Publications

Edwin Flippo, 'Personnel management' Tata Mcgraw Hill Publications

Richard M. Steers and LuciaraNardon, 'Managing in the Global Economy' PHI Learning Private Limited

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett, 'International Business' South Western Cengage Learning

MULTILATERAL TRADE AGREEMENTS AND REGULATIONS

MBAIB 305

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime.

Unit – I

Historical background of International Trade, Direction and Composition of International Trade. Terms of Trade, Trade as an engine of growth. Regional Trade Agreements: Concept, origin, types. European Union, NAFTA, ASEAN, MERCOSUR – their structure, decision making, funding, implications on world trade.

Unit – II

Law of WTO: Introduction, Objectives, Functions, Structure, Principles, Agreements – implications for International business, Progress made by WTO in the last one decade. Tariff and Non-tariff barriers - implications for WTO members.

Unit – III

Concept of Law – Types of law, Domestic and International and their jurisdiction. International commercial terms, International Commercial Dispute Settlement – Reconciliation, Arbitration etc.

Unit – IV

Intellectual Property: Historical Background, IPR Administration – WIPO, Indian Patent Office, Patents, Copyrights, Trademarks, Geographical Indications, Industrial Designs, Layout Designs, Trade secrets.

- **Relevant case studies related to the topics should be discussed.**

Suggested Readings:

1. WTO text and cases Palle Krishna Rao Excel Books
2. Managing Intellectual Property (third edition) Vinod V Sople PHI Learning Private Limited

FOREIGN LANGUAGE – I (PRACTICAL)

MBAIB 306

Max. Marks: 100
External Assessment: 60
Internal Assessment: 40

Basic learning of one of the following foreign languages:-

- FRENCH
 - RUSSIAN
 - GERMAN
 - SPANISH
 - CHINESE
-
- Students should be able to speak in foreign language – Introduce themselves, their companies and should be able to communicate about their products to customers.
 - Role plays of scenes at trade fairs, buyer –seller meets, negotiations between buyer and seller etc. should be conducted.

Language opted in this semester will continue in 4th semester also.

INTERNATIONAL LOGISTICS (PRACTICAL)

MBAIB 307

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

Objective : To help students understand working of international logistics and expose students to current happenings around the world.

Unit 1

International Logistics and Supply Chain Management – Elements of International Logistics. The economic importance of logistics. International reverse logistics. Containerization.

International Packaging: Export Packaging Functions, Packaging objectives, Ocean Cargo, Air Transport Road and rail transport. Security Hazardous Cargo, refrigerated goods. International Logistics Security

Unit 2

Port Management: Port Structure and functions, Definition, types and Layout of Ports. Main Functions and features of ports – Infrastructure and connectivity, administrative functions, operational functions. Services and facilities for ships. Cargo Transfer – services and facilities for cargo, additional added value service. Ports and their

Unit 3

Berths and Terminals – Berth Facilities and equipment - Ship operation – Pre-Shipment planning, the stowage plan, and on-board stowage – cargo positioning and stowage on the terminal – Developments in cargo/ container handling

Unit 4

Current issues in the World – Happenings in Middle East, North America, Central and South America, Europe, Africa and Oceania, Asia.

Various Articles from newspapers, websites and published reports of International and National Organizations.

Suggested Readings

1. [Donald Bowersox](#), [David Closs](#) and [M. Bixby Cooper](#) “Supply Chain Logistics Management” Tata Mcgraw Hill
2. Paul A. Myerson “Supply Chain and Logistics Management Made Easy” Pearson Publisher

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards

SEMINAR ON SUMMER TRAINING

MBAIB 308

Max Marks: 50
Internal Assessment: 50

Students will undergo summer internship for six to eight weeks.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
GLOBAL BUSINESS STRATEGY

MBA-IB 401

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Objectives: Global Strategic Management offers insight into the impact of globalization on business organization and how managers should react. It combines a strategic and managerial approach to various global issues.

Unit – I

Introduction: meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level. Introduction to International Strategy: Theories of international strategy. Nation based strategies. Strategic Thinking: The rise of the multinationals. Impact of globalization

Unit – II

Managing Political Risk, Government Relations, and Alliance, Management Decision and Control – The Controlling Process, Performance Evaluation as a Mechanism of Control.

Unit – III

Business level Strategies: The Entrepreneurial firms, foreign market entries, Global competitive dynamics Corporate level strategies: International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation

Unit – IV

Global strategic Innovations: Innovations and Competitive advantage, competing in technological environment, Managing Knowledge, National and regional economic development strategies, Managing Across continents and global management of change

Relevant case studies related to the topics should be discussed

Suggested Readings:

1. J Heorge Grynias and lamel Mellahi, „Global Strategic Management“ Oxford publications.
2. Hill and Jones, „ An Integrated approach to strategic Management“ Cengage publications
3. Phillipe Lasserre, „ Global strategic management“ Palgrave Macmillan
4. Jedrzej George Frynas and Kamel Mellahi, „ Global Strategic Management“, OUP Oxford publications
5. Fred Luthans and Jonachan P. Doh, International management (Culture, Strategy and Behaviour), 7th Edition.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
FOREIGN TRADE POLICY AND MANAGEMENT

MBA-IB 402

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Objective : This course helps build a solid foundation and under-standing of the global trade. It also helps students to understand latest policy of the Indian government regarding international trade

Unit – I

The trends in the world trade direction and composition, India's foreign trade direction and composition. Foreign trade policies since independence. India's performance in Balance of Payment and Balance of Trade. India's trade with ASEAN goods and services. Instruments of export promotion, export assistance and measures, Import facilities, Duty drawback, Tax concession, Marketing assistance, Role of state trading house,

Unit – II

Latest Foreign Trade Policy of the Government of India – General provisions regarding export and import, promotional measures – MEIS, SEIS, Duty exemption/remission schemes, EPCG etc.

