

CHAUDHARY CHARAN SINGH UNIVERSITY, MEERUT

TWO YEARS MASTER OF INTERNATIONAL BUSINESS PROGRAMME

COURSE CONTENT FOR SEMESTER - I

101: MANAGEMENT CONCEPTS AND ORGANISATIONAL PROCESSES

OBJECTIVES:

The objective of this subject is to familiarize the student with basic management concepts and organizational processes in an Organization.

COURSE CONTENTS:

INTRODUCTION: (1) Concept, functions (Planning, Organizing, Directing, Controlling & coordinating) and significance of management, Management as a science, an art, and as a profession. Distinction between management and administration, Management roles and responsibilities, Principles of management, Evolution of Management Science (i) Classical School, Bureaucracy, Scientific Management, Administrative Management (ii) Neo-classical School, Human Relations, Behavioural Sciences approach, (iii) Modern Management School-Systems and contingency approaches.

MANAGERIAL PLANNING AND DECISION-MAKING: Planning: Concept, nature, processes, types, Principles, Significance, and Limitations of Planning. Types of Plans: Standing-use-Plans, Single use plans and their brief description Planning Premises. Forecasting.

Decision making – Meaning and significance of decision-making, types of decision-making, process, Rational decision making and its limitations.

CONTROLLING AND COORDINATING: (1) Controlling-concept, features and steps in controlling, Pre-requisites for effective controlling, peoples' reactions to controls and measures to elicit positive responses from people towards controls, control tools and devices.

Coordinating-concept, importance, principles, techniques and barriers to coordination, internal and external coordination, Coordination an essence of managerial process.

ORGANISATION STRUCTURE: Concept, features and significance of well-designed structure, factors influencing organization structure, designing organization structure– Departmentation, assignment of activities, span of control, levels of management, delegation and decentralization of Authority.

TYPES OF ORGANIZATION STRUCTURE: Line, Line and Staff, Project, Matrix, and Committee Structures, Centralized Vs. Decentralized Structure, Organizational Charts-Concepts, significance, and types and Organizational Manuals.

Common errors in organization structures.

SUGGESTED READINGS: -

- Davis, Keith "Human Behaviour at Work: Organisational Behaviour". Tata McGraw Hill, New Delhi.
- Kast, F.E and Rosenzweig, J.E., "Organisation and Management: A Systems and Contingency Approach". McGraw Hill, New York.
- Pareek, Udai, "Organisational Process". Oxford and IBH, New Delhi.
- Robbins, S.P. "Organisational Behavior". PHI., New Delhi.
- Stoner, James A.F. and Freeman, R.Edward, "Management"., New Delhi.
- Luthans, Fred, "Organisational Behavior". McGraw Hill, New York.
- Koontz, Herold and Weihrich, Heinz. "Management", McGraw Hill, New York.
- B.P.Singh & T.N.Chhabra: Management Concepts & Practices Dhanpat Rai Publishing Co., Nai-Sarak, Delhi.

102: FINANCIAL AND MANAGEMENT ACCOUNTING

OBJECTIVES:

The basic purpose of this subject is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

COURSE CONTENTS:

Financial Accounting: Concept, Scope and Importance; Accounting concepts and conventions (Generally Accepted Accounting Principles).

BANK RECONCILIATION STATEMENT: Need, Reasons for difference between cash book and book balances, Ascertainment of correct cashbook balance.

Final Accounts Capital and Revenue Expenditure and receipts – Trading Account, Profit and Loss Account, and Balance Sheet (with Adjustments).

Inventory valuation and its methods.

Depreciation – Concept, Objectives, and Methods of providing depreciation – Straight line Method, Diminishing Balance Method, Annuity Method.

ANALYSIS OF FINANCIAL STATEMENTS: Ratio Analysis – Importance, Limitations. Classification of Ratios – Profitability Ratio, Turnover Ratio, Liquidity Ratio.

Funds Flow Statement – Objectives & uses schedule of changes in working capital.

COST-VOLUME-PROFIT ANALYSIS: Break Even Analysis- Objectives, Advantages and limitations.

Budgetary Control – Concept and Need for Budget, Cash Budget, Flexible Budget; Performance Budgeting, Zero Based Budgeting.

Responsibility Accounting, Human Resource Accounting, Inflation Accounting.

SUGGESTED READINGS: -

- Hingorani, C.T. "Accounting for Management Control: An Introduction". PHI., New Delhi.
- Bierman, H. "Financial and Management Accounting: An Introduction". MacMillian, New York.
- Antony, R.N. and Welsch, Glenn A. "Fundamentals of Management Accounting". Richard D. Irwin, Homewood, Illinois.
- Jain S.P. & Narang K.L., "Cost and Management Accounting", Kalyani Publishers, Delhi.
- Bhattacharya, S.K. and Dearden, J. "Accounting for Management: Text and Cases". Vikas Publication, New Delhi.
- Hingorani, C.T. Ramanathan, A.R. and Grewal, T.S. "Management Accounting". Sultan Chand, New Delhi.
- Ghosh, P.K. and Gupta, G.S. "Fundamental of Management Accounting". National, Publishing House, New Delhi.
- Jain S.P., Narang K.L., "Fianancial Accounting", Kalyani Publishers, Delhi.
- Grewal, Shukla, "Financial Accounting", Sultan Chand, Delhi.

103: *MANAGERIAL ECONOMICS*

OBJECTIVES:

The purpose of this subject is to apply micro-economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The subject is both conceptual and methodical.

COURSE CONTENTS:

MANAGERIAL ECONOMICS: Concept, nature, scope, importance, and objectives. Managerial Economics & Economics distinguished.

