

BANARAS HINDU UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

PROSPECTUS OF STUDIES

IN

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

(Four Semester Full Time Course)

2003-2004 Onwards

**ORDINANCES GOVERNING TWO YEAR
MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION
(FULL-TIME) (M.I.B.A.) DEGREE COURSE**

Under the powers conferred by Section 4 A of the Banaras Hindu University Act, 1915, as amended and under the provisions of Clause 3 of Section 18 of this Act, the Banaras Hindu University instituted the Two-year (Four Semester) Master of International Business Administration (M.I.B.A.) Degree Course with effect from July 1, 1990. The following are the Ordinances relating to the revised and updated M.I.B.A. Course to come in force from the academic session 2003-04.

1. ADMISSION

(A) General

1. The course of study leading to Master of International Business Administration Degree of the Banaras Hindu University shall be conducted in the Department of Management Studies under the Faculty of Management Studies and shall be of two years (four semesters) duration.
 2. The last date for receipt of applications for admission to this course shall be fixed each year by the Admission Committee of the Department of Management Studies.
 3. All admissions shall be finalized within the date notified by the University. Candidates not fulfilling the minimum eligibility conditions by 5th October, every year shall be disqualified for admission.
 4. Candidates appearing at the qualifying examination and expecting to fulfill the eligibility requirements can also apply and appear in the admission process viz., Common Admission Test conducted by Indian Institutes of Management (CAT) of corresponding year followed by Group Discussion and Interview of short-listed candidates conducted by FMS, BHU, but they will not be offered admission unless they produce the documentary evidence of having completed all the requirements for obtaining the qualifying degree on or before 30th June, every year to the Dean, Faculty of Management Studies at the time of admission. Such candidates must satisfy the minimum eligibility criteria by 5th October of the year of admission.
1. The total intake in the M.I.B.A. Course under General Category will be 22 and there will be reservation for the following categories as per Government of India Rules:

RESERVATIONS

S/C Candidates	15 % of the intake
S/T Candidates	7.5% of the intake
O.H. Candidates	3% of the intake
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfill the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (i) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /1st Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
 - (ii) Chief Presidency Magistrate/ Addl.Chief Presidency Magistrate/ Presidency Magistrate.
 - (iii) Revenue Officer not below the rank of Tehsildar.
 - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
 - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
 - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats shall be reserved for Physically Disabled Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped. In case no candidate is available in any of the above three sub-categories, the unfilled seats shall be filled by the candidates belonging to the remaining sub-categories.

Since there is one seat reserved for PD candidates, this shall be filled by the candidates from Physically disabled category, on the basis of combined merit of CAT of IIM, GD and Interview to be held at FMS-BHU.

In case of non-availability of candidates of admission under PD Category, de-reservation of seats for filling up the same from candidates belonging to non PD category, will be done after obtaining approval from the Chairman, University Admission Coordination Committee before granting admission.

A candidate applying under PD category must attach a certificate by CMO, District Hospital. However, he/she will be considered under PD category only after verification from the University Medical Board. Admit cards for admission shall be issued to such candidates only on production of the above-mentioned verification certificates from the Medical Board constituted by the University for the purpose.

- (d) Separate final merit list will be prepared for the candidates under each of the above three categories, taking into consideration combined merit of CAT, Group Discussion & Interview.
 - (e) Vacant seats reserved for SC/ST candidates, if any, may be filled up as per Govt. of India rules.
 - (f) Vacant seats under P.D. Category, if any, may be filled up from General Category candidates.
2. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:
- a) Attested copies of mark-sheets of all the examinations passed;
 - b) Certificate from the Head of the institution certifying that the candidate has appeared or will be appearing in the qualifying examination.
 - c) Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is Physically disabled.

3. The completed Application Forms for registration at FMS, BHU along with documents required under ordinance 1 (A) 6 shall be sent to the Dean, Faculty of Management Studies, BHU by a date fixed by the Admission Committee of the Department of Management Studies.
4. Provisional admission to the course shall be made in order of combined merit of CAT of corresponding year of Indian Institute of Management, Group Discussion and Interview of shortlisted candidates on the basis of CAT score at FMS, BHU. CAT score will form 70% of the combined score where as the scores of Group Discussion and Interview will form remaining 30% of the Score (15% each).
5. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.
6. Provisional admission will be made strictly on availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
7. The candidate granted provisional admission shall deposit fee within the period prescribed by the Admission Committee failing which the admission shall stand cancelled.
8. Provisional admission of a candidate is liable to be cancelled by the Admission Committee at any time:
 - i) if it is detected that there is something against the candidate which would have prevented him/her from being admitted to the course
 - ii) if the candidate is found at a later stage to have provided any false information, and /or
 - iii) if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.

The candidates admitted to the course are required to submit the following certificates at the time of admission:

A Migration Certificate from the University last attended in case the candidate has obtained qualifying degree from an Indian University other than Banaras Hindu University, certifying that he/she has passed the qualifying course.

OR

A Transfer Certificate showing that the candidate has passed the qualifying examination from the institution last attended, if he/she has obtained qualifying degree from Banaras Hindu University.

9. Once the candidate has deposited the fee for a course in which he/she was offered provisional admission, his/her candidature will not be considered subsequently for the other course in the Department.
10. Candidates should ensure that a pass port size photograph signed by them is pasted in the space provided for in the application form.
11. Candidates are advised to keep sufficient number of extra copies of the recent and identical photographs as are pasted on application form for future use, as and when needed.

12. Subject to the provisions contained in Ordinances of M.I.B.A., students shall be permitted to take double course in the subjects of Music or one Diploma Course, provided prior permission has been obtained from the two Heads of the Departments concerned.
13. Admission to the M.I.B.A. Course shall be dealt with by an Admission Committee consisting of the Head of the Department as the Chairman and two senior-most members of the teaching staff of the Department in-station. The Admission Committee may co-opt such other additional members as it deems fit.

B. ELIGIBILITY:

Admission to the M.I.B.A. course shall be made through CAT. Eligibility criteria defined under CAT shall be deemed as applicable provided the candidate has secured a minimum 50% marks at the degree examination. For SC/ST candidates at least 45% marks are required.

C. SUPERNUMERARY ADMISSIONS

I. ADMISSION UNDER SELF-FINANCING SCHEME :

M.I.B.A. : 05

1. Candidates willing to take admission under Self Financing Scheme are required to fill up their options in the application form.
2. The candidates will be required to pay annual fee of Rs. 75,000/- as the first installment at the time of provisional admission. This fee is to be paid through Demand Draft in favour of the Dean, Faculty of Management Studies, B.H.U. as course fee. Second installment of Rs. 75,000/- as course fee will have to be paid before commencement of third semester class, failing which the student will not be registered as a regular student in the third semester class.
3. In addition to the above fee, such candidates are also required to pay regular fee in cash at the **Fee Counter** of the University.
4. The Demand Draft of Rs. 75,000/- as course fee will have to be deposited in the Faculty at the time of provisional admission. The Admit Card will be issued only after the receipt of the Demand Draft of Rs. 75,000/- as course fee.

II. ADMISSION OF FOREIGN NATIONALS

Seats: 15% of the regular seats for both MBA/MIBA Programs (5 each for MBA & MIBA Programs).

All the application forms may be submitted in the office of the International Students Advisor, International Students Centre, BHU for processing for their admission. The International Students' Advisor, with the help of the Admission Committee constituted to look after the admission work of the foreign nationals shall examine the eligibility of each applicant to the course and also the equivalence of the qualifying examination passed by the candidate. The International Students Advisor will issue the eligibility letter to the concerned foreign nationals if they are found eligible. If there is any problem regarding equivalence of the qualifying examination passed by the candidates, the same may be referred to the Equivalence Committee constituted for foreign nationals. The last date of admission in this category will be announced by the International Students Advisor.

Foreign Nationals are exempted from appearing in CAT-2008.

All the Foreign Nationals have to fulfill the following conditions:

a) At the time of submitting the application:

- (i) All the Foreign Nationals should submit their application, along with the processing charges. On prescribed format, which can be freely downloaded from the website www@bhu.ac.in.
- (ii) The applications of scholarship-holding Foreign Nationals (under various schemes) required to be routed through the Indian Council for Cultural Relations /Ministry of Human Resource Development (Department of Education), Govt. of India, New Delhi.
- (iii) They hold a valid foreign passport.
- (iv) That they have adequate knowledge of English and/or Hindi as per the requirements of the Course.

b) At the time admission:

- (i) They have valid Residential permit in India granted for studies / student visa for the prescribed duration of the concerned Course.
- (ii) They fulfill the minimum eligibility requirements.

c) General:

- (i) The Degree/certificates of the candidates have been recognized and approved by the Association of Indian Universities (AIU)/Commonwealth Universities/ International Association of Universities (IAU) as equivalent to the corresponding Indian degrees/certificates.
- (ii) All the eligible Foreign Nationals are required to fill up the Registration Form prescribed by the University at the time of admission.
- (iii) The applicant should have completed 17 years of age and there is no maximum age limit for Foreign Nationals.
- (iv) The Inter-se merit among the applicants of various Foreign Nationals will be decided by the “Core Committee for Admissions of Foreign Nationals”, which shall be deemed as final.

