



**Proposal for– MBA (IB)**  
**Index to contents**

<b>No.</b>	<b>Topic</b>	<b>Page</b>
<b>1</b>	<b>Proposal Summary</b>	<b>2</b>
<b>2</b>	<b>Background</b>	<b>2</b>
<b>3</b>	<b>Need for a Focused and Dedicated Program</b>	<b>2</b>
<b>4</b>	<b>Objectives of the New Program</b>	<b>3</b>
<b>5</b>	<b>Curriculum Design and Teaching Methodology</b>	<b>3</b>
<b>6</b>	<b>Resources and Capabilities</b>	<b>4</b>
<b>7</b>	<b>Placement Initiative</b>	<b>5</b>
<b>8</b>	<b>Annexure – A : Course Structure &amp; Syllabus</b>	<b>6</b>
	<b>Detailed Syllabus</b>	<b>7</b>
	<b>Abridged Syllabus</b>	<b>36</b>
<b>9</b>	<b>Annexure – B: Scheme of Evaluation</b>	<b>38</b>
<b>10</b>	<b>Annexure – C: Schedule of Academic Terms</b>	<b>38</b>



**Proposal for –MBA (IB)**  
**(Under the Department of Professional Studies, Christ University)**

**A. Proposal Summary:**

- 1) **Proposed by: Christ University Institute of Management**
- 2) **Course Level/Duration/System: Post Graduate – Two years - four monthly terms; Month wise academic term Plan is attached separately. (Annexure A)**
- 3) **Course Name: MBA (IB)**
- 4) **Proposed Start Date: Academic Year 2009-10 - June: 2009.**
- 5) **Proposed Strength: 40 students**
- 6) **No. of Batches: One**
- 7) **Eligibility for admission: Minimum Management Aptitude Test score 600; not less than 50% in graduation (any discipline)**
- 8) **Method of selection: Group Discussion and personal Interview, by the University Admissions Office.**
- 9) **Course Curriculum: separately attached. (Annexure A)**
- 10) **Scheme of Evaluation: Separately attached (Annexure B)**
- 11) **Schedule of Academic Terms: Separately attached (Annexure C)**

**B. Background:**

Christ University (affiliated to Bangalore University as an autonomous college till June 2008) was founded in 1969 by the Carmelites of Mary Immaculate (CMI) priests. Christ College was the first college in south India to be awarded A+ rating by the National Assessment & Accreditation Council (NAAC), an independent council under the Universities Grants Commission (UGC). UGC has recognized Christ College as an institution with Potential for Excellence. Christ College was declared deemed to be the University since July 2008 under section C of the UGC Act, 1956.

Christ University Institute of Management was started in 1994 to promote quality education, research & consultancy in Management. It strives to develop effective business leaders with ethical & human values. The training program prepares young minds for the challenging business opportunities in the global business scenario.

Established in the year 2002 as Centre for Career Advancement (CCA), the department was upgraded and renamed as the Department of Professional Studies (DPS) in the year 2007. The department aims at offering Professional training aimed at wider career opportunities, Value enhancement of academic programs for higher level placement and in addition to create new program offerings with a view to cater to the new generation business needs.

**C. Need for a Focused and Dedicated Program:**

1. Opening up of the Indian economy to foreign trade and investment has created both an enormous need & opportunity. Opening up of markets elsewhere has resulted in unprecedented economic growth besides forcing domestic producers to be more efficient. The most important skill among all of them is the ability to work in an unfamiliar and cross cultural environment. MBA in International Business is designed specifically to address this issue.
2. There is a dearth of managers in India and South Asia in order to meet talent needs of multinational companies. This has resulted in companies looking for uniquely trained managers who have both regional as well as global exposure. The MBA (IB) program will provide both regional as well as global business exposure
3. There is a dearth of MBA graduates who have gained hands on experience through inbuilt overseas experience. The MBA (IB) program provides opportunities for students to compulsorily undertake a 5 month study in Singapore.



#### **D. Objectives of the New Program:**

Important objectives of the new program –MBA (IB) are as follows:

1. to prepare young management professionals who can perform well under emerging global business scenario
2. to offer hands on overseas experience
3. to develop global business leaders with ethical and human values

#### **E. Curriculum Design and Teaching Methodology:**

- i. Course curriculum for the new program has been designed to meet the course objectives. The quality **standard of the curriculum is slightly higher than the other MBA programs keeping in mind the high standards demanded by the global companies** and hence provides higher career placement potential.
- ii. The subjects chosen are **based on its' requirements in business** rather than crowding the curriculum with too many specialized subjects.
- iii. Syllabus content has been decided duly **considering its utility value** for business application
- iv. The **emphasis is on the quality of the syllabus content** and not on exhaustive coverage of the topic.
- v. Though the paper titles may indicate the generic name of the subject, **the syllabus includes essential relevant branches of the subject topic.** For example, the syllabus for paper on Business Management includes units on Organizational Behavior and Entrepreneurship. Similarly, the paper on Marketing Management covers essentials of Sales Promotion and Retail Management.
- vi. Teaching methods for the program will be **combination of conceptual lectures, case study analysis and Practical or hands on projects.** On campus training followed by on the industry internship are intended to augment the application capability of the students.
- vii. Curriculum includes training in relevant areas of **information technology, Research work and communication/Presentation Skills.**
- viii. The quality of **examinations would match with University standards** and prescribes a higher minimum score for pass; to call for more directed efforts on the part of the students.

**F. Resources and capability for MBA (IB) program:**

MBA (IB) as part of Christ University has organized itself in to a full fledged program with a Coordinator and dedicated team of faculty members including qualified professionals from the Industry.

**(a) Faculty Resources:**

Sl.	Name	Qualification	Designation	Experience- Industry	Experience -Teaching	Subject Specialization
1	Prof.J.Subramanian	B.Com, LL.B, CAIIB. ACA. AICWA, ACS, PGDM (AIMA) (Mgt.Consultant)	Registrar & DEAN – Commerce & Management	Over 32 years	15 Years (Part-time)	Finance, Costing, Banking, Insurance Management Accounting
2	Mr.Biju Toms	BIIT, MA, MHRM	Head of the Department of Professional Studies	Over 8 years	15 years	HRM, Organizational Behavior * Business Communication
3	Fr. Arun Anthony	MBA * PGM	MBA -International Program Coordinator	Over 2 years	2 years	Management, Ethics, HRM and Leadership
4	Prof. Shivaprakash A R	Fellow (NIBM), MSC (Ag.Econ)	Faculty Member	Over 5 years of experience	10 years	Managerial Finance, Investments, Valuations and Portfolio Management
5	Prof. Venkatesh Bhagavath	M. Phil and PhD program student (in submission stage)	Faculty Member	Two years	10 Year	Quantitative techniques, Data Analytics and Operations Management
6	Prof. Pradeep Mehtha	M Phil and PhD student (under submission stage)	Faculty Member	Two years	One year	Economics, Financial Management and Research methods in Social Sciences
7	Dr. Anusha George	MA Economics & M Phil Economics)	Faculty Member	Over 2 years	Over 7 years	Economics, Research Methods & Business Environment
8	Prof. Elangovan	FCA Practicing CA	Faculty Member	Over 25 years	3 years (Part-time)	Auditing & Costing
9	Mr. Jose Thomas	ACS, LL.B (HR Consultant)	Faculty Member	Over 8 years	4 years	Capital Markets Investment
10	Mr. Nagendara Rao	B.Com, LLM, ACS	Faculty Member	Over 15 Years	Over 10 Years	Business Laws, Business Communication
11	Nayaz Pasha	M.Com, CA	Faculty Member	Over 10 Years	Over 6 years	Financial and Management Accounting; Income Tax



**(b) Performance Capability & facilitation:**

Besides university wide resources, MBA (IB), though a new initiative, draws from the rich experience, best practices and capabilities of the two most relevant departments within the Christ University viz., Christ University Institute of management (CUIM) and Department of Professional studies (DPS)

Christ University is uniquely positioned to offer the program through its various international collaborations. The university, for over a decade, has been engaged in student exchange programs, faculty exchange programs and twinning programs. The university has a pool of highly qualified faculty; who have traveled abroad and have experience in dealing with students from all over the world. In addition to Christ university faculty, faculty from overseas partner institutions will also participate by teaching in this program. Students are expected to gain problem solving skills in a cross cultural environment by undertaking project work outside India.

CUIM has been consistently ranked as one of the top private B-Schools in India and has, over the years, adopted several innovative pedagogical techniques. It has a pool of qualified faculty who will support MBA (IB) program depending upon the need.

DPS has uniquely experimented by drawing highly experience practicing managers as faculty members in professional education programs. Hence, the product of Department of Professional Studies has a very high emphasis on application concepts into real life situations. MBA (IB) will draw upon this unique strength from DPS.

**G. Placement Initiative:**

MBA (IB) would initiate appropriate placement campaign to create awareness of this value added program. Creating awareness and interest to relevant industry organizations will assist in establishing a separate niche for higher-level placement for the students. A dedicated placement cell at the Department of Professional Studies will spearhead the placement initiative. In addition, both CUIM placement cell as well as DPS placement Cell will coordinate at operational level and offer a single Window opportunity for recruiting companies to pick the best of managerial talents on the Christ University campus.