Demand and Supply functions & their determinants. Elasticity and revenue functions, management of demand and supply, forecasting.

Basics cost concepts & classification. Revenue concepts & classifications. Market competition: Forms, features, equilibrium of firm & industry.

Income, saving and investment functions and their impact on business firms. Multiples and acceleration. Business cycle.

Impact of Monetary, fiscal and industrial policies on business prospects and functioning. Social cost-benefit analysis.

SUGGESTED READINGS: -

- Baumol, W.J. "Economics: Theory and Operations Analysis". New Delhi.
- Baumol, W.J. "Business Behavior: Value and Growth". MacMillan, New York.
- I.C. Dhingra, "Business Economics". Sultan Chand, New Delhi.
- Davis, J.R. and Chand, Simon. "Principles of Managerial Economics". PHI., New Delhi.
- Williamson, O.E. "The Economics of the Discretionary Behavior: Managerial Objectives in a Theory of Firm". Prentice-Hall, Englewood Cliffs, N.J.
- Adhikary, M. "Managerial Economics". Khosla Educational Publishers, Delhi.
- D.N.Dwivedi, "Managerial Economics", Vikas Publishing House, New Delhi.
- P.L.Mehta, "Managerial Economics", Sultan Chand & Sons, New Delhi.

104: INTERNATIONAL BUSINESS

OBJECTIVE:

The subject is designed to provide insights into the international business and various mechanisms that exist at national and international levels to meet the growing challenges of the global business.

COURSE CONTENTS:

An overview of international business, Theories of international business: Tariff and non-tariff barriers to international business, MNCs and their role.

Liberalization and globalization of world market; Geographic, Economic, Socio-cultural, Competitive, Legal and Political environments, World Trade and Foreign Investments- Major Trends and Issues.

Balance of Payments and Equilibrium Mechanism, Foreign Exchange rate determination and markets.

Regional Groupings – Theory of customs, Union and major regional blocks; International Economic Institutions – WTO, UNCTAD, IMF, World Bank; International Agreements-MFA, GSP, GSTP, Commodity Agreements.

India's Foreign Trade-Major trends. Foreign Trade policy and infrastructure - Export promotion councils, Commodity Boards, Trading Houses, EPZs, 100% EOUs, Export finance and insurance.

SUGGESTED READINGS: -

- Alen M. Rugman & Richad M.Hodgetts, "International Business".
- V.K.Bhalla & S.Shiva Ram, "International Business Environment & Management", Anmol Pub. Pvt.Ltd., New Delhi.
- I.C. Dhingra, The Indian Economy, Sultan Chand & Sons, New Delhi.
- Ruddar Dutt & K.P.M. Sundharam, Indian Economy, Sultan Chand & Sons, New Delhi.

105: *MARKETING MANAGEMENT*

OBJECTIVES:

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

COURSE CONTENTS:

NATURE AND SCOPE OF MARKETING: Marketing Management, Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

MARKET SEGMENTATION: Concept, need, and basis of segmentation. Targeting and Positioning,

MARKETING MIX DECISION: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of fixing Price and pricing strategies:

PROMOTION: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Channels of distribution: Levels and types of channels, functions and management of channel members: Management of Physical Distribution.

MARKETING ORGANISATION AND CONTROL: Emerging Trends and Issues in Marketing: Consumerism, Legal Issues, Broadening the Marketing Concept.

SUGGESTED READINGS: -

- Kotler, Philip. "Marketing Management: Analysis, Planning, Implementations and Control". PHI., New Delhi.
- Stanton William J. "Fundamentals of Marketing". McGraw Hill, New York.
- Kotler, Philip and Armstrong, Graw. "Principles of Marketing". Prentice Hall of India, New Delhi.
- Neelamegham, S. "Indian Cases in Marketing". Vikas Pub. New Delhi.
- Bull, Victor P. "Marketing Management: A Strategic Planning Approach". McGraw Hill, New York.

106: BUSINESS STATISTICS

OBJECTIVE:

The objective of the subject is to familiarize the students with application of statistical tools for managerial decision-making.

COURSE CONTENTS:

Measures of Central Tendency and Dispersion-Mean, Mode Median, Skewness and Kurtosis Time Series Analysis.

Correlation Analysis, Simple and multiple linear regression analysis (upto three variables)

PROBABILITY AND PROBABILITY DISTRIBUTIONS: Approaches to probability. Addition and multiplication laws of probability. Bays theorem, Expectation, binomial, Poisson and normal distributions. Statistical Decision Theory: Risk and uncertainty, expected value approach, marginal analysis, decision tree.

SAMPLING AND SAMPLING DISTRIBUTION: Methods of sampling, estimation, testing of hypothesis, Large and small samples. Analysis of variance, design of experiment, non-parametric tests.

STATISTICAL QUALITY CONTROL: control charts for variables and attributes. Sampling plan and product control. Statistics relating to trade flows, financial flows, investment flows and technology flows.

SUGGESTED READINGS: -

- Richards I. Levin, Statistics for Management, Prentice Hall of India.
- Ya-Lun Chou, Statistical Analysis with business and Economic Applications, Holt, Rinehart & Winster.
- Mason Robert D., Statistical Techniques in business and Economics, Richard D.Irvin Inc.
- William Mendenhall and James E. Reinmuth, Statistics for Management and Economics, Duxbury Press Mass.
- Heinz Kohler, Statistics for Business and Economics, Scott, Foresman and Co. London.
- Gupta M.P. & Gupta S.P. "Business Statistics", Sultan Chand Co., New Delhi.