FEE FOR THE FOREIGN NATIONALS

Fee structure for all the candidates of Foreign Nationals is as under (Fee details available on website)

1. Processing charges (US \$ 50 /100) : At the time of submitting the application
2. Usual Course Fee (In INR) : At the time of Joining the course
3. Additional Charges : At the time of joining the course

The quantum of processing charges and additional charges may be modified by BHU from time to time.

Further details regarding admission of Foreign Nationals are available on the website www.bhu.ac.in which is updated periodically.

2. ADMISSION PROCEDURE

Admission to M.I.B.A. Course at Faculty of Management Studies, BHU is based on the CAT- ranking. As such a candidate who is interested to take admission at FMS, BHU is also required to appear in **CAT** of corresponding admission year conducted by Indian Institute of Managements. For this, a candidate must fill up CAT application form. Completed CAT application forms must be directly sent to the concerned IIMs on or before a date fixed for the purpose by IIMs. **The FMS, BHU uses CAT ranks for short-listing candidates. IIMs shall have no role either in selection process or in the conduct of the course.**

Candidates are also required to register at **FMS, BHU** through separate application form.

Notes:

1. Admission of the candidates to M.I.B.A. Course shall be made on the basis of combined merit of the CAT (conducted by IIMs), Group Discussion and Interview (conducted by FMS, BHU) and availability of seat on the date of admission provided he/she fulfils other eligibility conditions.
2. Non-appearance of the candidate in any of CAT, Group Discussion and Interview on the scheduled date and time shall disqualify him/her for admission.
3. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available, then candidates belonging to the other category (SC & ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
4. Mere appearance in the CAT, Group Discussion and Interview will not entitle a candidate to be considered for admission to the course unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms of both, IIM - CAT and FMS, BHU.
5. Provisional admission will be offered to the candidates in order of combined merit he/she secured in CAT, Group Discussion and Interview, including reserved category seats as per their position in the Merit List and the availability of seat in course on the date of admission.
6. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following inter-se ranking rules of the University will be applicable.

"In case the candidates have equal ranks then the candidate senior in age shall be given preference"
7. The mark-sheet of the qualifying examination of a candidate can be submitted on or before 5th October of the admission year and no extension will be given in this regard on any ground. Confidential results/mark-sheets will not **be accepted**. Only the Original Mark-sheet of the qualifying examination after official declaration of the results by the respective examining bodies shall be accepted. **Any other document (sealed or confidential mark-sheet) other than a proper mark-sheet issued by the authority like VC/Rector/PVC/Registrar/CE etc. in regard to marks obtained by a candidate shall not be entertained under any circumstances.**

8. A candidate provisionally selected for admission will be required to fill the prescribed form, submit the required documents, collect his/her admit card for admission to the course from the office of the Department and pay fees by a date fixed for the purpose, otherwise the offer made to him/her will automatically stand cancelled. Once the candidate has submitted the fee for a particular course offered, he/she will not be allowed admission to the other course subsequently in the Department of Management Studies.
9. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
10. Waitlisted candidate will be offered admissions strictly on the basis of combined merit in the CAT, Group Discussion and Interview provided there is a vacancy in the course and there is no candidate holding a higher rank for provisional admission on the date of admission. Such waitlisted candidates shall have to deposit their fee latest by the date fixed by the Admission Committee.
11. In case provisional admission is offered to a candidate all his/her original documents shall be retained in the Faculty and the same shall not be returned till the 2nd Semester examinations are over.

3. COURSE OF STUDY AND EXAMINATION

1. A candidate admitted to the M.I.B.A. Course shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has paid the Enrolment Fee prescribed hereinafter by the Ordinances.
2. To qualify for the M.I.B.A. Degree, the candidate must:
 - i) Satisfy the minimum requirement for entrance as prescribed earlier for the M.I.B.A. Semester Courses of study,
 - ii) Attend a regular course of lectures and seminars and complete to the satisfaction of the Head of the Department such assignments, reports and other work as are prescribed in these Ordinances for the M.I.B.A. Semester Examination; and
 - iii) Pass the M.I.B.A. Semester Examinations for the degree of Master of International Business Administration which shall be held at the end of each Semester of the Course.
3. Candidates admitted to the M.I.B.A. Course shall pursue the regular courses of lectures, tutorials, sessionals, and practicals, if any, laid down in these Ordinances for the different Semester Examination for a period of four semesters.

Here the term "Semester" means approximately half of an academic year designated for the purpose. The duration of each semester shall ordinarily be sixteen weeks.

4. A student of the M.I.B.A. course shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
5. (a) A student shall be deemed to have pursued a regular course of study in a subject during each year provided he/she has attended at least 75% of the classes actually held in each subject of his/her examination, provided that the Dean of Faculty may condone shortage of percentage in attendance not exceeding 5% in each subject due to one or more of the following reasons, involving absence from classes:
 - i. Participation in NCC/NSC/NSO Campus, duly supported by a certificate.
 - ii. Participation in University or College/Faculty Team Games or Inter-State or Inter-University tournaments; duly supported by a certificate from the Secretary of the

University Athletic Association or President of the College/ Faculty Athletic Association concerned.

- iii. Participation in Educational Excursions conducted on working days certified by the Principal/ Dean of the College/Faculty or the Head of the Department. These excursions shall not include those organised for a class as a whole. No credit will be given for excursions conducted on holidays.
 - iv. University Deputation for Youth Festival certified by the Principal/ Dean of the College/Faculty concerned.
 - v. Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital of Banaras Hindu University.
- b) The attendance of a candidate shall be counted from the date of his/her admission, while in the case of a promoted candidate, attendance shall be counted from the date on which the respective classes begin.
- c) The Academic Council shall have power to condone any deficiency of attendance but only for cogent reasons.
6. All the Four Semester examinations of the M.I.B.A. Course shall be conducted by means of written papers OR partly, by means of written papers and partly by means of sessionals (internal assessment) and other examinations.
7. The M.I.B.A. Semester examinations shall be held once a year at Varanasi on such date and time as the Academic Council may prescribe.

However, a Second Examination will be held for those who fail in the M.I.B.A. III and M.I.B.A. IV semester examinations after the main examinations.

8. All applications to appear at the M.I.B.A. Semester examinations shall be addressed to the Controller of Examinations and shall be presented within such time and all such applications shall be accompanied by a satisfactory character certificate from the Head of the Department of Management Studies. Every application form and fees shall be dispatched through proper channel so as to reach the Controller of Examinations on or before the date prescribed for the purpose.
9. a) A candidate who has completed a regular course of student of M.I.B.A. semester examination but fails to pass or to appear at the above examinations may be admitted with the permission of the Academic Council to a subsequent examinations on a new application being made and on payment of a fresh fee unless otherwise exempted by the University. Such a candidate may seek readmission along with fresh entrance to the course as a regular student or may appear at the examination as an ex-student. In the latter case he/she shall not be required to prosecute a further course of lecture, tutorials, sessionals and practicals, if any prescribed for the examination.
- b) Where a student has been allowed to appear as an ex-student the marks secured by him/her in the semester reports, sessionals and other class work, shall be automatically carried over the examination at which he appear as an ex-student.

4. SCHEME OF TWO-YEAR M.I.B.A. EXAMINATION:

Candidates for the two-year M.I.B.A. Examination shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances.