A

**COURSE STRUCTURE & SYLLABUS**  
**MBA (IB) of Christ University**

<b>First Year MBA (IB) Course Structure &amp; Syllabus</b>			
<b>Term</b>	<b>Course code</b>	<b>Course Title</b>	<b>Course Credit</b>
<b>I</b>	<b>MBA_IB 101</b>	<b>Principles of Management</b>	<b>2</b>
<b>I</b>	<b>MBA_IB 102</b>	<b>Financial Accounting for Managers</b>	<b>2</b>
<b>I</b>	<b>MBA_IB 103</b>	<b>Quantitative Business Analysis I</b>	<b>3</b>
<b>I</b>	<b>MBA_IB 104</b>	<b>IT for Managers</b>	<b>2</b>
<b>I</b>	<b>MBA_IB 105</b>	<b>Economic Theory I</b>	<b>3</b>
<b>I</b>	<b>MBA_IB 106</b>	<b>Business Communication 1</b>	<b>2</b>
<b>I</b>	<b>MBA_IB 107</b>	<b>Organizational Behavior</b>	<b>3</b>
<b>II</b>	<b>MBA_IB 201</b>	<b>Business Ethics</b>	<b>2</b>
<b>II</b>	<b>MBA_IB 202</b>	<b>Cost accounting for Managers</b>	<b>2</b>
<b>II</b>	<b>MBA_IB 203</b>	<b>Quantitative Business Analysis II</b>	<b>3</b>
<b>II</b>	<b>MBA_IB 204</b>	<b>Computer Aided Decision Making Systems</b>	<b>2</b>
<b>II</b>	<b>MBA_IB 205</b>	<b>Economic Theory II</b>	<b>2</b>
<b>II</b>	<b>MBA_IB 206</b>	<b>Business Communication 2</b>	<b>2</b>
<b>II</b>	<b>MBA_IB 207</b>	<b>Principles of Marketing</b>	<b>3</b>
<b>III</b>	<b>MBA_IB 301</b>	<b>Strategic Management</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 302</b>	<b>Management Accounting</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 303</b>	<b>Management Information Systems</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 304</b>	<b>Research Methodology</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 305</b>	<b>Business Laws</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 306</b>	<b>Domestic Business Environment</b>	<b>2</b>
<b>III</b>	<b>MBA_IB 307</b>	<b>International Business</b>	<b>2</b>



<b>Second Year MBA (IB) Course Structure and Syllabus (provisional)</b>	
<b>April 1st to August 2010: Singapore Term</b> <b>Managing Global Organization</b> <b>Global Environment of Business</b> <b>International marketing</b> <b>Sustainable Development &amp; Competitive Advantage</b> <b>Managerial Decision Tools</b> <b>Project Internships</b>	
<b>Sept 20 to Dec. 20 2010</b>	
<b>International Business Law</b> <b>International Accounting</b> <b>Global financial Strategies</b> <b>Consulting / Research Project</b>	
<b>Sales &amp; Distribution</b>	<b>Investment Analysis</b>
<b>B2B marketing &amp; Service Marketing</b>	<b>Mergers &amp; Acquisition</b>
<b>Supply Chain Management and International Trade Logistics</b>	<b>Financial Institution, Markets &amp; Instruments</b>
<b>International Business Law</b>	
<b>January 2nd to March 31st 2011</b>	
<b>Managing Global Production &amp; Technology</b> <b>International Business Policy</b>	
<b>Consumer Behavior &amp; Branding</b>	<b>Working Capital Management</b>
<b>Integrated Marketing Communication</b>	<b>Financial Risk Management</b>

#### **DETAILED SYLLABUS**

Note: Detailed Syllabus is given for Terms I, II & III. For rest of the Semesters abridged Syllabus is given. Detailed Syllabus for the terms IV, V & VI will be placed for approval in the next BOS.



**Program: MBA (IB)**  
**Course Title: Principles of Management**  
**Course Code: MBA\_IB 101**  
**Course Credit: 2 credit hours**

Brief Description of the Course: **This course helps students to understand various principles and concepts of management**

### **Objectives**

1. To give a general introduction to management studies and a brief outline on history and development of management thought
2. To provide an understanding about the various functions of management
3. To provide an in-depth knowledge on Management Functions through analysis of Case Studies.

### **Pedagogy**

1. **Lectures, case discussions, presentations, business games, role plays etc. on management functions.**
2. **A detailed study with written assignment and presentation on major management thinkers**

### **Course Outline:**

**Module 1 Nature of Management, Evolution of Management Thought, The works and Thoughts of major Management thinkers (4 Hrs):** Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management, Ancient roots of management theory; Classical schools of management thought; Behavioral School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Ancient Indian Management systems & practices; Comparative study of global management systems & practices; the works and Thoughts of major Management thinkers (Drucker, Peter Senge, Kotler, C.K Prahalad etc.)

**Module 2 Planning (4 Hrs):** Characteristics of planning, Planning Process; Types of plans; Decision making, Decision making tools, Group decision making, Planning approaches; Forecasting & MBO

**Module 3 Organizing, Dimensions of Organization structure, choosing the right structural form**

**(6 Hrs):** Organizational structure and design; types of organizational structures; authority, delegation, decentralization and reengineering; Dimensions of Organization structure; Strategy, Organization Size, Technology, Environment, Power-control; choosing the right structural form; The simple structure, The machine Bureaucracy, The professional bureaucracy, the divisional structure, the adhocracy, the matrix.

**Module 4 Managing Human Resources (6 Hrs):** Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change, compensation and employee welfare.

**Module 5 Controlling (5 Hrs):** Nature of organizational control; control process; Methods and techniques of control; Designing control systems.

**Module 6 Production Management and Control (5 Hrs):** **Productivity; quality; Value chain management; operations control**

### **Reference Books**

1. *Heinz Weihrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*
2. *James A.F. Stoner & R. Edward Freeman, Management, Prentice-Hall of India Private Limited, New Delhi.*
3. *Schermerhorn, Management, Wiley India.*
4. *Joseph L Massie, Essentials of Management, Prentice-Hall India, New York*





5. S.A. Sherlekar, Management, *Himalaya Publications, Mumbai.*
6. L.M. Prasad, Principles and Practices of Management, *Sultan Chand & Sons, New Delhi.*

**Program: MBA (IB)**

**Course Title: Financial Accounting for Managers**

**Course Code: MBA-IB 102**

**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** This course introduces the concepts of basic accounting and its relevance to modern day business enterprises to students

**Learning Objectives:** to familiarize students with double entry, journal entries, book keeping and up to final accounts with a view to make the accounting data meaningful for managerial decisions

**Pedagogy:** lectures & problem solving

**Course Outline**

**Module 1 Introduction (6 Hrs):** Introduction to Accounting-Meaning-Branches of Accounting-Functions of accounting –Application-Characteristics of accounting information-Systems of Accounting.

**Module 2 Financial Accounting (4 Hrs):** Concepts, conventions, principles, Indian Accounting Standards, GAAP, IFRS.

**Module 3 Book keeping (8 Hrs):** Double-entry book-keeping, Systems, Journals, Ledgers, Posting, Debits, Credits, Trial Balance, Adjusting entries, Closing, Day books, Cash book, Bank reconciliation, Rectification of errors. Depreciation Accounting, Accounting for Bills of exchange

**Module 4 Final Accounts for Non-Corporates (4 Hrs):** Manufacturing, Trade, P&I,B/S), Final Accounts for Corporate (P&L,B/S,P&L Appropriation

**Module 5 Disclosure of information (4 Hrs):** Legal requirements (Company's Act, SEBI, Income – Tax Act etc.) Revenue Recognition, Fixed Assets & Intangible Assets – Inventory Valuation (basis)

**Module 6 Direct- tax (4 Hrs):** Income tax, Double Taxation avoidance, Indirect Tax (Tax accounting-Vat-Excise-Custom, Service Tax

**Reference Books**

1. Lyrich: Accounting for Management, Tata Mc. Graw Hill, New Delhi, 2001.
2. Bhattacharya S.K.: Accounting for management, Vikas Publishing House New Delhi, 5<sup>th</sup> Edition, 2001.
3. Pandey, I.M: Financial Management: Vikas Publishing House, 6yh Edition, 2001.



**Program: MBA (IB)**  
**Course Title: Quantitative Business Analysis I**  
**Course Code: MBA\_IB 103**  
**Course Credit: 3 credit hours**

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**Brief Description of the Course:** This course will provide an introduction to mathematical and statistical concepts and applications in the context of business decision making.

**Learning Objective:** This course provides understanding of basic mathematical and statistical concepts that can be applied to various business problems to help decision-making.

**Pedagogy:** Lectures, Case Lets, Projects and Assignments

**Course Outline:**

**Module1. Concept of Functions, Limits & Derivatives [6 Hrs]:** Concept of a function, types of functions, widely applied functions; Limit of a function, Continuity of a function – test for continuity of a function; Important functions & properties – Linear, Quadratic, Exponential, Power functions; Differential calculus - Derivative of a function – concept, meaning, method of finding derivative of a function, derivative of important functions, higher order derivatives; Application of derivatives – classical optimization of functions.

**Module 2 Mathematics of Finance [6 Hrs]:** Progressions – Types and properties; Properties and application of Arithmetic and Geometric Progressions; Simple & Compound Interest - present & future values; Annuities – types, finding present & future values of annuities – uses.

**Module 3 Matrix Algebra and Application [4 Hrs]:** Matrices – meaning, types and overview of important applications; Matrix algebra – addition, subtraction multiplication, inverse of a matrix, rank of a matrix; Application – solution to system of simultaneous equations.

**Module 4 Statistics & Describing Data [6 Hrs]:** Introduction to statistics – meaning, function of statistics, concept of data, variable, measurement; Summarizing data – need & ways of summarizing data; Measures of central tendency – Averages –types, meaning, computation & uses; Measures of dispersion in data – Need, types, meaning, computation and uses (emphasis on standard deviation); Measures of symmetry – concept of skewness, meaning & measures; Describing data using SPSS.