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COURSE CONTENT FOR SEMESTER - II

201: INTERNATIONAL MARKETING MANAGEMENT

OBJECTIVE:

The basic objective of this subject is to acquaint the participants with environmental and decisional aspects of International Marketing.

COURSE CONTENTS:

INTERNATIONAL MARKETING: Nature and scope, Distinction between international trade, marketing and business, International marketing environment, International marketing management process.

INTERNATIONAL MARKETING SELECTION AND MODE OF ENTRY: Decisions – International market segmentation, targeting and positioning. Modes of entering into foreign markets – Exporting, Licensing, Franchising, Joint ventures, turnkey projects.

INTERNATIONAL MARKETING MIX: International product policy, International product life cycle, Branding strategy. International pricing strategy.

INTERNATIONAL DISTRIBUTION STRATEGY: Channel decisions, International logistics, International promotion strategy and issues.

ORGANIZATION AND CONTROL FOR INTERNATIONAL MARKETING OPERATIONS: Emerging trends and issues in international marketing – counter trade, e-marketing, ethical aspects.

SUGGESTED READINGS: -

- Bhattacharya, B., "Export Marketing, Strategies for Success", Global Business Press, New Delhi.
- India, Ministry of Commerce, "Import/Export Policy".
- Indian Institute of Foreign Trade, "Cases in International Marketing: Indian Experience", IIFT., New Delhi.
- Indian Institute of Foreign Trade and International Trade Centre, Geneva, "Commodity Market Surveys".
- Johri, Lalit M., "International Marketing: Strategies for Success".
- Keegan, Warren, "International Marketing Management", Prentice – Hall, Englewood Cliffs, N.J.
- Terpestra, Vern, "International Management". Dryden Press, Chicago.
- Walter, I. And Murry, T., "Handbook of International Business", John Wiley, New York.
- Thorelli, H.B., "International Marketing Strategy", Penguin, London.

202: FINANCIAL ANALYSIS AND DECISION-MAKING

OBJECTIVE:

The purpose of this subject is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENTS:

FINANCIAL MANAGEMENT: Concepts, objectives and functions, Major decisions and issues in financial management.

CAPITAL STRUCTURE: Need, and objective, Factors affecting capital structure; cost of capital, sources of long term finance, Lease Financing.

CAPITAL BUDGETING: Concept, need and objectives; Methods of capital budgeting – Average Rate of Return, Payback period, Net present value, Internal Rate of Return; Risk and uncertainty, Profitability Index.

WORKING CAPITAL MANAGEMENT: Concept, objective, and significance. Determinants of working capital management. Management of cash, inventories and receivables, Dividend policy – meaning & need, determinants of dividend policy, Dividend policy theories.

AN OVERVIEW OF SECURITY ANALYSIS AND INVESTMENT MANAGEMENT: Objectives of Security Analysis; Investment Alternatives, Recent developments in the Indian stock market.

SUGGESTED READINGS: -

- Archer, Stephen H, Choate, G Marc and Racette, George, “Financial Management”, John Willy, New York.
- Jain, S.P., Narang, K.L., “Financial Management” , Kalyani Publishers, New Delhi.
- Bhalla, V.K., “Financial Management” Khosla Pub. Delhi.
- Block, Stanley B and Geoffrey A Hilt, “Foundation of Financial Management”, Richard D. Irwin, Homewood, Illinois.
- Gup, Benton E., “Principles of Financial Management”. John Willy, New York.
- Vanhorne, James C., “Fundamentals of Financial Management”., Prentice Hall of India, New Delhi.
- Peterson, D.E., “A Quantitative framework for Financial Management”, Richard d. Irwin, Homewood, Illinois.
- Pinches, George E. “Essentials of Financial Management”. Harper & Row, New York.
- Solomon, Ezra and Pringle, John J., “An Introduction to Financial Management, Prentice Hall of India, New Delhi.

203: BUSINESS ENVIRONMENT

OBJECTIVE:

This subject acquaints the students with the nature and dimensions of the evolving business environment in India, which influence managerial decisions.

COURSE CONTENTS:

NATURE AND SIGNIFICANCE OF ENVIRONMENTAL ANALYSIS FOR BUSINESS DECISIONS: Dimensions of business environment: Economics, Technological Socio-cultural, Political, and Legal-Regulatory environment. General and specific relevance of environmental considerations.

ECONOMIC ENVIRONMENT: Economic Policy. An overview of Changes in Government policies since 1991. Impact of liberalization, globalization, and structural reforms. Import-export policy and its domestic and international implications. Financial sector reforms. Market environment: Competitive conditions. Impact of entry of MNCs. Future of small-scale enterprises. Problems of sick industries and their remedies.

TECHNOLOGICAL ENVIRONMENT: Dynamics of technological environment. Challenge of technology up gradation. Impact of foreign investments and foreign collaborations.

SOCIO-CULTURAL ENVIRONMENT: Demographic profile. Class structure and mobility. Rural-urban convergence. Changes in consumption habits and life styles. Social responsibilities of business.

POLITICAL ENVIRONMENT: Impact of competing political ideologies, political stability and instability on business activities. Business and Politics.