Unit – III

SEZ Act 2005, 100% export oriented units, Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility, Foreign collaborations and investments, Counter trade arrangements, Indian joint ventures abroad.

Unit – IV

Policy framework for FDI in India, Policy on counter trade arrangements, Indian joint venture, abroad project and consultancy exports, India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements.

Relevant Case studies should be discussed

Suggested Readings

- 1) Varshney and Bhattacharya, ,, International Marketing Management", Sultan Chand & Sons Publication
- 2) K S Chatwal, "Manual of Export Promotion " Export Marketing and Management Service
- 3) Deepak Nayar, ,, India's Export and Import Policies in 1960's" Cambridge University Press
- 4) World Development Report, World Bank, Washington DC
- 5) Economic Survey
- 6) Export and Import Policy of Ministry Of Commerce
- 7) Report of working group on Export Houses, Ministry of commerce

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
FINANCING OF INTERNATIONAL TRADE

MBA-IB 403

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Course Objectives: To familiarize the students with the basic documents required and financing techniques of foreign trade .

Unit – I

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS–FOB–CFR–CIF–DES–DEQ–contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – Discrepancies, Letter of credit - UCP- 600.

Unit – II

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features– Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

Unit – III

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India.

Unit – IV

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

Relevant Case studies should be discussed

Suggested Readings

- 1) Nabhis, „Export“s manual and documentation“ Nabhi Publications
- 2) G.S. Lal, „Finance of foreign trade and foreign exchange“ H.P.J Kapoor Publications
- 3) S.C. Jain, „ Export Procedure and documents“ Nabhi Publications
- 4) Current Export and import policies
- 5) Paras Ram, „Export What, Where, and How“ Anupama Publishers
- 6) Indian Marine insurance act

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
E-Commerce

MBA-IB 404

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Objective : To familiarize the students with the basic of E Commerce and E Business and give insights about developing E Commerce website

Unit – I

E Commerce, E-Business, E-Marketing and their features. Difference between E Commerce and E Business and E-Marketing, Dot Com bubble, Types of E Commerce - B2B, B2C, B2G, C2B, C2C, C2G, G2B, G2C, G2G, P2P, M Commerce, Evolution of E Commerce, Key elements of a business model, B2B and B2C business models.

Unit – II

Building an E Commerce website, World Wide Web, Security Threats in E Commerce, Technology Solutions, E Commerce payment systems: Traditional payment systems and latest systems-Digital Wallets, Digital Cash, Online stored value systems, Digital accumulating balance payment systems, Digital checking payment systems, Virtual Currency, Pay Pal.

Unit – III

Search engine optimization (SEO), Ecommerce marketing concept, Content Marketing, B2C and B2B marketing and branding strategies, Net pricing strategies, Marketing communications: Online advertising, Email, Online catalogs,

Ethical, Social and Political issues in E Commerce, E Governance, Online retailing and services, Social Networks and auctions. Social Media Marketing.

Unit – IV

Intellectual property rights in Cyber Space, Patents for Digital Technologies, Copyrights in Digital Space, Copyright (Amendment) Act, 2012 onwards, Information Technology Act, 2008 onwards, WIPO Internet Treaties, Trade marks Online, Domain names. India's E commerce Policy.

Relevant Case studies should be discussed

Suggested Readings

1. Kenneth C. Laudon and Carol Guercio Traver , 'E Commerce Business Technology Society' Pearson Publisher
2. Henry Chan, 'E-Commerce Fundamentals and Application', Wiley publication
3. Gary Schneider , 'Electronics Commerce' Thomson Course technology
4. Vinod V Sople , ' Managing Intellectual Property' PHI Learning Private Limited
5. David , 'E- Commerce Strategies, Technology and Applications' Tata McGrawHill
6. Jeffrey , 'Introduction to E-commerce' Tata- Mcgrawhill
7. Brahm, ' E-Business and Commerce- Strategic Thinking and Practice' Biztantra Publications
8. Prag Kulkarni Pradip Chande Sunita Jahirabdakar, ' E Business' Oxford publisher

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
WORKSHOP ON GLOBAL BUSINESS

MBA-IB 405

Max Marks: 100
Internal Assessment: 100

Course Objectives: Purpose of this workshop is to give them practical training how actually an export order is processed.

Students will actually execute one export order by identifying a buyer and the product to be exported. In this students need to identify an overseas buyer and confirm the payment mode. Then student actually receives payment in the exporter's bank account from the buyer and prepares all the documents and exports the product.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
FOREIGN LANGUAGE-II (PRACTICAL)

MBA-IB 406

Max Marks: 100
External Assessment: 60
Internal Assessment: 40

Course Objectives: Objective: To help them understand the basics of one of the foreign language

Advanced course on foreign language selected in 3rd Semester.

- FRENCH
 - RUSSIAN
 - GERMAN
 - SPANISH
 - CHINESE
- Students should be able to develop fluency in basic conversations particularly business communication. Role Plays - Buying and Selling activities, Foreign Trip, scene at Airport, dispute between buyer and seller etc.

I.K.G. Punjab Technical University
MBA (IB) Batch 2018 onwards
FINAL RESEARCH PROJECT

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MBAIB 407
S/ US

External Examiner will evaluate research project reports.