**Module 5 Random variables and Probability distributions [6 Hrs]:** Random variable – concept, properties – concept of probability mass, density and distribution function; Standard probability distributions – Binomial, Poisson, Geometric, Exponential, Normal probability distribution – properties & applications.

**Module 6 Statistical Inference – Estimation & Hypothesis testing [9 Hrs]:** Estimation of parameters – point & interval estimators for mean and proportion; Statistical Hypothesis Testing – meaning, formulation, errors in testing, level of significance and power of a test; Single population tests for mean, proportion & variance; Two population tests for mean proportion & variance; Analysis of Variance (ANOVA) & Chi-Square test for goodness of fit and independence of attributes.

**Module 7 Data collection & sampling methods [3 Hrs]:** Data collection – primary & secondary data –overview of data collection instruments; Sampling – need, benefits types; Sampling methods – probability and non-probability sampling methods – SRS, Stratified, Cluster, Systematic, Area, Snowball etc. – Uses & applications; Determinations of sample size for mean & proportion problems

**Module 8 Correlation & Regression [5 Hrs]:** Correlation – need, meaning, types and measures; Regression – meaning, fitting linear regression model – prediction & explanation with linear regression model; Statistical inference in regression model – test for significance of correlation coefficient, regression coefficient

**Text book / Reference Books:**



Christ University, Bangalore, India

1. Richard I. Levin, D.S. Rubin: *Statistics for Management* (7<sup>th</sup> ed.); Prentice Hall of India.
2. U.K. Srivatsava, G.V. Shenoy and S.C. Sharma: *Quantitative Methods for Managerial Decisions*, New Age International (P) Ltd., New Delhi.
3. Anderson Sweeny & Williams: *Statistics for Business and Economics with CD* (9<sup>th</sup> ed.), Thomson South Western.



**Program: MBA (IB)**  
**Course Title: IT for Managers**  
**Course code: MBA\_IB 104**  
**Course Credit: 2 credit hours**

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**Brief Description of the Course: This course is designed to provide a brief overview of IT and its applications for Managers**

**Learning Objectives:** (a) to understand the importance of IT as a key enabler in providing solutions to modern business problems (b) to study the impact of IT on organizations, society and individuals To realize the importance of Information as the key resource for organization productivity and effectiveness; (c) adapt and upgrade continuously to present and trends in IT

### **Pedagogy**

The course is facilitated by class lectures, case studies, student presentation and classroom discussions. Group presentations on emerging technologies and a practical analysis on advantages that IT provides to organizations are submitted by students for evaluation.

**Module 1 Introduction to Information Technology (2 Hrs):** Information Technology & its role in modern business; Trends in Information Technology; Information Technology as an enabler; Pressures exerted by IT on business and how business responds to it  
Transition from Old Economy to Digital Economy

**Module 2 Information as Key Business Resource (2 Hrs):** Dimensions of Information, Information flow in Organizations, Information processing, Management Information Systems

**Module 3 Role of Hardware in IT (2 Hrs):** Basic elements of computer hardware. Developments in I/O devices; Microprocessors; Data storage; Computer Generations and Computer hierarchy

**Module 4 Role of Software in IT (2 Hrs):** Application and System software (operating systems). Overview of programming languages

**Module 5 Role of Telecommunication and Networking in IT (4 Hrs):** Components of telecommunication systems. Telecom scenario in India; Types of networks and topology

**Module 6 Information Technology Applications (4 Hrs):** Information highway, Groupware. Artificial Intelligence, Growth of internet, Internet2. Internet governing bodies; Impact of internet connectivity and pricing in India (rural and urban); Intranets, extranets

**Module 7 Impact of IT on Organizations, Individuals and Society (4 Hrs):** Ethical Issues, Information privacy, Information Technology & its impact on Organizations and individuals, social impact of IT

**Module 8 –E commerce (10 Hrs):** Introduction to E – Commerce; revenue models of dot com firms; various business models for dot com firms; past, present & future of internet; mobile commerce; payment gateways; CRM & eCRM; Proprietary content & digital Rights Management; internet marketing; legal & ethical issues

### **Reference Books**

1. Information Technology for Management. Making connections for Strategic Advantage by Turban, Mclean, Wetherbe – John Wiley & Sons Inc
2. Management Information Systems, by O'Brien – Tata McGraw Hill
3. Principles of Information system- Ralph Stair- Cengage publications
4. Management Information systems- Effy Oz- Thomson
5. Using Information Technology by William sawyer – Tata McGraw Hill
6. Management of Information Technology by Carol Frenzel, John C Frenzel – Thomson



**Program: MBA (IB)**  
**Course Title: Economic Theory I**  
**Course Cod: MBA\_IB 105**  
**Course Credit: 3 credit Hours**

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**Course Description:** An introduction to concepts and issues of Micro Economics and Macro Economics

**Learning Objectives:**

**Part I: Microeconomics:** (a) To introduce analytical concepts and models governing the behavior of Consumers and business firms, and to introduce market structure and pricing of commodities; (b) These concepts and models along with tools and techniques of Decision Sciences (Ex: Statistical Analysis, Forecasting) would form the basic framework for Managerial Economics. Managerial Economics helps in decision making relating to investment and financing, choice of production techniques, choice of input combinations, output level, product pricing, etc. With these, the business manager will have a kit of tools and techniques to search for optimal solutions to managerial decision problems; (c) The concepts and models studied in Part I will provide basic foundation for a manager to react to a macro policy environment which forms the major content in Part II.

**Part II: Macroeconomics:** (a) To introduce analytical concepts and models so as to assist in gaining insights into the functioning of economy as a whole, and to get acquainted with policy instruments for macroeconomic management; (b) To introduce how business units react to change in policy environment; (c) Introduction to Business Environment with a specific knowledge on India Economy to sharpen their understanding of some of these macro concepts and models, and policy instruments.

**Pedagogy:** Lectures, Projects and Assignments

**Course Outline**

**Module 1 Introduction to Managerial Economics (3 Hrs):** Scarcity and Choices, Micro and Macro Concepts, Schools of Economic Thought

**Module 2 Factors of production (5 Hrs):** Individual Factor Prices, Law of Demand, Elasticity of Demand, Elasticity as an instrument to forecast, Supply Analysis, Supply Elasticity, Hand on exercise using MS excel.

**Module 3 Theories of Production (5 Hrs):** Input Output relations, Laws of diminishing return, Laws of returns to scale, Production Possibility frontiers, Measurement of factors determining output, Measurement of efficiency, hands on exercise in MS Excel on measurement of efficiency.

**Module 4 Production Cost (4 Hrs):** Understanding of various types of costs, Fixed and variable costs, Opportunity costs, externalities, Marginal, Average and Total Costs, Interrelation between different types of cost, Long-run and short-run cost curves

**Module 5 Market Structure (4 Hrs):** Different types of Market Structures, Perfect competition, Monopoly, Monopolistic competition, oligopoly, Monopsony and Oligopsony, Assumptions of different market structures, Average, Marginal and Total Revenues in different market structure

**Module 6 Commodities and Brands (5 Hrs):** Commodities, Commodities as a bundle of attributes, eliciting the attributes of a commodity, factors responsible for transforming commodity into brand and vice versa, differentiating the value of commodity from brand, Arriving at brand values, Hands on exercise to understand the attributes and values.

**Module 7 National Income Accounting (3 Hrs):** Macro Economic Overview, Concepts and Methods of National Income Accounting, GNP, GDP, NNP, NDP at Factor Costs and Market Price, Methods of computing National Income, Sectoral approach to compute National Income, Brief Understanding of National Income Accounting Development in India.



**Module 8 Price Indices, unemployment & Poverty (5 Hrs):** Understanding Price Indices, Laspeyres, Paasche's and Fisher's Index Numbers, Wholesale and Consumer Price Indices, GDP and other indices, GDP Deflator, Measurement of Inflation, Unemployment: Types and nature of Unemployment, Measurement of Unemployment, Poverty and Income Inequality: Head Count Ratio and Gini Coefficients, Magnitude of Poverty in India

**Module 9 Macro Economic Equilibrium (4 Hrs):** Macro-economic Equilibrium Models, Basic Understanding of IS and LM, Real and Money Market Equilibrium, Understanding Multipliers, Marginal Propensity to Consume and Save, Consumption Multiplier, Investment Multiplier

**Module 10 Fiscal & Monetary Policy (4 Hrs):** Fiscal Policy, Fiscal Instrument, Instruments of Direct and Indirect Tax, Implication of Fiscal Instruments on Economy; Monetary Policy, Instruments of Monetary Policy (CRR, SLR, Bank rates etc.), Implication of Monetary policy on Inflation and Economy

**Module 11 New Developments in Economics (3 Hrs):** Problems of Information Asymmetry, prisoner's dilemma, moral hazards, principal-agent problem, problem of assurance, property rights, market failure and transaction costs issues

### **Texts Books & Readings**

#### **Part I: Microeconomics:**

1. William Boyes and Michael Melvin "Textbook of Economics". Sixth Edition (Basic Textbook)
2. D.N. Dwivedi, Managerial Economics. Sixth Revised Edition (Supplementary Text)
3. Mark Hirschey, "Managerial Economics", Revised Edition (Supplementary Text)
4. Supplementary text: Gregory Mankiw, "Essentials / Principles of Economics", Third Edition. (Supplementary Text)
5. Any other source of reading material will be communicated to students at the time of discussing different units (Supplementary Text)

#### **Part II: Macroeconomics:**

1. N.Gregory Mankiw, "Macroeconomics". Fourth Edition. Macmillan 2000 (Basic Text)
2. Rudiger Dornbusch, Stanley Fisher and Richard Startt, "Macroeconomics". Seventh Edition, McGraw-Hill, 1998 (Supplementary Text)
3. G.S Gupta. Macro Economics: Theory and Applications" (Supplementary Text)
4. National income Accounting – NCAERT (Supplementary Text)

**Group Assignments:** Measurement of Elasticity and demand forecasting; Production Function and Measurement of Efficiency; Significance of different price indices/deflators in India, its applicability and their limitations; Case of Inflation in the present year (2008) in India- Reasons, possible Cures and limitations of policy

Probable scenarios of response to increasing oil prices by government through fiscal measures and its impact on business of selected commodities (Each group will be given different commodity and different scenario by the instructor)

### **Some Tips and Ground Rules for preparing Group Assignments**

1. For data, refer the following documents:  
National Accounts Statistics of India: 1950-51 to 2000-01. July, 2002. EPW Research Foundation.  
Handbook of Statistics on Indian Economy. RBI. 2002.  
Any other data source identified by you.
2. Use your knowledge of trend line, correlation, regression, bar diagram, pie diagram, and growth rate – for analyzing data.
3. Wherever applicable, use both current and constant price data.