1. Course Profile

<u>I Semester</u>	<u>III Semester</u>
C-211 Management Principles & Values C-212 Accounting & Financial Analysis C-213 Quantitative Techniques C-214 International Economics C-215 Global Environment & Management C-216 Marketing	C-231 Transnational Strategic Management C-232 Computer Application & MIS C-233 Entrepreneurship & Project Management C-234 International Marketing C-235 Overseas Buyer Behaviour C-236 Comparative International Management
<u>II Semester</u>	<u>IV Semester</u>
C-221 Organizational Behaviour & Ethos C-222 Management Accounting & Control C-223 Finance C-224 Research Methods in Management C-225 Operations Management C-226 Human Resource Management	C-241 Seminar in Transnational Business Policy C-242 Export Management & Logistics C-243 International Financial Management C-244 International Banking & Business Laws C-245 Dissertation C-246 Viva Voce

Note: Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 100 marks and sessionals carrying a maximum of 25 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

2. Sessionals:

1. M.I.B.A. students shall appear in such class tests and shall submit one or more semester reports and/or other assignments in each of the courses offered by them as are given to them by the teachers concerned.
2. Such class tests, semester reports and/or assignments in each paper shall carry 25 marks, of which 15 marks will be for class tests and quizzes and 10 marks for semester report/s and/or assignment/s. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
3. The semester report/s and/or assignment/s shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report/s and/or assignment/s, the teacher concerned shall submit the result to the Head of the Department of Management Studies who shall forward the same to the Controller of Examinations.
4. The marks obtained in semester report/s and/or assignment/s will be made known to the students.
5. Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

3. Practical Training Report, Dissertation And Viva-Voce:

1. Every M.I.B.A. students is required to undertake practical training for a period of eight weeks in a reputed organization connected with industry, trade or commerce, approved by the Head of the Department of Management Studies. This Training Report is a part of the M.I.B.A. III Semester examination and carry 150 marks (50 marks for presentation and 100 marks for written report) and required to be submitted to the Controller of Examination in duplicate on or before a specified date fixed for the purpose by the Head / Dean of the Department of Management Studies.
2. The Practical Training Report submitted by the candidates for the M.I.B.A. degree is examined by an internal and an external examiner independently out of 100 marks and the average of marks secured is credited to the marks obtained by the candidate. If the difference in percentage of marks between the two examiner is 30% or more, the Training Report will be sent to a third examiner. The marks given by the third examiner will be final.
3. Every student will be required to make a presentation of his/her practical training report, including that of Project work undertaken by him/her during summer /practical training, before an audience consisting of all students and teachers of the Faculty. This presentation will be evaluated, out of 50 marks, by a board consisting of teachers of the Faculty nominated for this purpose by the Board of Examiners/Dean of Faculty /Head of the Department.
4. Every M.I.B.A. student will also be required to prepare a Dissertation preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Dissertation and the name of the supervisor earmarked will be approved by a 'Dissertation Committee" formed for this purpose by the Head/Dean of the Faculty. This Dissertation will constitute a part of the M.I.B.A. IV Semester Examination and will carry 100 marks.
5. Each student will be required to present Research Methodology of the Dissertation before the members of the Faculty for consideration and finalization.
6. The Dissertation shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Management Studies.
7. The Dissertation shall be examined by Two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiner is 30% or more, the Dissertation shall be sent to a third examiner. The marks given by the third examiner shall be final.
8. The Viva Voce examination of the M.I.B.A. students shall be conducted at the end of the last semester and shall carry 100 marks. It shall be conducted by a board consisting of the Head of the Department, two senior most teachers of the Faculty and one external member of the rank of a Professor.

4. Subjects, Script And Duration Of Examinations

1. Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in Hindi or English language in the examination in all the subjects.
2. Each individual paper shall be of three hours' duration and practicals, if any, shall also be of three hours' duration.

5. Percentage Of Pass Marks

1. The following shall be the minimum and maximum marks assigned to each paper, report and practicals, if any:

Maximum Marks in each written paper	100
Maximum Marks in each Semester Reports, Sessionals in each paper	25
Minimum Pass-percentage in each written paper (including Semester Reports/Sessionals)	40%
Minimum Pass Percentage in Practical Training and Viva-voce	40%
Minimum Pass Marks in the Aggregate	40%

2. The result of the candidate of the M.I.B.A. I, II and III semester examinations shall be announced in three classes viz.:
- 1) Pass securing percentage of marks indicated in the Ordinance 4.5.1
 - 2) Promoted if they fulfil the conditions prescribed in Ordinance 4.6
 - 3) Failed if not complying the conditions indicated in the Ordinance 4.6
3. The classification of the M.I.B.A. final semester examination results will be based on the combined marks of the M.I.B.A. I , II, III and IV semester examinations.

Minimum Marks for First Class	60%
Minimum Marks for Second Class	50%
Minimum Marks for Third Class	40%

4. Notwithstanding anything contained to the contrary anywhere, the marks secured by a candidate at a higher semester/annual examination may be made available to the candidate even if he has not passed the lower semester/annual examination or examination, provided that the words, '*passed*' or '*promoted*' or '*failed*' appearing in the higher semester/annual examination marks-sheet shall be scored and in its place the words "The Candidate has not yet passed the semester(s) annual examination" with appropriate insertions shall be written.

Notwithstanding any provisions in Ordinances to the contrary, in the case of an examinee:

- a) who secured first division at the preceding examination.
- b) who having been duly admitted to a regular examination of the University is/ was unable to take that examination either in full or in some papers due to disruption of examination; and
- c) who took the next following examination of that course in the papers missed by him in the regular examination.

The marks obtained by the student at the examination will be considered as the basis for the University ranking, scholarship and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility therefor.

6. Continuous Promotion And Re-Appearance At Subsequent Examination

1. Notwithstanding any provision contained anywhere covering any Bachelor, Master, Diploma or Certificate Examination but subject to the provisions of these Ordinances a student, who has put in a regular course of study, may be promoted at his/her option, to the next higher semester or year as the case may be, of concerned course of study, irrespective of the fact that he/she has failed to appear or pass the relevant examination within the concerned course of study.
2. A student who is promoted under these Ordinances shall not be eligible to receive any scholarship, free-ship, or any other financial aid so long as he/she has not passed all the

relevant examinations which entitles the student to be in the semester or year in which he happens to be.

3. A student who is promoted under these Ordinances shall not be entitled to residential accommodation or any other facility during the period in excess of the minimum prescribed for receiving instruction for the concerned course of study.
4. A student who is promoted under these Ordinances shall not be ranked in the order of merit at any examination comprising the relevant course of study nor shall he/ she be entitled to receive any award, medal or prize or certificate excellence except in relation to such examinations only which he/she passes as a whole at one time.
5. A student who is promoted under these Ordinances shall be required to pass in the individual items as also in the aggregate of each examination comprising the relevant course of study by appearing at subsequent examinations.
6. Unless otherwise specifically provided, a student, who is promoted under these Ordinances shall be required to pass in the courses of study in accordance with the relevant provisions prescribed for the examination at time at which he/she actually appears in the examinations and not in accordance with the provisions that were prescribed at time he/she was admitted.
7. The examinations shall be so scheduled that the examinations of consecutive semesters or years do not overlap.
8. All examinations shall be held regularly at scheduled time and no special examination shall be held for the benefit of aforesaid students.
9. The student who is promoted under these Ordinances may appear as a whole or in parts within the period prescribed by those Ordinances.
10. The marks obtained by a student in any subsequent examination in respect of the same item shall be substituted for the existing marks obtained in that item, whether such subsequent marks obtained by him are less or more than the existing ones, and his results announced on the basis of subsequent marks.

7. Admit Card

1. The Controller of Examinations may, if satisfied, that an examinations Admit Card has been lost or destroyed grant a duplicate Admit Card on payment of a further fee of Rs. 1/-.
2. A candidate may not be admitted in to the examination room unless he/she produces his Admit Card to the Officer conducting the examination, or satisfies such officer that it will be subsequently produced.

8. Refund And Payment Of Examination Fee

1. A candidate who fails to pass or who is unable to present himself for any examination on any account shall not except in the following cases, be entitled to a refund of his/her examination fee or adjustment of the fee to the next ensuing examination.
 - i) The examination fee paid by a candidate will be refundable only (a) when his/her form is rejected by the University, b) when the fee has been submitted but not the form, and c) if the Academic Council permits a refund for compassionate reasons.
 - ii) Examination fee of candidates after deducting Rs. 10/- may be credited for the next ensuing examination in the case of candidates who fail to appear at any examination on account of sickness, provided that an application supported by a Medical Certificate is made for the purpose of examination, and provided that the form submitted by the candidates for the next ensuing examination is complete in all respects and is accepted.
2. An examination fee once credited to the next ensuing examination shall not be refunded.
3. A candidate when admitted to one more M.I.B.A. subsequent examination shall before admission, pay the fee prescribed by the University for such examination on each occasion when he/she so admitted.
4. On receipt of the fee prescribed for the examination, the Controller of Examinations shall examine the application which is found to be in order, shall be registered in the Register of Candidates for such examination. The controller of Examinations shall issue Admit Card to the candidate entitling him/her to sit for the said examination.

9. Special Ordinances For Women Candidates

1. Women candidates shall be eligible for admission to the M.I.B.A. Degree Course.,
2. The Academic Council shall, from time to time, make such arrangements for the residence of women students as may be necessary.
3. In other respects, the condition governing women candidates shall be those prescribed in the Ordinances for male candidates

10. Inter-University Ordinances

1. Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of :
 - i) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
 - ii) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
2. A student of some other Indian University shall in any case be admitted only at the beginning of the particular course which he/she proposes to take in the University.,

11. Scale Of Tuition And Other Fees

All regular full-time candidates admitted and preparing for the M.I.B.A. I and II or III and IV semester examinations shall pay the fees according to the University decision as applicable from time to time.