SUGGESTED READINGS: -

- ❑ Cherunilam, Francis. Business Environment, Himalaya Pub.House, Mumbai.
- ❑ Ghosh, P.K., Business and Government, Sultan Chand, New Delhi.
- ❑ Davis, Keith, and Blomstrom. Robert L., Business and Society:Environment and Responsibility.
- ❑ Ghosh, P.K. and Kapoor, G.K.,Business Policy and Environment, Sultan Chand and Sons, New Delhi.
- ❑ Adhikari, M., Economic Environment of Business , Sultan Chand and Sons, New Delhi.
- ❑ Jalan, B., India's Economic Crises, Oxford Univ. Press, New Delhi.
- ❑ Dhingra, I.C., The Indian Economy: Environment and policy, Sultan Chand and Sons. New Delhi.
- ❑ Ruddar Dutt and K.P.M.Sundharam: Indian Exonomy, S. Chand and Company, New Delhi.

204: BUSINESS LAWS & TAXATION

OBJECTIVE:

The subject is aimed at acquainting the students with the basic knowledge of business laws, & to take advantage of the tax-incentives from business point of view.

COURSE CONTENTS:

INDIAN CONTRACT ACT 1872: Essentials of a valid contract, Valid Agreement; Performance of contracts, Breach of contract and its remedies.

THE SALE OF GOODS ACT 1930: Formation of contract conditions and warranties; Transfer of property; performance of contract, Rights of unpaid seller.

INDIAN PARTNERSHIP ACT 1932: formation of partnership, registration of firms, rights and duties of partners. Dissolution of Partnership Firm.

INDIAN COMPANIES ACT 1956: Basic framework and formation of a company, share transfer and transmission; Directors – their appointment, qualifications, powers, and responsibilities, Company meetings.

DIRECT TAX: concept, Need for taxation; classification, Double taxation agreements. Incentive Provisions in Income-tax Act, 1961 (as amended up-to-date) providing incentives to business units, and individuals.

SUGGESTED READINGS: -

- Kuchhal, M.C., "Mercantile Laws". Vikas Publishing House, 2000, New Delhi.
- Kapoor, N.D. "Elements of Mercantile Laws". Sultan Chand & Sons, New Delhi.
- Singhanian, V.K. "Director taxes and laws", Taxman, New Delhi.
- Kuchhal, M.C. "Indian Companies Act", Mahavir Book, Depot. Nai Sarak, Delhi.
- Kapoor, N.D. " Indian Companies Act", Sultan Chand and Sons, New Delhi.
- Pagore, Dinkar, "Income-tax", Sultan Chand and Sons, New Delhi.
- Mehrotra, H.C., "Income-tax", Sahitya Bhawan, Agra.

205: INTERNATIONAL MARKETING RESEARCH

OBJECTIVE:

The subject aims at providing an insight into the scope and extent of application of marketing research as an information providing activity for the purpose of management decision-making.

COURSE CONTENTS:

INTERNATIONAL MARKETING RESEARCH: Nature, scope and complexities. International marketing information system.

MARKETING RESEARCH: Problem definition, determination of information needs, Research design – Types of research design, Primary and secondary data collection methods.

QUESTIONNAIRE PREPARATION, ATTITUDE MEASUREMENT, AND SCALING TECHNIQUES. SAMPLE DESIGN: sampling method and sample size. Fieldwork sampling and sampling errors.

DATA ANALYSIS AND INTERPRETATION: uni-variate, multi-variate and multi-country data analysis and techniques.

International market opportunity analysis, product analysis, need and significance of analysis, advertising and sales research, ethical issues.

SUGGESTED READINGS: -

- Boyd Harper W., Westfall Ralph and Stasch and Stasch Stanley F., Marketing Research: Text and Cases ,Homeland, Ill. Richard D. Irwin.
- Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ.
- Green Paul E. and Tull Donald S. Research for Marketing Decision, Prentice Hall of India, New Delhi.
- Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago.
- Tull Donald S. and Hawkins Del I, Marketing Research: Measurement and Method, 3rd Ed. Mac Millan Pub.Co.

206: COMPUTER APPLICATION

OBJECTIVE:

The subject aims at providing the basic knowledge and skills to the students for making use of computers in their professional work.

COURSE CONTENTS:

INFORMATION: Information concepts and processing; Evolution of information processing; Data Information-language and communication.

ELEMENTS OF A COMPUTER SYSTEM: Hardware-CPU, Storage device and media, VDU, Input-output devices, Data communication equipment; Software-system .

PROGRAMMING LANGUAGE: Classification machine code, assembly language, higher level language, Generation languages.

OPERATING SYSTEMS: Concept as resource manager and coordinator of processor device and memory; Concepts of priorities, protection and parallelism, command interpreter, Boot Process, Editing, Directory handling and file handling under DOS/UNIX/Windows-2000.

COMPUTERS AND COMMUNICATION: Single user, multi-user, work station, client server systems; Computer networks, Network Protocols, LAN, WAN, WAP Internet facilities through WWW, Mosaic, Gopher, Purposes and applications of HTM and Java.

SUGGESTED READINGS: -

- V.Rajaraman Fundamental of Computers (PHI),
- D.H.Sanders Computers today (McGraw Hill),
- Godbole Operating System (TMH),
- A.S.Tanenbaum Computer Network (PHI),
- T.Trainer Computers (McGraw Hill),

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COURSE CONTENT FOR SEMESTER - III

301: INTERNATIONAL FINANCIAL MANAGEMENT

OBJECTIVES:

The objective of this subject is to give students an overview of the international financial system and how multinational corporations operate.

COURSE CONTENTS:

INTERNATIONAL FINANCIAL MANAGEMENT: An overview, Theoretical developments. International financial system: elements, global benefits. International Financial Markets; International securities markets: Recent Trends-type of issues.