**Program: MBA (IB)**  
**Course Title: Business Communication 1**  
**Course Code: MBA\_IB 106**  
**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** This purpose this course is to empower the students by improving their communication skills: both written as well as oral

**Learning Objectives:** To familiarize students with communication concepts, principles & update them with the current practices with the industry

**Pedagogy:** Lectures, Case studies, Colloquium, assignments, group work and student presentations

### **Course Outline**

**Module 1: Introduction To Business Communication (4 Hrs):** Importance of Communication, Process of Communication, Purpose, Barriers to communication –overcoming barriers to communication, Essentials of good Communication – Communication challenges of Today

**Module 2 Work Team Communication (4 Hrs):** Communication Networks, Formal Communication Networks – Downward Communication, Upward Communication, Horizontal Communication ,Informal Communication Networks - Based on – friendships, Shared Personal or carrier Interest and Proximity between workers; briefing & evaluations

**Module 3 Communicating with Technology (4 Hrs):** Electronic Communication Technologies – Telephone , Facsimile and computers Internet - Issues relating to communicating with electronic Technologies such as Information overload , Anonymity ,Lack of Interpersonal Contact and Organizational Values.

**Module 4 Non-Verbal Communication (2 Hrs):** Types of Non- verbal communications; Characteristics of Non-Verbal Communications

**Module 5 Basic Skills for Professional Business Writing (6 Hrs):** Understanding the purpose and context of Business Writing, Various phases of writing process, Developing writing tone and positive language.

**Module 6 Basic Patterns of Business Letters (6 Hrs):** Introduction to Message and writing Process, Routine Messages, Directness in Positive Message , Neutral Messages , Indirectness in Negative Messages , Indirectness in Sales and Persuasive writing.

**Module 7 Legal and ethical considerations for Business Communication (4 Hrs):** Invasion of Privacy – Misrepresentation and Fraud Ethical perspectives and their implications for responsible Communications

### **Practicum:**

1. Advocating Policy change (Specific cases)
2. Informational Briefing
3. Sales with power point
4. Running a meeting etc.

### **Suggested Readings:**

Business Communication by Guffey

Recommended Reading

1. Ten Steps to federal Resume By Katharyin Troutman
2. Writing Business Reports by Booher



**Program: MBA (IB)**  
**Course Title: Organizational Behavior**  
**Course Code: MBA\_IB 107**  
**Course Credit: 3 credit hours**

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**Brief Description of the Course: This course helps students to understand theories and concepts in Organizational Behavior**

**Learning Objectives**

1. To enhance the students' understanding of one's own behavior and its impact on others.
2. To develop a meaningful insight to diagnose and effectively deal with human behavior at the workplace.
3. To develop students' skills for influencing and managing groups thus enhancing personal & interpersonal skills.
4. To increase students' understanding about the foundation of organizations.
5. To make aware to students how organizational processes influence people working in organizations.
6. To enhance the ability of students to initiate and deal with major organizational changes.

**Pedagogy**

The course is designed in a manner so that students are provided opportunities to express one's behavior and experience others' behavior in an organizational environment. The experiential learning method is adopted.

1. A learning diary to be maintained to stimulate introspection about one's behavior.
2. Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
3. Term paper, small group interaction, group tasks and presentations will be made compulsory.

**Course Outline:**

**Module 1 Introduction to Organizational Behavior (3 Hrs):** Historical Development, Behavioral Sciences and Organizational Behavior; meaning, Importance, Basic concepts, organizational Behavior (OB) in global context; managing worker diversity

**Module 2 Individual Behavior & Perception (3Hrs):** Foundations of individual behavior; personality; Meaning and Importance; Development of personality; Determinants of personality; Theories of Personality; Relevance of personality to managers; nature, Importance and Definition of Perception; Factors Involved in perception; The Perceptual Process; Perceptual Selectivity and Organization; Applications in Organizations

**Module 3 Learning, Attitudes & Job Satisfaction (3 Hrs):** Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations, Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

**Module 4 Motivation (5 Hrs):** Meaning, Theories of motivation; Motivation applied in organizations; Job Design; Performance Appraisal; Goal Setting

**Module 5 Groups & Teams (5 Hrs):** Meaning classification and nature of groups, Stages of Group Development, Resources Structure and Processes, Tasks and Effect of groups on performance and satisfaction; Meaning of teams, types of teams, characteristics of teams, team development, team decision making

**Module 6 Communication (6 Hrs):** Increasing Personal and Interpersonal effectiveness through understanding and practicing Transactional Analysis and Johari Window Model





**Module 7 Leadership (4 Hrs):** Historical Data and Studies, Meaning, Importance and Nature of Leadership, Types and Styles of leadership, Leadership Theories- Trait Theories, Behavioral Theories and Contingency Theories, Leadership in modern organizations.

**Module 8 Power & Politics (3 Hrs):** Meaning, nature & bases of power, power relationships, organizational politics, outcomes of power.

**Module 9 Managing organizational culture (3 Hrs):**

Meaning, dimensions & types of culture, creating, sustaining & transmitting culture, keeping cultures alive & how employees learn culture.

**Module 10 Managing Organizational Change and Development (3 Hrs):** Meaning & types of change, managing organizational change, resistance to change, overcoming resistance to change, Meaning, & values of Organizational development, Organizational development approaches and techniques.

**Module 11 Contemporary trends in International Organizational Behavior (2 Hrs):** New developments in organizational behavior

#### Reference Books

1. Kreitler R & Kinicki A, Organizational Behavior. 8<sup>th</sup> Edition, 2008
  2. Robbins, S.P, Organizational Behavior, Concepts, Controversies, & Applications, *Prentice – Hall of India, 2008.*
  3. Fred Luthans, Organizational Behavior, *McGraw –Hill international edition, 1998*
  4. Helriegel D., Slocum J.N, Woodman R.W, Organizational Behavior, *South –Western, Thomson Learning, 2008.*
  5. Davis, K & Newstrom, Human Behavior at work, Organizational Behavior, *McGraw Hill, 2007.*
  6. Greenberg J. & Baron R.A. Behavior in Organizations, *Prentice-Hall of India. 1999*
  7. Jones, G.R, Organizational Theory, Design, and Change: Text & Cases, *Pearson Education, 2004*
  8. Daft, R. L, Organization Theory and Design, *Thomson South-Western, 2004*
- Hall R.H., Organizational Structures, Processes & outcomes, *Pears*



**Program: MBA (IB)**  
**Course Title: Cost accounting for Managers**  
**Course Code: MBA\_IB 202**  
**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** This course provides a brief description of concept of essentials of costing

**Learning Objectives:** Students should be able to appreciate different methods of costing

**Pedagogy:** Lecture & problem solving

**Course Outline**

**Module 1 Introduction to Cost & Management Accounting (8 Hrs):** Categories, Allocation, Apportionment & Absorption, Apportionment of service cost centers , Pre-determined overhead rates.

**Module 2: Cost Concepts and Classifications (8 Hrs):** Costs, Cost centers, Cost unit, Methods of Costing, Techniques of Costing, Classification of costs-Fixed, variable

**Module 3 Overheads (6 Hrs):** Output/Unit Costing, Cost Sheet, Job Costing, Contract Costing (6 hrs)

**Module 4 Process Costing (8 Hrs):** Process Accounting, WIP (Equivalent Production), Normal & Abnormal Losses, Internal process profits. Joint & By-product costing

**Reference Books**

1. Lyrich: Accounting for Management, Tata Mc. Graw Hill, New Delhi, 2001.
2. Bhattacharya S.K.: Accounting for management, Vikas Publishing House New Delhi, 5<sup>th</sup> Edition, 2001.
3. Pandey, I.M: Financial Management: Vikas Publishing House, 6yh Edition, 2001.



**Program: MBA (IB)**  
**Course Title: Quantitative Business Analysis II**  
**Course Code: MBA\_IB 203**  
**Course Credit: 3 Credit Hours**

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**Brief Description of the Course:** This course provides an introduction to Operations Management, and covers the concepts, processes and managerial skills needed to manage operations effectively.

**Learning Objective:** The primary objective of this course is to equip students with analytical tools, concepts and techniques required to solve business problems pertaining to Operation of a firm. In addition, this course seeks to develop constructing conceptual frameworks to solve the problems of an organization in the existing business environment

**Pedagogy:** Lectures, Case Lets, simulations, Projects and Assignments

**Course Outline:**

**Module 1 Introduction to Operations Management & Operations Strategy [3 Hrs]:** Operations Management – Introduction, need, purpose & nature of operations system; Operations management and other business functions; Operations Strategy in global economy – goods versus services – competitive priorities; Forming operations strategies –Evolution of positioning strategies, linking operations and marketing strategies.