MIBA – I SEMESTER

C-211 : MANAGEMENT PRINCIPLES AND VALUES

COURSE OBJECTIVE

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

COURSE STRUCTURE:

Concept of Management: Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.

Evolution of Management Thought: Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.

Organisation Structure: Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.

Decision-Making: Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.

Management Process: Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.

Organizing: Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.

Communication: Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.

Controlling : The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.

Values in Management: Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks**REFERENCES:**

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organisations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organisations
6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

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C-212 : ACCOUNTING & FINANCIAL ANALYSIS

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

COURSE STRUCTURE:

Orientation in Accounting: Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).

Financial Accounting: Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.

Valuation of Assets: Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

Financial Statement Analysis: Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.

Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

Price Level Changes and Accounting: Problems created by changing price level. Introduction to Approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks**REFERENCES:**

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece: Management Accounting - Text & Cases
4. Morton Backer: Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts
7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting
9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas
12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John: Accounting for Management

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C-213 : QUANTITATIVE TECHNIQUES

COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

COURSE STRUCTURE:

Theory of Probability: Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.

Probability Distributions: Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.

Probability and Decision Making: Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.

Construction of Pay-off and Loss Tables: EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.

Programming Techniques: Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.

Transportation problem: Introduction. Initial Solution. North West Corner Rule. Lowest Cost method. Vogels Approximation method. Optimality Test. Modified Distribution method and stepping stone method.

Assignment Problems: Introduction, Hungarian Assignment Algorithm. Maximization and minimization cases.

Markov-Chain Analysis: With special reference to Brand-switching.

PATTERN OF EXAMINATION

- | | <u>Marks</u> |
|--|--------------------|
| 1. <u>Theory Paper:</u>
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type. | |
| 2. <u>Sessionals:</u>
Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation | |
| | Total <u>Marks</u> |

REFERENCES:

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management
Decisions
5. Bierman H., Bonini C.P. & Housman,W.H.: Quantitative Analysis for Business
Decisions.
6. Kanti Swaroop : Operative Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J. : Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K.: Operations Research for Management
11. Sharma J.K. : Quantitative Techniques & Operations Research
12. Vohra, N.D. : Operations Research

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C-214 : INTERNATIONAL ECONOMICS

COURSE OBJECTIVE

The basic objective of this course is to familiarize the students with the broad principle and policies of International Economics and International Economic Cooperation so that they are able to appreciate the foundations of international trade between different nations and the basic mechanism thereof.

COURSE STRUCTURE:

There are two sections in this course - Section (A) and Section (B). Section (A) deals with the fundamentals of Managerial Economics, whereas Section (B) deals with the various aspects of International Economics. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B). The students are expected to get questions in the Examination in the same proportions.

Section (A)	Managerial Economics	(Weightage 40%)
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Definition and Scope of Economics: Micro Economics and Macro Economics. Managerial Economics and its Fundamental Principles. Incremental/Marginal Principle. Opportunity Cost Principle. Principle of Time Perspective, Discounting Principle, Equi-Marginal Principle. Economic Decisions in the National and International Context.

Demand and Revenue Analysis: Characteristics and types of Demand. Demand Forecasting Techniques. Price and Income Elasticities of Demand and their measurement. Average Revenue, Marginal Revenue and Elasticity of Demand.

Indifference Curves and their properties: Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption curve.

Concept of Cost and Cost Classification: Accounting Cost and Economic Cost. Cost-Output relationship under Short-run and Long-run. Laws of Returns - Increasing Return. Diminishing Return and Constant Return. Production Function and ISO -Cost Curves.

Market Structure and Product Pricing: Pricing under Perfect Competition and Monopoly and Oligopoly. Price Discrimination.

Factor Pricing: Pricing of Labour as a factor of Production. Marginal Productivity Theory of Factor Pricing.

Section (B)	International Economics	(Weightage 60%)
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Nature and Scope of International Economics: Theoretical basis of International Trade. Importance of the study of International Economics in Business. Advantages of International Trade. Inter-Dependence of International Trade and Domestic Trade.

Theories of International Trade: Adam Smith's Theory of Absolute Cost Advantage. Ricardian Theory of Comparative Cost Advantage. Haberler's Theory of Opportunity Cost. Heckscher-Ohlin Theory of International Trade. Multi-Commodity and Multi-Country Trade Model.

International Trade and Factor Prices: Samuelson's Factor-Price Equalization Theorem Lontier's Paradox. Terms of Trade. Factors influencing Terms of Trade. Terms of Trade and Developing Countries. Marshall-Edgeworth Offer Curves.

Concept and Importance of Balance of Trade and Balance of Payments: Balance of Payments on Current Account and Balance of Payments on Capital Account Adjustment mechanism. Disequilibrium in Balance of Payments and Method to correct Disequilibrium. A review of the Balance of Payments accounts of developing and developed countries. India's Balance of Payments Account and its main features.

Meaning and Importance of Foreign Exchange: Determination of Foreign Exchange Rate. Demand for and supply of Foreign Exchange. Mint Parity Theory and Purchasing Power Parity Theory. Balance of Payments Theory. Stable and Flexible Foreign Exchange Rates. Exchange control policy and Methods of Exchange Control. Direct and Indirect Methods of Exchange Regulation.

The I.M.F. and the Problem of International Liquidity: Special Drawing Rights and main features of SDRS.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

- | | | | |
|-----|-------------------------|---|--|
| 1. | Haynes, Mote & Paul | : | Managerial Economics |
| 2. | Joel Dean | : | Managerial Economics |
| 3. | Mankar V.G. | : | Business Economics |
| 4. | Varshney & Maheshwari | : | Managerial Economics |
| 5. | Dewett | : | Modern Economic Theory |
| 6. | Stonier & Hague | : | A Text Book of Economic Theory. |
| 7. | Calva & Waugh | : | Micro Economics - An Introductory Text |
| 8. | Kindleberger, Charles P | : | International Economics |
| 9. | Jhingran, M.K. | : | International Economics |
| 10. | Vaish, M.C. & Singh S | : | International Economics |
| 11. | Desai S.S. | : | International Economics |
| 12. | John Adams | : | International Economics |
| 13. | Chacholiades Miltiades | : | International Economics |

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C-215 : GLOBAL ENVIRONMENT AND MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of global business environment. This will help them in gaining a deeper understanding of the environmental factors affecting global business.

COURSE STRUCTURE:

Introduction: Meaning and scope of international business. Types of international business. Distinguishing features of international business environment.

International economic environment: Comparative economic systems. World monetary system. Role of IMF in world monetary system. Evolution, objectives, functions and organization of IMF. Commercial policy and its instruments.

Global and regional economic organizations: Genesis, objectives, functions, operational policies of IBRD, IDA, IFC and ADB.

Economic Integration among countries: Rationales behind economic integration. Levels of economic integration – the Free Trade Area, the Custom Union, the Common Market, The Economic Union.

Global Economic Alliance: UNCTAD and WTO – Their genesis, objectives, nature of treaty and achievements.

Regional Economic Alliance: EU, MERCURSOR, NAFTA, ASEAN, OPEC – their objectives, nature of treaty and achievements.

International Technological Environment: Technology Transfer - Meaning, source and modes. Significance of technology transfer for the developing countries.

International Political Environment: Different political systems and their impact on international business. Trade relationship among developed and developing countries.

International Legal Environment: Role of international law in International Business.

International Cultural environment: Nature and contents of international cultural environment and their influence on international business.

International Trade in Services: Differences between services and products. Linkages between services and products. The role of international services in the world economy. Global transformations in the services sector. Problems and Macro responses to problems in international services trade.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Anant K. Sunderam & J. Stewart Black: The international Business Environment – Text & Cases
2. C.M. Korth : International Business – Environment and Management
3. J.L. Jhingan : International Economics
4. R. Groose & D. Kiyaiwa: International Business – Theory & Managerial Applications.
5. J.D. Daniels & L.H. Radebaugh : International Business – Environment & Operations
6. J.J. Wild, K.L. Wild & J.C.Y. Man: International Business – An Integrated Approach
7. M.R. Gzinkota, J.A., Ronkainin, M.H., Maffett : International Business.

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C-216 : MARKETING

COURSE OBJECTIVE

The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

COURSE STRUCTURE

An Overview of Marketing: What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.

The Marketing Environment: External and Internal Marketing Environment. Macro and Micro Environment.