FOREIGN EXCHANGE MARKET: Markets and market participants; Foreign Exchange Transactions; Forward contract, Foreign Exchange Rates, Economics Forces in Exchange Markets. Recent Developments in Foreign exchange, Exchange rate theories: PPP, IRP, IFE, Currency Futures and options; Swap: concept, Growth.

FOREIGN EXCHANGE RISK EXPOSURE: The concept; Accounting Exposure: International, Accounting standards and practices. Economic Exposure; Tax treatment of gains and losses from Foreign Exchange Risk Exposure. Strategies for exposure management and techniques of Exposure Management.

INTERNATIONAL CASH MANAGEMENT: Principles, collection, International Transfer Pricing Mechanism, Disbursement. Trade Financing Technique and Instruments; Euro currency market, International Banking. Financing of international trade – Trade financing techniques and instruments.

FOREIGN INVESTMENT MANAGEMENT: Foreign Direct Investment, FDI Policy and impact of Globalisation Incentives to attract FDI, Foreign portfolio Investment (FPI): Issues posed by FPI. Country risk Analysis – political risk analysis and management: Internal Capital Budgeting.

SUGGESTED READINGS:

- Archer, Stephen H, Choate, G Marc and Racette, George, "Financial Management", John Willy, New York.
- Lock, Stanley B and Geoffrey A Hilt, "Foundation of Financial Management", Richard D. Irwin, Homewood, Illinois.
- Gup, Benton E., "Principles of Financial Management". John Willy, New York.
- Vanhorne, James C., "Fundamentals of Financial Management", Prentice Hall of India, New Delhi.
- Peterson, D.E., "A Quantitative framework for Financial Management", Richard d. Irwin, Homewood, Illinois.
- Pinches, George E. "Essentials of Financial Management". Harper & Row, New York.

- Solomon, Ezra and Pringle, John J., "An Introduction to Financial Management, Prentice Hall of India, New Delhi.
- Bhalla V.K. "International Financial Management", Anmol Publications Pvt. Ltd., New Delhi.
- Seth A.K. "International Financial Management", Galgotia Publishing Company, New Delhi.
- P.G.Apte, "International Financial Management", Tata McGraw-Hill, New Delhi.

302: ORGANIZATION BEHAVIOUR AND DEVELOPMENT

OBJECTIVE:

The objective of this subject is to provide conceptual knowledge and basic skills useful for understanding, predicting and dealing with human behaviour in organizations.

COURSE CONTENTS:

ORGANISATIONAL BEHAVIOUR (OB): Concept, nature, characteristics, conceptual foundations, determinants, and importance.

PERCEPTION: Concept, nature, process, and importance. Management and behavioural applications of perception.

ATTITUDE: Concept, process, and importance. Attitude measurement.

PERSONALITY: Concept, nature, types and theories of personality shaping.

LEARNING: Concept and theories of learning.

MOTIVATION: Concept, principles, theories- content and process. Monetary and non-monetary motivation.

LEADERSHIP: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

ORGANISATIONAL CHANGE: Concept, scope, and pressures for change. Process and stages of change. Resistance to change, management of change.

ORGANIZATIONAL DEVELOPMENT (OD): Concept, characteristics, assumptions, and limitations. An overview of OD interventions.

ORGANISATIONAL POWER AND POLITICS: Concept of power, sources of power, classification of power, contingency approaches to power. Political implications of power. Dynamics of power and politics.

ORGANISATIONAL CONFLICT: Concept, sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict.

SUGGESTED READINGS:

- Davis, Keith "Human Behaviour at Work: Organizational Behaviour", Tata McGraw Hill, New Delhi.
- Kast, F.E and Rosenzweig, J.E. "Organization and Management: A Systems and Contingency Approach". McGraw Hill, New York.
- Pareek, Udai, "Organizational Process". Oxford and IBH, New Delhi.
- Robbins, S.P., "Organisational Behaviour". PHI, New Delhi.
- Stoner, James A.F. and Freeman, R. Edward, " Management". New Delhi.
- Luthans, Fred, "Organisational Behaviour", McGraw Hill, New York.

- Kkoontz., Herold and Wehrich, Heinz. "Management", McGraw Hill, New York.
- Singh B.P. & Chhabra T.N., "Organisation Theory & Behaviour", Dhanpat Rai Publishing Co., Delhi.

303: INTERNATIONAL TRADE PROCEDURES, DOCUMENTATION & LOGISTICS:

OBJECTIVES:

The subject is aimed at acquainting the students with the procedures and documents used in International Business.

COURSE CONTENTS:

DOCUMENTATION FRAMEWORK: International Business contracts - types, formation, and elements. Export and Import Documents.

PAYMENT TERMS: Instruments and methods of financing.

EXPORT FINANCE: Facilities, Incentives and procedures for pre and post shipment finance.

BUSINESS RISK COVERAGE: Cargo, credit and foreign exchange risk coverage. Cargo insurance role and schemes of ECGC and commercial banks.

QUALITY CONTROL AND PRE-SHIPMENT INSPECTION: Concept, scheme and procedures.

CUSTOM CLEARANCE OF EXPORT CARGO: Procedures and documentation for clearance. Customs clearance of Import cargo.

NEGOTIATIONS OF DOCUMENTS WITH BANKS: Procedures and documentation for availing. Export Incentives – Duty drawbacks, Import Licensing and other incentives.

ROLE OF CLEARING AND FORWARDING AGENTS: Excise clearance of export – cargo. Shipment of Export cargo. Monuments of roads by road and rail to port for shipment overseas, shipment by road rail and air.