**Module 2 Process Design and Analysis [3 Hrs]:** Process Design – Project, batch, line & continuous types; Process Analysis: Performance measures in operations; Factors affecting process design – vertical integration, production flexibility, degree of automation; Process design in services.

**Module 3 Demand Forecasting Analysis [6 Hrs]:** Forecasting – strategic role of forecasting, need & importance –types; Forecasting methods – Time series analysis – components – measurement of trend, seasonality, cyclical fluctuation – Time series models for forecasting; Forecasting performance measures –MSE, MAD, RMSE, MAPE; Causal models of forecasting – Multiple regression modeling.

**Module 4 Operations Quality Management [4 Hrs]:** Quality Management – nature, determinant and costs of quality; Modern Quality Management – quality gurus, quality management recognition, ISO standards; Total Quality Management (TQM) –Designing for quality, management involvement, customer focus, building empowered employee teams, supplier relationships, benchmarking and continuous improvement

**Module 5 Strategic allocation of resources [7 Hrs]:** Resource Allocation - role of optimization models in resource allocation problems; LPP problems – formulation, solution algorithms, interpreting computer solutions to LP problems, sensitivity analysis; Business applications of LP models

**Module 6 Service Operations – Planning and Scheduling [6 Hrs]:** Service operations – types of service operations, scheduling challenges in services; Scheduling quasi manufacturing service – product & process focused operations, work shift scheduling; Scheduling customer as participant and customer as product service operations.

**Module 7 Project Management [6 Hrs]:** Project Management – project planning and control techniques –scheduling and control charts, critical path method, program evaluation and review technique; CPM / PERT in practice

**Module 8 Inventory Management [5 Hrs]:** Inventory Management – nature of inventories; Fixed order quantity systems; Fixed order period systems; Realities of inventory planning – ABC classification, EOQ and uncertainty, dynamics of inventory planning, other factors affecting inventory planning, computers and inventory planning.



**Module 9 Overview of Just –in time and Lean Manufacturing [3 Hrs]:** Just –In-Time (JIT) philosophy and prerequisites of JIT manufacturing; Elements of JIT manufacturing – Enforced problem solving and continuous improvement, TQM, parallel processing, Kanban; Benefits of JIT manufacturing

**Module 10 Overview of Statistical Process & Quality Control [2 Hrs]:** Statistical Concepts in Quality Control; Control Charts – for variables and attributes; Acceptance plans – single, double and sequential samples -Computers & SQC

**Text / Reference books:**

1. Ray Wild –*Operations Management* (6<sup>th</sup> ed.) –Thomson Learning Inc.
2. Gaither Norman & Frazier Greg – *Operations Management* (9<sup>th</sup> ed.) Thomson South Western.
3. Russell & Taylor – *Operations Management Quality and Competitiveness in a global environment* (5<sup>th</sup> ed.) – Wiley India Pvt. Ltd.



**Program: MBA (IB)**

**Course Title: Computer Aided Decision Making Systems**

**Course Code: MBA\_IB 204**

**Course Credit: 2 credit hours**

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Brief Description of the Course: **The primary objective of this course is to put theory into practice. Various tools and techniques taught in subjects such as mathematics, management science or operations are considered for model building using simple yet powerful computer applications such as MS-EXCEL and Ms-ACCESS. By nature, this is a practical oriented course.**

**Learning Objectives:**

1. To gain familiarity with analytical functions in MS-EXCEL and MS-ACCESS
2. To apply MS-EXCEL & MS-ACCESS functions to solve business problems and to make effective business decisions

**Pedagogy:**

This course will be taught exclusively through practical sessions, hands on exercise and by using case studies

**Course Outline:**

**Module 1 Model Building Tools in MS Office (2 Hrs):** Modelling Characteristics; Risk & uncertainty in decision making, Using Excel 'Analysis Tool Pack'; Decision analysis, scenario building, simulation,

**Module 2 EXCEL Applications for Financial & Cost accounting applications (10 Hrs):** Projecting financial statements, budgeting, Scenario building, Break Even Analysis, Simulations

**Module 3 EXCEL Applications for Marketing Models (8 Hrs):** Demand forecasting, Sales Force evaluation models

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**Module 4 Excel and Database applications for Project management as well as for Production Operations Management (10 Hrs):** Project management techniques; simulation model for project management; logistic models; production planning & scheduling

**Reference Books**

1. EXCEL Models for Business and Operations Management, 2<sup>nd</sup> Edition by John F Barlow, Wiley India



**Program: MBA (IB)**  
**Course Title: Economic Theory II**  
**Course code: MBA\_IB 205**  
**Course Credit: 2 credit Hours**

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**Course Description:** This is an introductory course in environment and development economics delivered from business managers' perspective

**Learning Objectives:**

The course aims at introducing the students to basic concepts of environment and development economics and sensitizes them to various problems relating to resources, externalities, market failure and sustainability by bringing in cases from the real world.

**Pedagogy:** Lectures, Projects, case studies and Seminars

**Course Outline**

**Module 1 Basic Introduction to New Development in Economics (4 Hrs):** New Institutional Economics, Concepts of Asymmetry of Information, Property rights and transaction costs.

**Module 2 Externalities and Market failure (4Hrs):** Departure from conventional economic theories, Introduction to Resource Economics: Hotellings' Theory, Hicks' Principle of Taxation and Coase Theorem. Absent of market or market failure: A case of ill-defined property rights

**Module 3 Optimization (4 Hrs):** Social vis-à-vis Individual Choices, Neo-classical Maximization vis-à-vis Methodological Individualism, Prisoner's Dilemma, Hardin's Tragedy of Commons, Collective Action, and Assurance Problem

**Module 4 Alternative valuations to internalize externalities: (4 Hrs):** Revealed Preference vis-à-vis Stated preferences, valuation methods: travel cost methods, hedonic pricing, Contingent Valuation Methods

**Module 5 Resource Management (4 Hrs):** Understanding Efficiency, equity and sustainability Criteria; Meaning, definition and implementation of Sustainable Development

**Module 6 Development and Applications in environmental Economics: Case Study Approach (10 Hrs):** Carbon Trading, Green Technology, Debates on Air and Water Pollution, Forest resource. This module will also include seminar and digital documentary viewing

**Texts Books & Readings**

1. Markandya, Anil and Julie Richardson (1997), Environmental Economics, Earthscan Publications, London.
2. Bromley, Daniel W. (1992). (edited) Making the Commons Work: Theory, Practice and Policy, Institute for Contemporary Studies, California.
3. Hotelling, Harold (1931), The Economics of Exhaustible Resources, Journal of Political Economy, April, 39, 137-75
4. Dasgupta, Partha (1992), Population, Resources and Poverty, Ambio, 21 (1) February, 95-101.
5. Ostrom, Elinor (1990), Governing the Commons; The Evolution of Institutions for Collective Action, Cambridge University Press, New York.
6. Olson Mancur (1965), the Logic of Collective Action, Harvard University Press, Cambridge.
7. Shaw, M E. (1971). Group Dynamics: The Psychology of Small Group Behavior, McGraw Hill, New York.
8. Hardin, Garret (1980), 'The Tragedy of Commons' in Herman Daly (ed.) Economics, Ecology, Ethics, W H Freeman and Co., New York



**Program: MBA (IB)**  
**Course Title: Business Communication 2**  
**Course Code: MBA\_IB 206**  
**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** This course will build upon the foundation of communications provided in the term 1. Emphasis will be given to business writing and business presentations.

**Learning Objectives:** To equip students with advanced skill sets needed for effective business writing as well as business presentations

**Pedagogy:** Lectures, Case studies, Colloquium, assignments, group work and student presentations; recording student activities providing feedback; more student centric activities will be conductivities.

### **Course Outline**

**Module 1 Cross Cultural Communication in work setting (4 Hrs):** Ethnocentrism, Cultural Diversity and communication – The nature of Culture, Cultural differences in International Business, Social Customs, Styles of Dress, Time, Gender Roles

**Module 2 Advanced Business Communication – Written (8 Hrs):** Structure and layout of Letters – Claim and adjustment Letters ,Credit and Collection Letters – Circular Letters ,Memorandum , AoA Notices ,Agenda and Minutes , Drafting Memos, Method of writing – Notices , Agenda and minutes of the meetings.

**Module 3 Report writing (8 hrs):** Report Planning, Writing an effective report , Stages of writing , Collecting and Analyzing Data , Extraction of Information from Documents ,Websites ,Articles abstracts and reviews Designing and Re –designing information Audience analysis ,Composing Visuals ,Revising and Proof reading.

**Module 4 Oral Communication -1 (3 Hrs):** Introduction to Oral presentations, speech anxiety; speech skill; delivery basics; topic selection; introduction to impromptu speaking

**Module 5 Oral Communication-2 (3 Hrs):** Argument Building, Use of evidence and warrants, refutation and arguments, Deconstruction – organizing and developing ideas quickly.

**Module 6 Employment related Communication (4 Hrs):** Cover Letter –Resume – Follow up – Online Resume – Interview Skills – Listening Skills

### **Suggested Readings:**

Business Communication by Guffey

### **Recommended Reading**

1. Ten Steps to federal Resume By Katharyin Troutman
2. Writing Business Reports by Booher
3. Video viewing – Twelve Angry Men – debrief and group discussion



**Program: MBA (IB)**  
**Course Title: Principles of Marketing**  
**Course Code: MBA\_IB 207**  
**Course Credit: 3 credit hours**

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**Brief Description of the Course:** This module offers an overview of the activities that firms and individuals engage in as they participate in the market place. The module also considers the impact that and consumer activities have on society as a whole. For the student majoring in marketing, the module will provide a foundation upon which to build a more comprehensive understanding. For the non-major, the module will provide an opportunity to understand the objectives, methods, structure, and problems of marketing and their interrelationships to other areas of managerial responsibilities. The module will help make each student a more informed consumer.