Marketing Information Systems: Gathering information for decision making. The information system in marketing and the role of MIS in decision making.

Segmenting and Targeting Markets (STP Strategy): Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.

Product Decisions: Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.

Pricing Decisions: Importance of Price. Pricing objectives. Determinants of price. Setting the right price.

Promotion Decisions: The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.

Distribution Decisions: Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.

Managing Direct and On-line Marketing: The Growth and benefits of direct marketing. Major channels for direct marketing. E-commerce.

Managing the Total Marketing Effort: Formal vs informal control. How control works. Strategic control. Marketing audit.

New Issues in Marketing.

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Phillip Kotler : Marketing Management Analysis, Planning & Control
2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management

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MIBA – II SEMESTER

C-221: ORGANISATIONAL BEHAVIOUR AND ETHOS

COURSE OBJECTIVE:

The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

COURSE STRUCTURE:

Nature and Scope of Organisational Behaviour: Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.

Perception: Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.

Learning: Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.

Attitudes: Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.

Motivation: Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.

Transactional Analysis: Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.

Group in Organisations: Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.

Intergroup and Organisational Conflict: Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.

Creative Processes in Organisations: Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.

Influence, Power and Authority: Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.

Leadership: Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.

Management of Job Stress: The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.

International Dimensions of Organisational Behaviour: Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCE:

1. Ernest R.Hilgard : Introduction to Psychology
2. Blair J.Kolasa : Introduction to Behavioural Science for Business
3. H.Joseph Reitz : Behaviour in Organisations.
4. Hugh J.Arnold & Daniel C.Feldman : Organisational Behaviour.
5. Joe Kelly : Organisational Behaviour
6. V.S.P.Rao & P.S.Narayana : Organisational Theory & Behaviour.
7. James,A.F. Stoner & R.Edward Freeman: Management
8. R.Wayne Mondy, Arthur Sharplin & Edwin B.Flippo : Management : Concepts and Practices.
9. Paul Hersey & Kenneth H.Blanchard : Management of Organisational Behaviour - Utilizing Human Resources.

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C 222: MANAGEMENT ACCOUNTING AND CONTROL

COURSE OBJECTIVE:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

COURSE STRUCTURE:

Introduction: Meaning, Functions, Scope and Limitations of Management Accounting. Financial Accounting Vs. Management Accounting.

Responsibility Centres: Cost Centres, Profit Centres and Investment Centres. Inter divisional transfer pricing – concept and methods.

An orientation to Cost Accounting. Purpose of Cost Accounting, Elements of cost. Kinds of costing, Classification of Costs, Methods of Cost variability.

Standard Costing. Meaning, Types of Standard and their revision. Procedure of setting standard cost - Material, Labour and Overhead.

Budgeting. Definition of a budget. Kinds of budgets. Preparation of a Budget. Budgetary Control. Flexible Budgeting. Zero Base Budgeting, Performance Budgeting.

Variance Analysis. Meaning and its relevance to budgeting and standard costing. Kinds of Variances. Their use in making appraisal and fixing responsibility.

Activity Based Costing: Concept, main activities and their cost drivers, developing ABC System.

Break-Even Analysis. Meaning, Graphic presentation. Preparation of break-even charts and their interpretation. Managerial uses of Break-even analysis.

Marginal Costing. Meaning of Marginal Cost. Analysis of Incremental costs and revenues. Management Application of Marginal Income Accounting.

Discussion of real life business Cases.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.

Two shorter answer alternate set of questions (carrying 40 marks)

One case study carrying 40 marks

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Anthony Robert N. & Reece James S : Management Accounting
2. Anthony Robert N & Welsch Glenn A : Fundamentals of Management Accounting
3. Hongren Charles T. : Introduction to Management Accounting
4. Batty, J. : Management Accounting
5. Bhattacharya S.K. and Dearden John : Accounting for Management
6. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting.
7. Khan M.Y. and Jain P.K.: Management Accounting.
8. Kishore Ravi M.: Taxman's Advanced Management Accounting
9. Jain Narang : Cost and Management Accounting

C-223 : FINANCE

COURSE OBJECTIVE

The present course aims at familiarizing the participants with the basic principles, tools and techniques of financial management.

COURSE STRUCTURE

Concept and Dimensions of Financial Management: Objectives and Functions of Financial Management. Role of the finance manager.

Forms of Business Organizations and financial considerations underlying the choice of form of business organization.

Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages, Operating and Financial, Indifference Point. (Capital Structure theories not included)

Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends, Factors affecting dividend policy, Dividend pay-out decision (Dividend theories not included).

Financial Markets and Instruments: Nature and Significance of Money and Capital markets. Commercial Paper, Certificate of Deposit, Treasury Bills. Primary and Secondary Markets. Objectives, Functions and Indices of BSE and NSE. Concept of OCTEI.

Concept of Futures and Options.

Concept of Financial Institutions and their role in economic development: Indian Financial System. Financial Institutions – Types, Nature and Functions. Development Banks, Investment Banks. Investment Institutions and Commercial Banks. Challenges to Indian Financial Institutions and Banks in changing economic scenario.

Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital. Working capital management – Cash Receivables and Inventory Management.

Concept of Cost of Capital and Capital Budgeting: Concept and significance of Cost of Capital and its computation. Concept and significance of Capital Budgeting appraisal Techniques for risk free projects.

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks**REFERENCES**

1. J.Fred Weston & Eugene F. Brigham : Managerial Finance
2. Franklin R.Edwards & Cindy W.Ma : Futures and Options
3. James Van Horne : Essentials of Financial Management
4. Walker E.W. : Essentials of Financial Management
5. Srivastava, R.M. : Financial Management
6. Srivastava, R.M. : Essentials of Business Finance
7. Prasanna Chandra : Financial Management
8. Pandey, I.M. : Financial Management

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C-224: RESEARCH METHODS IN MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports. They are also expected to learn the basic quantitative and statistical tools of analysis to sharpen their research studies.

COURSE STRUCTURE:

The course in this paper is divided into two Sections - Section (A) and Section (B). The former relating to the theoretical aspects of Research and the latter relating to tools and techniques of Quantitative and Statistical Analysis. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B).

Section (A)

Meaning and Significance of Research in Management, Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.

Formulation of a Research Problem. Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.

Data Collection Methods. Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data.

Sampling Techniques. Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.

Scaling concept and its importance in business research studies. Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurstone and Likert types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.

Processing of Research Data and their Analysis and Interpretation. Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.

Research Report and its Significance. Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

Section (B)

Measures of Central Tendency - Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the measures of Central Tendency.

Measures of Dispersion and skewness. Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean \pm 3 standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.

Correlation and Regression Analysis. Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

Analysis of Qualitative Data. Yule's Coefficient of Association.

Importance of Index Numbers in business studies. Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

Analysis of Time Series. Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.

Test of Significance and its Designing. Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample

Tests of Variables and Proportions. Student's 't' test in small samples. Application of X^2 test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design.

Introduction to some basic quantitative methods packages.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Goods, William, J. & Hatt Paul K.: Methods in Social Research.
2. Young, Pauline V. : Scientific Social Surveys and Research.
3. Karlinger, Fred N. : Foundations of Behavioural Research.
4. Mohsin, S.M. : Research Methods in Behavioural Research.
5. Kothari, C.R. : Research Methodology - Methods & Techniques.
6. Sharma R.D. : Research Methods in Social Sciences.
7. Tandon B.C. : Research Methodology in Social Sciences.
8. Mood, Alexander N. : An Introduction to the Theory of Statistics.
9. Boot and Cox : Statistical Analysis for Managerial Decision.
10. Richard, Leurin : Statistics for Management.
11. Gupta, S.P : Statistical Methods.
12. Mc Clave, T.T. : Statistical for Business and Economics.
13. Shukla and Gulshan : Statistics.
14. Gupta C.B. : An Introduction to Statistical Methods.
15. Vohra, N.D. : Quantitative Techniques in Management.
16. Mik Wisniewski : Quantitative Methods for Decision Making
17. Diwedi R.S. : Research Methods in Behavioural Sciences

C-225: OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

COURSE STRUCTURE:

Nature and Scope of Operations Management: Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.

Factors governing the location of a Plant: Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.

Productivity: Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.

Work Study: Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.

Arrow Diagramming and Network Analysis: PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.

Operations Planning & Control: Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.

Maintenance Management: Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).

Purchasing Management: Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.

Inventory Management: Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.

Statistical Quality Control: Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.

ISO 9000 standards: Total Quality Management (TQM).