SUGGESTED READINGS:

- Paras Ram, Export: What, where and How, Anupam Publishers, Delhi.
- Government of India, Handbook of Import-Export Procedures.
- H.B. Desai, Indian Shipping Perspectives, Anupama Publications, Delhi.
- Bowersox D.J. & Closs D.J. "Logistical Management", McGraw Hill International Edn., New Delhi.
- Ballon D. "Business Logistics", Prnetice Hall, New Delhi.
- Prof.G.Raghuram & N.Ragnij, "Losistics & Supply Chain Management".

304:INTERNATIONAL BUSINESS MANAGEMENT

OBJECTIVE:

The subject is aimed at acquainting the students with the nature and dimensions of the evolving international business management, which influence managerial decisions and perspectives.

COURSE CONTENTS:

CROSS-CULTURAL MANAGEMENT: Complexities and issues, American, European, Japanese schools of management and their implications to an international firm.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT: Sources of recruitment, selection and training, motivation process; Organizational design and structure of international corporations; Locus of decision-making and head quarter – subsidiary relationship in international business enterprise.

INTERNATIONAL STRATEGIC ALLIANCES: Types, functions and management.

Global competitiveness and international business strategies, International Business Negotiations.

Contract enforcement and dispute settlement, International commercial arbitration.

SUGGESTED READINGS:

- P.Kotler (1986), Marketing Management
- M.Jonbes, The Marketing Process: An Introduction.
- Philips and Duncan, Marketing Principles and Methods
- H.H.Kasserjian And P.D.Benner(1976), Consumer Behaviour
- J.A.Haward and J.N.Sheth(1987), The theory of Buyer Behaviour, Publication Division, government of India, New Delhi.
- Hearn, Patrick International Business Agreements (Greace-1967)

305: E-COMMERCE

OBJECTIVES:

The subject will provide students with the knowledge and to cover wide-ranging aspects of conducting business on the Internet by using on line commercial web-based transactions.

COURSE CONTENTS:

INTRODUCTION TO E-COMMERCE: Concept, Pioneering standards, EDIFACT/x.12 standards, E-commerce continuum – Digital process, Products and Agents

Security issues transactions integrity and Electronic payment system, Study and selling of working model of electronic payment system.

Internet and Electronic commerce security protocols

Electronic data inter-change, theory and applications

- Impact of electronic commerce on the organizational structure
- Intelligent agents using Active X and other technologies Data mining.
- Cyber-Laws: An overview

Impact of e-commerce on related business issues – sales, distribution and advertising.

SUGGESTED READINGS:

- Diwan Parag, “E-Commerce”.
- Jason R.Ruch Addisonwesley, “E-Commerce Business”.
- Kalakota Addisonwesley, “E-Commerce”.
- Kalakota Addisonwesley, “E-Business: A Readmap for Success”.& house hold
- Amer Addisonwesley, “E-Business”.
- B.P.B Jerke, “ Visual Basic Developer’s Guide to E-Commerce”.
- Bajaj K.K., “The cutting age of business”, TMH, New Delhi.
- Bird-IMRB “E-Commerce a survey on business in India”.
- Ellis Juanita, “E-Com. Bank building”, Karper Academic Press 2000.
- “E-com. the EDI courses for manager”, AIMA-CME, publication.

306(A): *FOREIGN LANGUAGE*

GERMAN - BASIC

OBJECTIVES:

The objective of this subject is to acquaint the students with the working knowledge of the language to make use in international business.

COURSE CONTENTS:

Textbook prescribed:

Deutsch also Fremdspreache: Part I (A) Braun, Nleeder, Schmoe Publishers:
Erns Klett, Stuttgart Oxford & IB Pub., Co.No.Delhi)

Additional textst (covering the grammer upto Lesson 14) will be suggested by the teacher, These texts should deal with commercial/business topics.

EXAMINATION:

- I: Applied Grammar as covered in the prescribed textbook.
- II: (I) Comprehension of an unseen text
(II) Result of an unseen text
(III) Commercial correspondence

306(B): FRENCH - BASIC

COURSE CONTENTS:

Textbook prescribed:

Sans Frontieres-I, Mid Verdlhan-Bourgade, Michei Verdelhan Philippe Dominique.(Cle International)

Commercial terminology/Correspondence to be studied from cyclostyled material to be provided by the teacher.

SUGGESTED READINGS:

- Berna Cresson, (Didier), "Introduction au frnacals commercial", Paris, 1972.

- M.Dany Reberieux-I deRentry (Hachette), “Lefrancais des homes d’affaires”, 1975.
- M.D.-J Geliot-M.L.Parizet , “Le francais de secretariat commercial, (Hachette), 1977

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<i>COURSE CONTENT FOR SEMESTER - IV</i>

401: PROJECT MANAGEMENT

OBJECTIVES:

The objective of the subject is to acquaint the students broadly with services needed in project financing counselling, planning, appraisal, control and the related mechanisms.

COURSE CONTENTS:

PROJECT MANAGEMENT: Concept and categories of projects, Formulation of project. Economic, technical and Financial Analysis and feasibility. Social-cost-benefit analysis.

PROJECT FINANCING AND DEVELOPMENT BANKS: Development Banking in India: Infrastructure development and the role of IFCI, IDBI, ICICI, SIDBI, IRBI, SCICI and other specialized Institutions.

PROJECT CAPITAL COST ESTIMATION: Sources, Issue management, Loan syndication, consortium financing, venture capital; credit rate etc. Short term funds requirements, sources and analysis; financial policy trends and practices.

Project Management Techniques, Project Monitoring and Project Evaluation.

Management of joint ventures and Turnkey projects abroad, operations management, technology transfers-forms & issues.