**Learning Objectives:** to demonstrate the role of marketing in the company; to explore the relationship of marketing to other functions.

**Pedagogy:** Lecture, student centered activities such as case studies, application exercises, assignments, mastery project

**Course Outline:**

**Module 1 Introduction to Marketing & Marketing orientation (2 Hrs):** Distinguish selling and marketing, Marketing Myopia, production to societal orientation, nature of high performing businesses, marketing process, marketing mix; On completion of the material you would be able to: Understand the evolution of marketing; Various orientations ; Concept of marketing process; How to develop well orchestrated marketing mix

**Module 2 Creating Customer value, satisfaction & loyalty (3 Hrs):** Importance of satisfying customers - Measuring customer satisfaction – Delivering customer value; **On** completion of the material you would be able to: Explain the relationship between value, customer satisfaction and quality; Major components & methods to measure customer satisfaction; Benchmarking process and its role in improving in its marketing activities; Delivering value to customers by balancing the marketing mix elements

**Module 3 Marketing Strategies & Plans (3 Hrs):** Levels of Planning – Tools for marketing planning – Elements of Marketing Strategy; On completion of the material you would be able to: How marketing planning differs at various levels in organization; Identify the environmental characteristics that influence strategy decision; Draw up a formal marketing plan.

**Module 4 The market Environment, Ethics & Social Personality & Marketing System, Marketing Research, Demand Forecasting (3 Hrs):** Environmental Scanning - Macro and Micro environment - Components of modern Marketing Information System - Constituents of a good Marketing Research - Measuring & forecasting demand; On completion of the material you would be able to identify the components of the marketing environments; Understand the steps in marketing research process; Develop effective metrics for measuring marketing productivity; Assess the ROI of marketing expenditures; Develop good sales forecast

**Module 5 Dealing with Competition (2 Hrs):** Competitor Analysis --Marketing strategies for combating competition - leader strategies- challenger and follower strategies; on completion of the material you would be able to identify your primary competitors and analyze them  
Better manage the brands in the face of competition, based on the respective market position.

**Module 6 Analyzing Consumer Markets & Business Markets (4 Hrs):** External factors- Internal factors- Decision Making Process- The five stage model - Post Purchase Behavior. Buying Situations – Business buying process – Managing B2B customer relationships – Institutional & Government markets; on completion of the material you would be able to: Understand the differences between Organizational buying and Consumer buying, their buying decision criteria's. Gain thorough understanding of the consumer to help you market the right products to the right consumer in the right way. How consumer characteristics influence buying decisions. Psychological Factors influencing buying process .Buying  
Syllabus 2009-10





decision process – The Five Stage model; Major participants in the B2B buying process. How to build strong relationships with business customers

**Module 7 Segmenting, Targeting and Positioning (3 Hrs):** Segmentation variables – Target market selection & positioning; understand the levels of market segmentation and to effectively segment the markets; understand how to choose the most attractive target markets. Better manage the brands in the face of competition, based on the respective market position.

**Module 8 Setting Product Strategy & Developing New Products (2 Hrs):** Levels of products - Product Mix- Types of products - New Product planning - New product development process - Product safety and liability; On completion of the material you would be able to Understand the classification and characteristics of products; Build and manage product mix and product lines; Combine brands to create strong brands or ingredient brands; Effectively use packaging, labeling, warranties, and guarantees as marketing tools New product development strategies and the determinants of each strategy's success; Identify the determinants of new products rate of adoption and the methods for accelerating the speed of adoption.

**Module 9 Crating Brand Equity (2 Hrs):** Brand equity and brand strategy -Types of positioning- ways of brand differentiation- PLC and strategy; On completion of the material you would be able to effectively choose and communicate a positioning in the market Building and measuring brand equity; Develop strategies for products at various stages of the life cycle

**Module 10 Setting Pricing Strategies (3 Hrs):** Pricing-Experience curve-steps in pricing-types of pricing; On completion of the material you would be able to appreciate the essence of pricing; Set and adapt the price for your product or service; Know the various types of pricing practiced in the market place Initiate and respond to price change

**Module 11 Marketing Channel Decisions, Retailing, wholesaling & Logistics (3 Hrs):** Strategic and tactical issues with marketing channels and value networks - Channel Decisions- Channel conflicts- Channel integration; On completion of the material you would be able to Role of marketing channels; Understand how firms decide on the channel; Know how channels integrate and how channel conflicts can be resolved

**Module 12 Managing Integrated Marketing Communications & Advertising (3 Hrs):** What is IMC, Stages in IMC, Relevance to present scenario, Role, importance of advertising. Creativity & media; On completion of the material you would be able to understand how marketing communications work What marketing communications can do for a company; combine and integrate marketing communications, Make print advertisement

**Module 13 Managing Mass Communication – Sales Promotions, Events, Sales Management and Public Relations (3 Hrs):** Sales promotion - brand building events and experiences - public relations and publicity; Sales management; On completion of the material you would be able to effectively use mass media in the new communication environment; Decide on media and measure its effectiveness; Understand the nature and use of four mass communication tools – advertising, sales promotion, events and experiences, and public relations and publicity; Effective Sales management

**Module 14 Managing Holistic Marketing Organization (2 Hrs):** Internal Marketing- Socially Responsible Marketing- Organize, Implement, Evaluate and control marketing activities - Future of marketing ; On completion of the material you would be able to understand the trends in marketing; know how firms can be socially responsible; understand the tools available to monitor and improve a firm's marketing activities

**Module 15: Marketing centered activities (7 Hrs)** Assignments, Mastery project, Articles Case Study, Application exercises

**Recommended texts:**



Christ University, Bangalore, India

1. Marketing Management - Philip Kotler, Kevin Lane Keller 13th edition, PHI
2. Basic Marketing: A Global Managerial Approach, William D Perreault Jr & Jerome McCarty, 15th Edition, TATA McGraw Hill

#### Journals

1. Harvard Business Review
2. Business Week
3. The Journal of Marketing
4. Journal of Marketing Research
5. Strategist (Supplement with Business Standard)
6. Brand Line (Supplement with Businesslike)
7. Brand Equity (Supplement with Economic Times)



**Program: MBA (IB)**  
**Course Title: Business Ethics**  
**Course Code: MBA\_IB 201**  
**Course Credit: 2 credit hours**

Brief Description of the Course: **This course helps students to understand theories and concepts in Business Ethics**

**Learning Objectives:**

3. To sensitize to the nature of ethical issues and ethical dilemmas in corporate world
4. To develop a capacity for ethical reasoning and to apply them in organizational contexts.

**Pedagogy:**

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations

**Course Outline:**

**Module 1 Nature of Business Ethics (3 Hrs):** Sources of ethics-religion, philosophical systems, cultural experience, legal system – importance of ethics; Factors influencing business ethics – leadership, strategy and performance, environment, corporate culture, individual characteristics

**Module 2 Theories of Business ethics (4 Hrs):** categorical imperative of Immanuel Kant, the doctrine of the mean of Aristotle, utilitarian ethics of Stuart mill, Ethical Relativism, Rights Approach, Theory of Justice; Art of war of Sun Tzu, one – minute moralist of Robert Solomon. Indianism and Indian management foundations for value based management

**Module 3 Ethical Decision Making (4 Hrs):** difficulties in decision making – dilemmas; Power and politics in organisations – suggestions for ethical decision making

**Module 4 Managing Ethics (5 Hrs):** codes of ethics, ethics committees, ethics hotlines, ethics training programmes, laws enforcing ethical conduct; Corporate Governance, Corporate Social Responsibility

**Module 5 Ethical Issues (6 Hrs):** Privacy issues, restructuring and layoffs, sexual harassment, whistle blowing; Process relative ethics (use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory.); Ethics in finance and accounting- investment decisions, disclosure norms, insider trading norms – disclosures in financial statements.

**Module 6 Ethics in global business (3Hrs):** Ethical principles governing global business (Model Business principles by US department of Commerce, The Caux Principles, International codes), ethics relation to adapting host countries culture and norms, issues relating negotiators and gift giving, providing access to less developed countries, avoiding sanctions, protection of intellectual properties; National differences in business ethics, pressures for ethical convergence, ethical principles governing global business.

**Reference Books**

1. Business Ethics- Stakeholder and Issues management approach, Joseph W.Weiss
2. Business Ethics: Ethical decision making and Cases, O C Ferrell, John Paul praedrich, Linda Ferrell
3. Laura P. Hartman, Perspectives in Business Ethics, *McGraw-Hill International*
4. George A Steiner and John F. Steiner, Business, Government and Society, *McGraw-Hill International*.
5. Kautilya's Arthasastra by *Penguin*



Christ University, Bangalore, India

6. S.K. Chakraborty Ethics in Management:Vedantic Perspective *Oxford Univ. Press.*



**Program: MBA (IB)**  
**Course Title: Strategic Management**  
**Course Code: MBA\_IB 301**  
**Course Credit: 2 credit hours**

### **Objectives**

The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

### **Pedagogy**

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations.