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks**REFERENCES:**

1. W.J. Stevenson : Production/Operations Management (Irwin Pub.)
2. K.N. Dervitsiotis : Operations Management (Mc Graw Hill Int'al.)
3. E.J. Adam, Jr. & R.J. Ebert : Production and Operations Management (PHI)
4. E.S Buffa : Modern Production Management. (John Wiley)
5. J L. Riggs : Production Systems - Planning, Analysis & Control.
6. Raymond Mayer : Production & Operations Management.
7. N Goither : Production & Operations Management.
8. R, Paneerselvam : Production and Operations Management (PHI)
9. N.G. Nair : Production & Operations Management. (TMH)
10. Chary S.N. : Production & Operations Management. (TMH)
11. K. Ashwathappa : Production & Operations Management. (HPH)
12. H.B. Maynard : Industrial Engineering Hand Book
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. O.P. Khanna : Industrial Engineering & Management.
15. P. Gopalakrishnan : Hand book of Materials Management.
16. Alan Muhlemann, John Oakland & Keith Lockyer : Production & Operations Management.

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C-226: HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

COURSE STRUCTURE:

Human Resources Management: Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.

Human Resource Planning: Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.

Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.

Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.

Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.

Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.

Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.

Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

PATTERN OF EXAMINATION :Marks

1. Theory Paper:
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.
2. Sessionals:
Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. E.B.Flippe : Principles of Personnel Management.
2. Arun Monappa & S.S.Mirza : Personnel Management.
3. Strause & Sayles: Personnel: The Human Problems of Management.
4. Blum & Naylor : Social Foundation of Industrial Psychology.
5. Tiffin & Mc.Cormic : Industrial Psychology
6. Dale Yoder : Personnel Management & Industrial Relations.
7. Aswathappa K. : Human Resource and personal Management (Tata Mc Graw Hill, New Delhi 1997)
8. De Cenzop, DA & Robbins SP : Human Resource Management (5th Ed. New York, John Wiley, 1994).
9. Guy V & Mattock J : The New International Manager (London, Kogon Page, 1993)
10. Holloway, J Ed. : Performance Measurement and Evaluation (New Delhi, Sage, 1995)
11. Monappa, A & Saiyadain M. : Personal Management (II Ed. New Delhi, Tata Mc-Graw Hill, 1996)
12. Stone, Lloyed and Leslie W Rue : Human Resource and Personal Management (Richard D. Irwin, Illinois, 1984)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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MIBA – III SEMESTER

C-231 : TRANSNATIONAL STRATEGIC MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques involved in formulation and execution of corporate strategy to handle transnational business. Class participation will be fundamental to the development of these skills.

COURSE STRUCTURE:

Introduction: Concept and characteristics of transnational Strategic Management. Dimensions of transnational Strategic Management. Strategic response to international business Global Strategy, Multinational Strategy, International Strategy and Transnational Strategy. Functions of transnational Strategic Management. Significance of transnational Strategic Management. Formulating International Corporate Strategy - An overview.

Appraisal of Global Environmental Opportunities and Threats - Nature and significance of appraisal of Global Environment, Analysing Global Environmental Opportunities and threats - Economic, Competitive, Technological, Political and Socio - Cultural.

Corporate Capability Analysis - Nature and Significance of corporate competence analysis. Analysing corporate competence of a transnational organization. Concept and significance of synergy. Analysing synergy for strategy making.

Value Chain Analysis – Concept of Value Chain Analysis, Type of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in Strategy making.

Core Competence – Concept of Core Competence and its cosmic features. Identifying Core Competence of a firm. Core competence and leveraging. Significance of core competence concept in strategy making.

Corporate Objectives - Concept of Corporate Vision, Purpose, Mission, Long-term Objectives and Goals. Process of setting corporate objectives. Forces influencing objective setting.

Making off-shore Strategic Decisions - Making Acquisition Decisions - Laying down objectives and criteria; Locating Companies to acquire; Evaluating the prospective candidates for acquisition; Undertaking Post-acquisition tasks.

Choosing Cross-Frontier countries - Assessing firm's needs and capabilities - Assessing Business Climate of Cross Border countries; Identifying Alternative countries; Choice of Investment country.

Choosing Mode of Entry in Cross - Border Countries - Need for Planning Mode of Entry. Various modes of Entry; Considerations influencing choice of Mode of Entry.

Implementing Off-shore Strategy - Concept and Significance of Strategy implementation. Corporate Strategy and Corporate Legitimacy. Organizing off-shore operations.

Controlling off-shore strategy - Concept and significance of control in context of off-shore operations. Problems involved in off-shore business control. Factors influencing degree of control over off-shore operations.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

3. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Prof.R.M.Srivastava : International Strategic Management
2. Garland G.F. & Farmer R.N. : International Dimensions of Business Policy & Strategy.
3. Brooke N.Z. International Corporate Planning
4. Derek F.Channon & Michael Jalland : Multinational Strategic Planning
5. Christokher A Bartlett & Sumantra Ghoshal :
6. James H. Taggart & Michael C. Mcdermatt: The Essence of International Business
7. Ansof H.Igor : Business Strategy
8. M.C.Carthy : Business Policy and Strategy
9. Andrews K. : The Concept of Corporate Strategy
10. Newmann & Bogan : Business Policy and Control
11. Chang Y.N. : Business Policy and Strategy
12. S.Shiva Ramu : International Business.

C-232: COMPUTER APPLICATIONS AND MIS

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

COURSE STRUCTURE:**Section - (A) : COMPUTER APPLICATIONS (Weightage - 60%)**

Evolution of Computers. Introduction to Computer Hardware and Software. Problem Analysis. Flow Charts and Algorithm. Basic of operating systems with exposure to DOS, UNIX, and WINDOWS.

Use of computers in business organizations. Impact of computers on Indian society. Popular office use of computers – one package each of word processing, relational database management system (RBDMS) and electronic spreadsheet.

Data communication. Relevance and types of Data Base Management Systems.

Section - (B): MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)

Concept of MIS. Role of MIS in Managerial decisions making. Systems Approach and MIS Sources of Information. Computerized MIS and its advantages. Selecting a Computer. Selection and Training of Computer Personnel.

Organizational aspects of Computerized Data Processing. Evaluation and Control of Data Processing. Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

System Analysis and Design. System Life Cycle. Data Flow Diagram (DFD). Data Dictionary (DD). Simon's and Anthony's models in information system.

Information Retrieval and its Techniques.

PATTERN OF EXAMINATIONMarks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total

REFERENCES:

1. Tanenbaum : Operating System : Design & Implementation.
2. Unger & Ahmed : Computer Science. Fundamentals (1979)
3. Bhatnagar, S.C. and Ramani K.V. : Computer and Information Management - A Premier for Practicing Managers.
4. Rajaraman : Fundamentals of Computers
5. O'Brien, J.J. : Management Information Systems – A managerial End User Perspective
6. Basandra : Computers Today
7. Leon & Leon : Fundamentals of Information Technology
8. Shepherd : Introduction to Computers & Technology
9. V.K. Jain : Advanced Data Base Management System
10. D. Bharihoke : Fundamentals of Information Technology
11. Murdick, Ross & Claggett: Information System for Modern Management
12. Laudon & Laudon : Management Information Systems – Organization & Technology.

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C-233 : ENTREPRENEURSHIP AND PROJECT MANAGEMENT

COURSE OBJECTIVE:

The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy.

The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

COURSE STRUCTURE:

PART A:

Entrepreneur & Entrepreneurial development: Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India.

Entrepreneurial competencies and skills: Meaning and components of entrepreneurial competencies. Developing competencies.

Functions of an entrepreneur: Types of entrepreneurs. Entrepreneur, Intrapreneur and Professional manager.

Women Entrepreneur: Concept and functions of women entrepreneurs. Problems of women entrepreneurs. Developing women entrepreneurs – recent trends.

Factors influencing entrepreneurship : Individual factors. Environmental factors. Socio-cultural factors. Support systems.

Entrepreneurial motivation: Motivation theories. Motivating factors. Achievement motivation.

Entrepreneurial Mobility: Factors influencing mobility. Occupational Mobility. Locational Mobility.

Entrepreneurial Development programmes (EDPs): Need and objectives of EDP. Course contents of EDP. Phases of EDP. Evaluation of EDP.

Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).

Road Map for setting up a new venture.

PART B:

Concept of a Project & Project Management: Characteristic features of a project. Project management vs. general management.

Project life cycle and its different phases.

Project feasibility study: Market feasibility, Technical feasibility. Financial feasibility.

Social cost benefit analysis (SCBA): Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO

Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate.

Prerequisites for successful implementation of projects.

Evaluation and appraisal of projects: Project appraisal techniques.

Project Control: Reasons for ineffective project control. Technique of project control.

Preparation of project proposals. Case studies.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.