SUGGESTED READINGS:

- Chandra, Prasanna, “Projects Preparation Budgeting and Implementation”, TaTa McGraw Hill, New Delhi.
- Chawla, Krishan “School Cost Benefit Analysis”, Mittal, New Delhi.
- Clark, John, Hinding, thomas J., and Pritchard, Robert E. “Capital Budgeting Planning and Control of Capital Expenditure”, Prentice Hall, Englewood Cliffs. N.J.
- Kerzener, Harold, “Project Management. A system Approach to Planning Scheduling and Controlling”., Van Nost Reinhold, London.
- Little, IND and Mirrless, J.A. “Project Appraisal and Planning for Developing countries”, Heinemann Education Books, London.

- Scherr, Frederick C., “Modern Working Capital Management: Text and Cases”, Prentice Hall, Englewood Cliffs, N.J.
- Smith, Keith V and Galinger G.W. “Readings in Short-Term Financial Management”, West New York.

402: STRATEGIC MANAGEMENT

OBJECTIVE:

To provide the knowledge and skills of strategic management in a changing and competitive global environment about the formulation, implementation and evaluation of strategic corporate plans & policies.

COURSE CONTENTS:

CORPORATE POLICY & STRATEGY: Evolution of Corporate Policy as a Discipline, Concept and Features of Policy & Strategy, Comparison of Policy with Strategy, Level of Strategy. Strategic Management-An overview: Concept of Strategic Management, Role of Strategic Management, Limitations of Strategic Management, Strategic Management Process.

STRATEGY FORMULATION: Organizational Mission & Objectives, Mission & Purpose (Concept and formulation), Objectives and goals, Concept & Setting, Making objectives effective & their role), Business Definition. Environmental Analysis: concept, Components & Impact, Scanning of Environmental Factors with respect to International Business, Preparation of ETOP.

Process of using in strategy formulation). Organizational Analysis: Concept, Role and factors, SAP Analysis and SWOT Analysis.

STRATEGIC ANALYSIS: Stability, growth retrenchment, and combination strategies and their sub-variations, Turnaround, Disinvestments, Mergers and Takeovers, Joint ventures & Diversifications

STRATEGIC CHOICE: Concept & Process of Strategic Choice, Evaluation of Strategic alternatives, Corporate Portfolio Analysis, Factors affecting choice of strategy, Contingency strategies.

Strategy Implementation: Activating Strategies, Structural Implementation, Functional Implementation, Behavioural Implementation.

Strategy Evaluation, Control & Review: Concept & Criteria, Process & Techniques, Motivation to Strategy Review & Control.

Business Process Re-engineering (BPR) for global business

SUGGESTED READINGS:

- Halten, Kenneth J. and Halten, Mary Louise, Strategic Management Analysis and Action, (Englewood Cliffs, New Jersey: Prentice Hall Inc.).
- Ansof, H. Igor, Implementing Strategic Management, (Englewood Cliffs, New Jersey: Prentice Hall Inc.).
- Caristensen, C. Roland: Andrews, Kenneth R. and Parter, JL Business Policy: Text and Cases, (Homewood, Illinois: Richard D. Irwin, Inc.).
- Gluck William F and Jauch Lawrence R., Business Policy and Strategic Management, (McGraw Hill).

- Smith, John Grieve, Business Strategy: An Introduction, (Oxford: Basil Blackwell and London: The Economist Publications).
- Certp. Samuel C. and Peters, J. Paul, Strategic Management, Concepts and Applications (Random House Business Division, New York).
- Kazmi Azhar, "Business Policy", Tata McGraw Hill, New Delhi.
- Ghosh P.K., "Business Policy & Strategic Management", Sultan Chand & Sons, New Delhi.

403: CONSUMER BEHAVIOUR

OBJECTIVES:

The basic objective of this subject is to develop an understanding about the consumer decision-making processes and their applications in marketing.

COURSE CONTENTS:

CONSUMER BEHAVIOUR: Nature & Dimensions, Importance and Scope, Marketing applications of consumer's needs and motives.

THE CONSUMER AS AN INDIVIDUAL: Motivations, Personality, Perception, Learning and Attitudes.

CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS: Group Dynamics and Reference Groups, Family and Social class, Culture and sub-culture, Cross culture. Prime Sensitivity Across Cultures.

CONSUMER'S DECISION-MAKING PROCESS: Personal influence and the opinion leadership process, across nations cultures, Diffusion of Innovation, Consumer Decision-making, Consumer Brand Loyalty in International Markets.

CONSUMER BEHAVIOUR AND SOCIETY: Consumer Behaviour, Applications to profit and non – profit marketing organisations, Consumerism, Consumer Protection Act.

SUGGESTED READINGS:

- Assael, Henry, "Consumer Behaviour and Marketing Action"., Kent, Boston.
- Blattoerg, R.C., and Neslin, S.A., "Sales Promotion Concepts, Methods and Strategies", Prentice Hall, New York.
- Engel, J.F. and Blackwell, R.D., "Consumer Behaviour"., Dryden, Chicago.
- Nicosia, Francesco M., "Consumer Decision Processes"., Prentice Hall, Englewood Cliffs, N.J.
- Schiffman, L.G. and Kanuk, L.L., "Consumer Behaviour"., Prentice Hall of India, New Delhi.
- Setrnthal, B and Craig, C.S., "Consumer Behaviour: An Information Processing Perspective"., Prentice Hall, Englewood Cliffs, N.J.

- Webster, F.E. & Wind, Yorn, “Organisational Buying Behaviour”., Prentice Hall of India, New Delhi.
- Wilkie, W.L., “consumer Behaviour”., John Wiley, New York.