### **Module 1**

#### **Introduction and Overview of Strategic Management**

Nature and Scope - Elements in Strategic Management Process - Understanding strategy development process in organization and the learning organization - Role of managers at various levels - Vision, mission, values, ethics and social responsibilities - Strategic groups including the five forces model and its limitations - Benefits of strategic approach to managing - Crafting a strategy

### **Module 2**

#### **External & Internal Environment**

National & global scenario - SWOT analysis - Competitive advantages and generic building blocks - Durability of competitive advantages

### **Module 3**

#### **Value Chain Concept and Analysis**

Superior efficiency, quality innovation and customer responsiveness - Competitive strategy at function level, business level & investment level - Strategy in fragmented industries, matured industries in global context

### **Module 4**

#### **Integration, Diversification, Mergers and Acquisitions**

Upstream and downstream integration - Related and unrelated diversification - Business alliances, acquisitions and joint ventures in Indian and international context - Pursuing competitive advantage by competing globally - Competing in emerging foreign markets - Strategies for local companies in emerging markets

### **Module 5**

#### **Strategic Change Management**

Turn around Management and management of strategic change including SBUs

#### **Restructuring politics, power and conflict - Core competence as a tool**

### **Module 6**

#### **Strategies**

Training strategy to fit specific company and industry situations - Strategies for competing in emerging industries of the future - Strategies for competing in



**Program: MBA (IB)**  
**Course Title: Management Accounting**  
**Course Code: MBA\_IB 302**  
**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** The purpose this course to gain insights by extracting information from financial data

**Learning Objectives:** To familiarize students with managerial accounting principles & practices

**Pedagogy:** Lectures, Problem Solving & Case studies

**Course Outline**

Module 1 Analysis of Financial Statements, Trend analysis, Comparative & Common size statements, Ratio analysis (4 hrs)

**Module 2** Financial statement, Interpretation and Ratio Analysis, Types of ratios and its importance, Bases for allocation Funds Flow Analysis, Cash flow Analysis (6 hrs)

Module 3 Budgets & Budgetary Control (6 Hrs): Concepts of Budgets, Advantages, Functional Budgets, Master Budget, Cash Budget, Flexible Budgets, ZBB, Responsibility Accounting, Performance Budgeting.

**Module 4 Working Capital (6 Hrs):** Concept, Working capital cycle, Estimation of WC.

**Module 5 Capital Budgeting (2 Hrs):** Present Value, Payback, ARR, IRR, NPU, Risk based Capital Budgeting

**Module 6 CVP and Break - Even Analysis (6 Hrs):** Marginal Costing Marginal Costing, Differential Costing, Special costs for Management decision making, various management decisions such as make/buy decisions, Plant closure decisions, Pricing

**Reference Books**

1. Lyrich : Accounting for Management, *Tata Mc.Graw Hill, New Delhi, 2001*
2. Sharuk and Govinda Rajan: Strategic Cost Management, *Free Press*
3. Khan and Jain: Cost and Management Accounting: *Prentice Hall, 4<sup>th</sup> Edition, 2001.*
4. Maheswari S.N: Cost and Management Accounting, *Sultan Chand and Co., New Delhi, 6<sup>th</sup> Edition 2001.*
5. Jain and Narang: Cost Accounting: S. Chand and Co., New Delhi, 7<sup>th</sup> Editon, 2001



**Program: MBA (IB)**  
**Course Title: Management Information Systems**  
**Course code: MBA\_IB 303**  
**Course Credit: 2 credit hours**

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**Brief Description of the Course:** This course offers the fundamental framework for information systems application in organization by identifying various Information system solutions for vertical and horizontal workflow of the business operations. Besides it provides opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization

**Learning Objectives:** to understand the framework for information systems and solutions and also to understand design aspects of information system solutions

**Pedagogy:** Lectures, cases

**Course Outline:**

**Module 1 Introduction to Information Systems (4 Hrs):** Concept of Systems, Information Systems, CBIS, Management framework for information Systems, Evolution of Information Systems, Information Technology Infrastructure, Information Systems & Business.

**Module 2 Classification of Information Systems (4 Hrs):** Office Automation systems, Transaction & Analytical processing systems, Managerial Information Systems, group support systems, Decision support systems, Expert systems

**Module 3 Information Systems & Business applications (4 Hrs):** **Operational Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing.** Tactical Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing. Strategic Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing.

**Module 4 Enterprise-wide Information Systems (6 Hrs):** ERP systems, Logistics & Supply chain systems, Customer Relationship systems, Knowledge management systems, Database systems, Data warehousing & Data mining systems, E-Business, Strategic management Systems, Extended ERP systems

**Module 5 Information Systems Analysis & Design (6 Hrs):** Planning of Information Systems, Systems development Life Cycle, Information requirement analysis, Justifying Information systems, Systems Analysis, Systems design, Information systems implementation & maintenance

**Module 6 Management of Information Systems (6 Hrs):** Organizing data processing, Effective organization of Information processing, roles & responsibilities of Information Systems professionals, User-developed applications, Management of End-user computing

**Reference Books**

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – Tata McGraw Hill
3. Management Information Systems, Post Anderson – Tata McGraw Hill
4. Information Systems for Management, Lucas – Tata McGraw Hill
5. Information Technology for Management, Turban, Mclean – Wiley
6. Management Information Systems, Schultheis – Tata McGraw Hill



**Program: MBA (IB)**  
**Course Title: Research Methodology**  
**Course Code: MBA\_IB 304**  
**Course Credit: 2 credit Hours**

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**Brief Description of the Course:** This course provides an introduction to various research approaches, analytical tools and techniques as applied to business decision making.

**Learning Objectives:** (a) Understanding of the importance of research in creating and extending the knowledgebase of their subject area; (b) Ability to distinguish between the strengths and limitations of different research approaches regarding their subject/research area; (c) Knowledge of the range of qualitative and quantitative research methods potentially available to them; (d) The ability to differentiate between the role of practitioners and the role of researchers; (e) An understanding of and begin to critically reflect upon issues of ethics and role of the researcher; (f) The skills to work independently, to plan and to carry out a small-scale research project

**Pedagogy:** Lectures, Case lets Projects and Assignments

### **Course Outline**

**Module 1 (3 Hrs):** Introduction to research & research methods; ways of knowing and understanding the world and the research process; the nature of knowledge and theory; philosophy of Social Science Research; relevance of Social Science Research; objectivity and Values in Social Sciences

**Module 2 (3 Hrs):** Logic of Scientific Investigation; theory construction in Social Science research; approaches to Social Science and Managerial Research, Theoretical, Applied and Action Research; ethical issues in research on Human or Social Subjects; non-sexist approach in Social Sciences

**Module 3 (6 Hrs):** research design; review of literature; identification of research gaps and research needs; identification, selection and formulation of research problem; formulating hypotheses/propositions/issues, conceptualizing research problem

**Module 4 (4 Hrs):** Overview of Social Science Methodology; Uni-disciplinary, inter-disciplinary, multi-disciplinary methodologies; Quantitative Research Methods: An Overview; Qualitative Research Methods: An Overview; Historical Method; Case Study Method; Action Research; Monitoring and Evaluation; Triangulation (including/mixing Qualitative and Quantitative) Methods

**Module 5 ( 6 Hrs):** Information needs and use in social sciences: Secondary Sources of Information: Using and Integrating secondary and primary information; Quantitative Data: Kinds and quality of Data, demography, labor force, agriculture, industry; Quantitative Data: Human resources, education, health, housing, employment, banking, rural data base; Quantitative Data: Survey Reports, Research Studies, Historical Data Tools; Statistical Systems – International, National and Local: Objectivity, Reliability and Validity of Data; Surveys and Questionnaires: Questionnaire, Schedule Design and Construction, Sample Surveys, Survey Administration; Observation – Structured and unstructured, Recording and Interpretation of Observations, Ethnography; Interviews: Nature of the Interview Process; Structured and Unstructured Interviews, Focus Groups, Group Discussions

**Module 6 (8 Hrs):** Analysis of Quantitative Data; Analysis of Qualitative Data; Choice of Statistical and Processing Techniques; Interpretative Narrative Methods; Theory of the Testing of Hypotheses; Presentation of Research Findings, Products of Research, Thesis Writing; Factors conducive to research utilization

### **References:**

1. Bell, J. (1993) Doing your research project: a guide for first-time researchers in Education and Social Science, Buckingham, UK: The Open University.
2. Borg, W.R., & Gall, M.D. (1983). Educational Research: An Introduction (Fourth ed.). New York: Longman Inc.





3. Brinberg, D. and McGrath, J.E. (1985) *Validity and the research process*, Newbury Park, CA: Sage Publications, Inc.
4. Erickson, F. (1986). *Qualitative methods on research on teaching*. in M.C. Wittrock (ed.), *Handbook of research on teaching* (3rd ed., pp. 119 - 161). New York: MacMillan.
5. Fitz-Gibbon, C. T. and L. L. Morris (1987) *How to Analyse Data*, Newbury Park: Sage Publications, Inc.
6. Foddy, W (1993) *Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research*, Cambridge: Cambridge University Press.
7. Isaac, S., and Michael, W.B. (1981). *Handbook in research and evaluation: A collection of principles, methods, and strategies useful in the planning, design, and evaluation of studies in education and the behavioral sciences* (2nd ed.). San Diego: EdITS.
8. Yin, R.K. (1994). *Case Study Research* (Second Edition, Vol. 5). Thousand Oaks, CA: Sage Publications, Inc.
9. Statistical Texts
10. Andreski, S. *Social Sciences as Sorcery*. New York: St. Martin's Press, 1973.
11. Blalock, H. M. *Social Statistics*, Rev. 2nd ed. New York: McGraw-Hill, 1979.
12. Duncan, O. *Introduction to Structural Equation Models*.
13. Guilford, J. P. and B. Fruchter. *Fundamental Statistics in Psychology and Education*, 6th ed. New York: McGraw-Hill, 1978.
14. Keppel, G., W. H. Saufley, Jr., and Howard Tokunaga. *Introduction to Design and Analysis: A Student's Handbook*, 2nd ed. New York: W. H. Freeman, 1992.
15. Matlack, W. F. *Statistics for Public Managers*, 1993. Itasca, IL: F. E. Peacock, 1993.
16. Meier, Kenneth J. and J. L. Brudney. *Applied Statistics for Public Administration*, 3rd ed. Belmont, CA: 1993.
17. Phillips, J. L. *Statistical Thinking: A Structural Approach*, 2nd ed. San Francisco: W. H. Freeman, 1982.
18. Renner, Tari. *Statistics Unraveled: A Practical Guide to Using Statistics in Decision-Making*. Washington, DC: International City Management Association, 1988.
19. Reynolds, H. T. *Analysis of Nominal Data*, 2nd ed. Beverly Hills, CA: Sage, 1984.
20. Welch, S. and J. Comer. *Quantitative Methods for Public Administration: Techniques and Applications*, 2nd ed. Chicago, IL: Dorsey Press, 1988.
21. White, Michael J., et al. *Managing Public Systems: Analytic Techniques for Public Administration*. Lanham: University Press of America, 1985.
22. Winkler, R. L. and W. T. Hayes. *Statistics: Probability, Inference, and Decision*, 2nd ed. New York: Holt, Rinehart and Winston, 1975.