Two shorter answer alternate set of questions (carrying 40 marks)

One case study carrying 40 marks

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Vasant Desai : Entrepreneurial Development (Vol. I, II & III)
2. C.B. Gupta & N.P. Srinivasan : Entrepreneurial Development
3. S.S. Khanka : Entrepreneurial Development
4. David H. Holt : Entrepreneurship
5. Siropolis : Entrepreneurship & Small Business Management.
6. P.N. Singh : Developing Entrepreneurship for Economic Growth
7. P. Drucker : Innovation & Entrepreneurship.
8. Colombo Plan Staff College for Technician Education: Entrepreneurship Development
9. Hisrich Peters : Entrepreneurship
10. I.S. Malhotra & S.L. Gupta : Management of Small Scale Industries
11. S. Choudhury : Project Management
12. V. Desai : Project Management & Entrepreneurship.
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. B.M. Patel : Project Management
15. P.K. Mattoo : Project Formulation in Developing Countries
16. Stoiner & Ryam : Industrial Project Management
17. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
18. Unted Nations : Manual for Evaluation of Industrial Projects
19. H.P.S. Patwa : Project Reports & Appraisals.

C-234 : INTERNATIONAL MARKETING

COURSE OBJECTIVES:

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

COURSE STRUCTURE**Importance and Challenge of International Marketing:**

Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives.

Analysis of International Marketing Environment and Identifying Foreign Markets:

Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

Promotion of International Marketing by Governmental and Non-Governmental Agencies:

Activities at super-national; national and sub-national levels; Governmental Agencies involved in Promoting International Marketing; Non-governmental agencies involved in promoting International Marketing.

International Marketing Intelligence and Research:

Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.

Planning Entry and Operations Strategies:

Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

International Product Policies:

Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.

International Pricing Decisions:

Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

International Distribution System and Logistics:

International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.

International Marketing Communication:

Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Durtney Brown : World Business.
2. David Carson : International Marketing
3. David Leighton : International Marketing
4. Heary Deschampsnenfe : Marketing Overseas
5. Hess and Cateore : International Marketing
6. Patty and Vredenburg : Readings in Global Marketing Management
7. Roland Kramer : International Marketing
8. Rayans and baker : World Marketing
9. R. Vernon: Manager : In the International Economy
10. Winter and Mehta : Export Marketing Operations
11. TAS Balagopal : Export Management
12. Varshney & Bhattacharya : International Marketing Management
13. B.S. Rathore : Export Marketing
14. P. Saravanavel : International Marketing
15. Saxena & Kapoor : International Marketing
16. S.C. Jain : International Marketing Management

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C-235: OVERSEAS BUYER BEHAVIOUR

COURSE OBJECTIVE:

The purpose of this course is to explain the students the relevant concepts upon which the discipline of consumer behaviour is based and also to illustrate how consumer behaviour concepts are used by marketing practitioners to develop and implement effective marketing strategies. The main emphasis of this course is to explain how the “cross-cultural” differences among the consumers of different societies /nations should be understood in order to direct targeted marketing strategies to penetrate each foreign market of interest.

COURSE STRUCTURE

I Consumer Behaviour : Introduction:

Introduction to Consumer Behaviour. Definition of consumer behaviour; Personnel Consumer Vs. Organisational Consumers. Consumer Behaviour and Marketing Strategy.

II Consumer Motivation: Concept of Motivation: Needs; Goals; Maslow’s Hierarchy of Human Needs. Motivational Research.

III. Learning and Consumer Involvement: Concept of Learning. Behaviour Learning Theories. Cognitive Learning Theories. Brand Loyalty.

IV. Consumer Perception: Concept of Perception. Dynamics of Perception. Consumer Imagery.

V. Consumer Attitudes and Attitude change: The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.

VI. Group Dynamics and Consumer Preference Groups: Definition of Group. Types of Groups. Consumer - relevant Groups. Reference Groups. Applications of the Reference Group Concept.

VII. Consumer Psychographic & Life Styles: Concept of psychographics and Life styles. Types of Psychographics Variables. Applications of Psychographic Analysis in Market Segmentation and Promotional campaigns.

VIII. Personality and consumer Behaviour: The nature of personality. Theories of Personality. Personality and understanding consumer diversity.

IX. Consumer Decision-making and its Process: Concept of Decision Making. Levels of Consumer Decision Making. Four views of consumer decision making. A Model of Consumer Decision Making.

X. Industrial Buying Behaviour: Organisational Buying Behaviour Vs.Consumer buying Behaviour. A Model of Organisational Buying Behaviour.

XI. Cross-cultural Consumer Behaviour: An International Perspectives. Cross-Cultural Consumer Analysis. Comparison of Consumer-Behaviour in India and a few selected foreign countries.

XII. Consumer Behaviour audit:

XIII. Consumer Behaviour studies in India:

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.

Two shorter answer alternate set of questions (carrying 40 marks)

One case study carrying 40 marks

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behaviour
2. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behaviour
3. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behaviour
4. Peter D. Bannett and Harold H. Kassarjar : Consumer Behaviour
5. J. Paul Peter & Jerry C.Olson : Consumer Behaviour : Marketing Strategy Behaviour
6. D.R. Sainy : Marketing - A Behavioural Approach.
7. John C. Mowen : Consumer Behaviour
8. Gerald Zaltman, Christian R.A. Pinson & Reinhard Angelmar : Metatheory and Consumer Research.
9. Francesco M. Nicosia : Consumer Decision Process
10. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman : Customer Behaviour – Consumer Behaviour & Beyond.
11. James F. Engel & Ruger D. Blockwell : Consumer Behaviour
12. A Coskun Somli : International Consumer Behaviour
13. Henry Assael : Consumer Behaviour & Marketing Action.

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C-236: COMPARATIVE INTERNATIONAL MANAGEMENT

COURSE OBJECTIVE:

The present course is aimed at familiarizing the participants with concepts of comparative management and international management for the efficient management of multinational corporations. Class participation will be fundamental to understanding of management practices in different environments.

COURSE STRUCTURE:

Comparative Management: Meaning, Scope and Importance. Models of Comparative Management - Richman-Farmer Model & Koontz model.

Comparative study of the management practices in U.S.A., Japan and European countries.

International Management: Meaning and importance, environmental factors affecting International Management.

International Business Operations: Concept, types and evolution of international business operations.

Cultural Environment of International Management: Meaning of cultural differences, values critical to international management effectiveness.

Planning in Global Settings: Concept, environment of global planning and steps involved in developing global corporate strategy.

Organizing for International Business: Basic organizational design of international enterprises, organizational structures of multi-national corporations with special reference to USA, Japan and European countries.

Staffing for International Business: Philosophy of International staffing, sources of recruitment, selection of managers for foreign assignment, preparing managers for foreign assignment.

Control mechanism for International Business: Managerial Control Process, Problems of control in International business, designing an effective international control system.

PATTERN OF EXAMINATION :Marks1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks _____

REFERENCES:

1. A.V.Pathak : International Dimensions of Management
2. A.R.Negandhi : International Management
3. Bely Jane-Punnalt, Knootz : Experiencing International Management
4. Molcom Trevor & Schendel : Management (9th Ed.)
5. A.V.Sreenivasan : The Japanese Management Development System -The Indian Context
6. The New Role of Management: Proceedings of 15th International Management Congress

MIBA – IV SEMESTER

C-241 : SEMINAR IN TRANSNATIONAL BUSINESS POLICY

COURSE OBJECTIVE:

The present course aims at providing the participants an opportunity to apply their theoretical knowledge of concepts, techniques and mechanics of transnational strategic management acquired in the preceding semester in the resolution of real life problems facing top management through discussion of real life cases.

COURSE STRUCTURE:

This course will primarily be handled through case discussions. However, a few introductory lectures will be delivered.

A. Lectures will be delivered on :

- ∨ Nature and scope of Transnational Business Policy.
- ∨ Relationship between Transnational Business Policy, Corporate Policy and Strategy.
- ∨ Constituents of Transnational Business Policy
- ∨ Roles and responsibilities of Central Management in policy formulation and execution of Business Policy
- ∨ Management of Strategic Change
- ∨ Corporate Strategy and Organizational Culture

B. Real life cases will be discussed on all those aspects, which are related to policy formulation and execution.

PATTERN OF EXAMINATION

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.

One alternative set of question carrying 20 marks.

One case study carrying 60 marks

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Donalf F Harvey : Strategic Management and Business Policy
2. Newman and Logan : Strategy, Policy and Central Management
3. Ronald Christanson, Kenneth R. Andrews and others : Business Policy: Text & Cases
4. Malvin J Stand Ford : Management Policy
5. G. Luffman : Business Policy
6. G.F. Garland & R.N. Former: International Dimensions of Business Policy & Strategy
7. R.M. Srivastava : International Strategic Management
8. R.M. Srivastava : Management Policy and Strategic Management
9. T.Elainegegne : Designing Effective Organizations
10. A Hamel and C.K. Prahalad: Competing for Future

C-242 : EXPORT MANAGEMENT & LOGISTICS

COURSE OBJECTIVE:

The purpose of this course is to give the students knowledge about the essential aspects of exim management, i.e, p5rocedures, documentation and its logistics.