404: SERVICES MARKETING

OBJECTIVES:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

COURSE CONTENTS:

SERVICE MARKETING: Conceptual framework, significance, types. Characteristics, Growth of service sector in Indian Economy. Customer expectations & perceptions of services understanding customer requirements and building relationships and marketing implications.

STRATEGIC ISSUES OF SERVICES MARKETING: Service Standard and Management Systems. Designing and positioning a service in the Market place. Managing the Customer Portfolio. Managing Service Demand. Employee’s role and Customer’s Expectations in Service Industry.

TOOLS FOR SERVICE MARKETERS: Creating and Delivering Services. Understanding Costs and Developing Pricing Strategies. Communicating and Promoting Services. Developing and Managing the Customer Service Function.

Marketing of financial services. Banking, Financial Institutions, Merchant Banking, leasing, venture capital financing.

Communication & Information Service Marketing-Telecom, Computer, Courier etc. Marketing of Consultancy Services. Marketing of Tourism. Shipping and Air Services Marketing. Marketing of Insurance Services. Marketing of Non-Profit Organisation.

SUGGESTED READINGS

:

- Kotler, Philip, “Marketing for Non-Profit Organization” PHI., New Delhi.
- Lovelock, Christopher H, “Marketing of Services”, Prentice-Hall, Englewood Cliffs, N.J.
- Melver, Colin and Geoffrey Naylor, “Marketing Financial Services”, Hobson Press, Cambridge.
- Rathmell, J., “Marketing in Service Sector”, Prentice Hall, Englewood Cliffs, N.J.
- Perez, R.C., “Marketing Financial Services”, Praeger, New York.
- Ravi Shankar, “Marketing of Services”,
- Harsh Verma, “Marketing of Services”
- M.Y. Khan, “Financial Services

- S.M. Jha, "Services Marketing"
- Frouk Irani: "Inside leasing".
- B.S. Bhatia, G.S. Batra, "Management of Financial Services"

405(A): FOREIGN LANGUAGE

GERMAN - ADVANCED

COURSE CONTENTS

Text books prescribed:

1. Deutsch als Fremdsprache: Part I (A) – Braun, Nieder, Schmoee (Lesson 15 to 199).
2. Geschäfts – and Verhandlungssprache Deutsch : (H.W.Wolff).

(Max Hueber Verlag, Muenchen)

Tex Eine harte Verkaufsverhandlung
 Versand über die Grenzen
 Das neue Produkt
 Ein Fall für den Computer
 Das erfolgreiche Angebot
 Ein Finanzierungsproblem
 Gute Geschäfte im Ausland)

1. Business situations German: Andrew Castley (Longman, London) (Selections)

Examination

I: Applied Grammar

- II: (I) Comprehension of an unseen text
 (ii) Resume of an unseen text
 (iii) Commercial terminology
 (iv) Correspondence

SUGGESTED READINGS:

- Lernziel Deutsch: Wolfgang Hieber (Grundstufe 1 and Grundstufe 2) (Max Hueber Verlag, Muenchen).
- Deutsche Handelskorrespondenz. Der Briefweche) in Export and Import: Rudbl Sachs: (Max Hueber Verlag, Muenchen).
- Deutsche Wirtschaftssprache for Auslander: Franz Baumene (Max Hueber Verlag, Muenchen).
- 100 Brief for Export and Import: Wolfgang Manekeller (Langenscheidt Verlag, Muenchen).
- Fachsprech Wirtschaft Carl Duisberg Centren, Korn.

- Teste Dehi Wirtschaftssprache: Charlotte Lisso (Langenssonest Verlag, Muenchen).

DICTIONARY RECOMMENDED

- Collind German-English/English-German Dictionary (OR)
- Collind German-English/English-German Dictionary (OR)

405B: FRENCH - ADVANCED

COURSE CONTENTS:

- (i) Grammar and Written: Expression based on the text book mentioned above.
- (ii) Commercial French: Commercial Terminology/Correspondence; Translation into French/English of commercial correspondence/text.
- (iii) Oral Expression.

406: PROJECT REPORT & VIVA-VOCE

Each student will be assigned a project in the beginning of IVth Semester by the faculty to work on a topical subject having a bearing on International Business and Marketing. The student will be required to work in a business organization under the guidance of a person belonging to business organization.

The Project Report shall be submitted by 30th April of the IVth Semester. The Project Report shall be evaluated by a Board of Examiners (One Internal and One External) out of 100 marks. The division of 100 marks shall be as follows:

Project Report	75 Marks
Viva-Voce	25 Marks

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COURSE CONTENTS

SEMESTER-I

- 101: Management Concepts and Organizational Processes
- 102: Financial & Management Accounting
- 103: Managerial Economics
- 104: International Business
- 105: Marketing Management
- 106: Business Statistics

SEMESTER-II

- 201: International Marketing Management
- 202: Financial Analysis and Decision Making
- 203: Business Environment
- 204: Business Laws and Taxation
- 205: International Marketing Research
- 206: Computer Applications

Project Report (Summer Training)

SEMESTER-III

- 301: International Financial Management
- 302: Organizational Behaviour and Development
- 303: International Trade Procedures, Documentation & Logistics
- 304: International Business Management
- 305: E-commerce
- 306: Foreign Language (Basic)

SEMESTER-IV

- 401: Project Management

- 402: Strategic Management
- 403: Consumer Behaviour
- 404: Services Marketing
- 405: Foreign Language (Advanced)
- 406: Project Report & Viva-voce