COURSE STRUCTURE:

Export Documentation Framework.

Incoterms 2000 and Terms of Payment in international trade.

Export Finance: Pre and post shipment finance. Foreign exchange risk management.

FEMA : Its rationale and implications.

Procedures: For clearance of excisable goods for exports. For custom's clearance. For availing different export incentives.

Export Documentation and Role of clearing and forwarding agents.

Marketing logistics system: Its importance and relevance in international marketing.

World shipping: Trends and structure

Indian shipping: Trends and structure

Ports and overseas marketing logistics.

Developments in international transport: Different modes of transport their comparison and technological developments in them.

MIS in Logistics: Role of MIS in logistics. The logistics information system as a subsystem of MIS.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Anant R. Nagandhi : International Management.
2. Saravanavel P. : International Marketing (An Indian Perspective)
3. Phillip R. Cateore & John M. Hess : International Marketing Management.
4. Van Buytenen P.M. : Business Logistics.
5. Rathor B.S. : Export Marketing
6. Gorden E. Miracle & Gerald S. Albaum : International Marketing Management
7. Ronald H. Ballou : Basic Business Logistics
8. Khan R.R. : Transport Management
9. John F. Magee : Physical - Distribution System
10. Felix R.L. Wentworth : Physical Distribution Management
11. Damodar Pande : Cargo Handling in Major Ports in India
12. Dev Raj : Shipping & Shipbuilding Industry in India
13. Sachdeva G.S. : International Transportation
14. Desai H.B. : Indian Shipping Perspectives
15. H.B.R. Reprint Series on "Manufacturing Management - Logistics, Materials Inventory "
(Ref. No. 8531/Series No. 18081).
16. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
17. Mc Garth R.E. : Logistics for International Manufacturing (HBR Vol. 44 No. 2, March-April,
1966)
18. Khanna K.K. : Physical Distribution Management Logistical Approach.

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C-243 : INTERNATIONAL FINANCIAL MANAGEMENT

COURSE OBJECTIVE:

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multi national corporation.

COURSE STRUCTURE:

A. Global Financial Environment: Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system. Political risk – concept, measurement and management of political risk.

B. Forex and Financial Derivatives: Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps. Swaptions, Cross Currency swaps and swap markets.

C. Management of exposure & risk: Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

D. International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

E. International Capital Budgeting: The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

F. International working capital management:

- i) International cash management:
The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
- ii) International Receivables management:
Domestic VS. International receivables management. Letter of credit. International factoring, Accounts receivables. Insurance. A comparison of the above three alternatives.
- iii) International inventory management: Advance inventory purchases. Stockpiling.

G. International Financing Decisions:

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market. New financial instruments.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)

Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Abdullah Faud A : Financial Management for the Multinational Firms.
2. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
3. Zenoff David B. & Zwick Dack: International Financial Management
4. Alan C. Shapiro : Foundations of Multinational Financial Management.
5. Maurice D. Levi : International Finance
6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance.
7. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
8. Bucklay Adrain : Multinational Finance
9. Saxena R.B. : Management of International Financial Institutions
10. Brick John R. Baker H. Kant & Hastem John. A. : Financial Markets, Instruments & Concepts.
11. Advani V.A. : International Finance: Theory and Practice
12. Seth Jagdish & Eshghi A. : Global Financial Perspectives
13. George Abraham M. & Giddy Ian H. :International Finance : Handbook Vol. 1 & 2
14. Henny Charles N. Piggot William & Scott R.H. : International Financial Management.
15. Nehrt Lea C. : International Finance for Multinational Business.
16. Ian H. Giddy : Global Financial Markets
17. P.G. Apte : Global Financial Management.

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C-244 : INTERNATIONAL BANKING & BUSINESS LAWS

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the major operational aspects of banking and legal aspects of business in the context of India and abroad so as to enable them to develop a better understanding of banking and legal environment of business with special reference to multi-national companies (MNCs).

COURSE STRUCTURE:**A. International Banking****Introduction:**

I. Purpose and functions of different types of Indian Banks: Functions of RBI particularly in monitoring money supply and regulating Foreign Exchange. Present Indian Banking Scenario. Corporate Governance. Universal Banking. TQM in Banking. Relationship Banking. The role of commercial banks in international banking. International Interbank Business. Forms of International Banking. Operation of foreign branches of Indian banks.

II. Concept of Asset Liability Management: Whole sale and retail banking. International Financial Centres. Risks in International Banking. Exposure Management. Forex Risk Management by Bank.

III. International Banks Borrowings: General Principles of Lending with special reference to MNCs. Lending process. Assessment of risks (Particularly Credit Risk), Syndicated loans. Project loans. Concept of Asset Classification and Management of NPAs in Indian Context.

Secured finance in the International Context.

The purpose of security in international banking: Methods of creating a charge - fixed and floating. Negative Pledge. General Lien.

Governing Law in International Banking: Jurisdiction of Courts. Sovereign Risk. Guarantees – Concepts, Types, use in International finance.

B. Business Law:

International Law. Concept. Sources. Public law and private law. Sovereignty. Introduction to Countervailing Duty. Anti-dumping Law and Anti-trust Law.

Indian Law of Contract: Nature and elements of a Contracts. Essentials of a contract. International Contracts. Nature, types, Brief idea about various standard. General conditions to be included in the contract. Remedies for breach of international contracts.

Law of Agency: (As per Indian contract act) Concept of Agent and Principal. Essentials of relationship of Agency. Duties and rights of Principal and Agents.

Representation abroad: Forms. Legal aspects. Essential clauses in Agency Agreements.

Company Law: (As per Indian Companies Act). Characteristics and kinds of companies. formation of a Company. Memorandum and Articles of Association Prospectus. - their nature and contents, Powers, Duties and liabilities of Board of Directors.

Negotiable Instruments Act: Characteristics of negotiable Instruments. Types, Crossings, Holder and Holder in due course. Privileges of a holder in due course. Liability of parties.

The Contract for the International Sale of Goods: Concept. Formation of the contract-offer. Acceptance form of sales agreement. Obligations of seller. Obligations of the buyer. Seller's remedies for breach of contract. Rejection of the Goods. Non-performance by the seller.

Commercial Arbitration for Settlement of International Disputes: Concept. Role. Arbitration Vs. Litigation. Arbitration Vs. Conciliation and Mediation. Salient features of UNICITRAL - Model Law. Jurisdiction. Choice of Applicable Law / Proper Law of Contract. Appointment of Arbitrators. Courts, Assistance and control over arbitration proceedings. Venue of arbitration. Enforcement of Arbitral Awards.

PATTERN OF EXAMINATION :

Marks

1. Theory Paper:

The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.

2. Sessionals:

Class Test/Quizzes (average of 2 best out of 3)
Write up, Presentation and Participation

Total Marks

REFERENCES:

1. Indian Institute of Bankers : International Banking Operations
2. Indian Institute of Bankers : International Banking – Legal and Regulation Aspects
3. Indian Institute of Bankers : International Corporate Finance
4. Srivastava, R.M. : Management of Financial Institutions
5. Maurice D. Levi : International Finance
6. Alan C. Shapiro : Foundations of Multinational Financial Management
7. Faud A. Abdullah : Financial Management for the Multinational Firms.
8. Dennis J.D. Connor & Alberto T. Buero :International Dimensions of Financial Management
9. Henning, Pigott, Scott: International Finance Management
10. Robert S. Rendal : International Finance Law
11. Penn G., A. Shea & A. Arora : Law & Practice of International Banking
12. Wood P. : Law & Practices of International Finance
13. Terry B.J. : International Finance and Investment
14. Bond I.D. : The Syndicated Credits Markets.
15. Kapoor N.D. : Elements of Commercial Law
16. Maheshwari & Maheshwari: Mercantile Law
 - : Indian Contract Act - 1872
 - : Indian Patent Act 1970
 - : Indian Trade and Merchandising Negotiable Instruments Act.
17. ITC & ICC Publications: Marks Act 1958
18. Standard Contract Forms & General Conditions for use in International Trade Contracts
19. ICA Publication. Nirwani S.C.: Law & Practice of Arbitration in India
20. Kapoor S.K. : International Law
21. Report of the Seminar on International Law, Asian African Legal Consultative Committee. Schmithoff, C. Live, M. : The Law and practice of international Trade
22. Samartano, Mauro Rubino: International Arbitration Law.
23. LEXPO's 93 : Legal and Financial Aspects of doing Business in India and the U.S.