### **Statistical Programs**

1. Mstat. Course Technology, Inc., One Main Street, Cambridge, Massachusetts 02142.
2. SAS, Statistical Analysis System. SAS Institute, Inc., Box 8000, Cary NC 27511.
3. SPSS-X, Statistical Package for the Social Sciences. SPSS, Inc., Suite 300, 444 North Michigan Avenue, Chicago IL 60601.
4. STATA. Stata Corporation, 702 University Drive East, College Station, Texas 77840.



**Program: MBA (IB)**  
**Course Title: Business Laws**  
**Course code: MBA\_IB 305**  
**Course Credit: 2 Credit Hours**

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**Brief Description of the course:** The purpose of this course is to familiarize students with domestic laws governing business enterprises

**Learning Objectives:** To enable students to appreciate business law so that they make better business decisions

**Pedagogy:** Lectures, Cases etc

**Course Outline**

**Module 1 Mercantile or Business Law (2 Hrs):** Meaning and Nature of Law-Constitution of India – Broad framework of Constitution of India, Distribution of Legislative powers between union and states, detailed study on distribution of Taxation Powers, Freedom of trade commerce and intercourse in India, Constitutional provisions relating to state Monopoly, Changing constitutional Position towards Right to property in India.

**Module 2 Law of Contract (4 hrs):** Law of Contract; Indian Contract Act, Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract.

**Module 3 FEMA (4 Hrs):** Contra Foreign exchange management act 1999, FDI, Convertibility, Export of goods and services, Technology agreement, Royalty.

**Module 5 Financial Sector Laws, SEBI ,RBI, Negotiable instruments (12 Hrs):** Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in due course; Discharging of Negotiable Instrument and Liability of Parties; Dishonor of Negotiable Instrument. Recent trends in Banking related laws (RTGS) Consumer Protection Act, Environmental Protection Act

**Module 6 Company Law (4 Hrs):** Elements of Company Law: Company and its Incorporation: Company management and winding up. Elements of competition law; Comparative study of U K and Other Company Laws

**Module 7 Corporate Governance Concepts (2 Hrs):** Corporate Governance; Desirable Codes for Corporate Governance: Effective Corporate-Governance: International Experiences, listing agreement

**Module 8 Intellectual Property rights Recent trends in International Business Laws (2 Hrs):** New developments in the issues

**Reference Books**

1. P.M. Bakshi: The Constitution of India.
2. K.C.Gopalakrishnan: Legal Economics – International Dimensions of Economics and law, Eastern Book Company, Lucknow
3. P.M. Bakshi : The Environment Protection Act 1986, 1992
4. K.K.Nayak : Consumer Protection law in India- AN Eco Legal Treatise on Consumer, 1991



**Program: MBA (IB)**  
**Course Title: Domestic Business Environment**  
**Course code: MBA\_IB 306**  
**Course Credit: 2 credit Hours**

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**Brief Description of the Course:** This course helps students to develop rich and nuanced understanding of the current issues in Indian Economy and their implications to practicing managers

**Learning Objectives:**

- (1) Part I: Historical Perspectives: To help students to develop an understanding of history and development of Indian economy since independence and under various five year plans.
- (2) Part II: Current Issues: To help students to analyze current issues in domestic business environment

**Pedagogy:** Lectures, Projects and Assignments

**Course Outline – Part I**

Module 1 Indian Economy since Independence (2 Hrs): **Pre-independence business scenario; features of Indian economy; emergence of mixed economic framework; population problem & policy; phases of growth & development in Indian economy**

Module 2 Industrial Development Policy and Role of Public Sector (2 Hrs): **Phases of Industrial Development; Emergence of Industrial Policy; classification and development over the last six decades; public sector – the logic & fallacies; public v/s private investments; electronics industry; structure & growth**

**Module 3 Five Year Plans (2 Hrs):** Objectives of planning; reading through the eleven five year plans; strategies & targets; achievements

**Module 4 Green Revolution & Food security (4 Hrs):** Colonial legacy; Food security; Green revolution – necessity & achievements; Fall out of green revolution; reforms process & agriculture; trade in agricultural commodities; contract farming and interdependence of industry & agricultural

**Course Outline – Part II**

**Module 5 1991 crisis – the road to liberalization & reforms (2 Hrs):** Analyzing underlying factors that led to 1991 crisis and understanding the logic of liberalization & reforms

**Module 6 Deregulations & privatization (2 Hrs):** Understanding the process of deregulations and privatizations. A critical evaluation of the policy frame work under this heading.

**Module 7 Recent Budgets, tax reforms and Value Added Tax: (2 Hrs):** Critical analysis of the recent budgets and most specifically the latest budget.

**Module 8 Monetary Policy; Banking Reforms and Securitization Act (2 Hrs):** An in-depth analysis of financial sector reforms and its implications on business firms

**Module 9 Capital Market & Stock Market Reforms (4 Hrs):** Reform issues pertaining to capital markets (debt & Equity) and also derivatives markets. FOREX market and commodity markets

**Module 10 Corporate Governance (2 Hrs):** Issues pertaining to corporate governance, investors' confidence and recent issues in corporate governance

**Module 11 Foreign Trade and Investment; towards rupee convertibility (2 Hrs):** Trade related reforms and steps towards rupee convertibility - critical analysis



**Module 12 Globalization & WTO (2 Hrs):** Impact of globalization on domestic firms and WTO & free trade

**Module 13: Infrastructure – Energy, Transport & telecom (2 Hours):** Analysis of recent policies in infrastructure sector, developing an understanding of problems & issues

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**Prescribed Textbook:**

Indian Economy – Duttan and Sundaram

**Additional Readings:**

1. India Development Report; 2004-2005
2. India – Sustaining Reform, Reducing Poverty – The World Bank
3. Reintegrating India with the World Economy by T N Srinivasan & Suresh Tedulkar
4. India Infrastructure Report, 2004
5. The Fortune at the Bottom of the Period by C K Prahalad
6. T. N Srivasan, Eight Lectures on India's Economic Reforms, Oxford

**Team Assignments:** Teams have to submit an in-depth report on the allotted topics and make a presentation

**Special Instructions:**

1. Students should regularly read the business dailies such as The Economic Times, The Business Standard, The Financial Express and also the periodicals such as Business World, Business India and Business Today
2. Students should refer to [www.ibef.org](http://www.ibef.org) – Website of the India Brand Equity Foundation. This website has rich material on a wide range of topics that can be drawn upon while working on project assignments



**Program: MBA (IB)**  
**Course Title: International Business**  
**Course Code: MBA\_IB 307**  
**Course Credit: 2 credit hours**

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**Brief Description of the Course:** This course is designed to familiarize the students with concepts, principles, and strategies of running cross-border business.

**Learning Objectives:** To acquire knowledge that is uniquely suitable to run business in the global scenario

**Pedagogy:** This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations

**Course Outline:**

**Module 1 Nature of international business (4 Hrs):** drivers of cross-border business, routes of global business and active players in multinational business; Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factors endowment theory, product life cycle theory, Porter's national competitive advantage; International business environment – political, economic, technological and cultural factors, cross-cultural management, levels of culture, models to aid international managers

**Module 2 International strategic management (8 Hrs):** Process of strategic management. Organizing international business – international designs, factors influencing choice of a design, issues in organization design

**Module 3 Managing business functions internationally (6 Hrs):** Marketing – benefits of international markets, major activities in international marketing; Operations management – operations management and competitive advantage, strategic issues in operations management; Technology transfers – issues arising out of technology transfers; International financial management – major activities, financing foreign trade, international accounting; International human resource management, managing international HR activities

**Module 4 International Business Environment (6 Hrs):** International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work - Integration between countries, levels of integration, impact, and major trading blocks. -WTO – implications for India

**Module 5 Social responsibility and ethical issues in international business (6 Hrs)** – national differences in ethics and social responsibility, codes of conduct for MNC's, decision flow chart for an MNC.

**Reference Books**

1. Charles W.L. Hill, Arun K Jain, International Business, *McGraw-Hill*
2. John D. Denials and Lee H Daniels & Radebaugh, International Business, *Pearson Education*
3. Andrew Harrison, et al, International Business, *Oxford*.
4. John B. Cullen, Multinational Management, South – *Western college publishing*.
5. Hodgetts and Fred Luthans, International Management, *Tata McGraw – Hill*.
6. K.Aswathappa - International Business, *Tata McGraw-Hill*



### **Abridged Syllabus for Second Year**

**Core: International Business Environment:** This course deals with the environmental variables that affect the conduct of business across borders. It covers both economic and socio-political analyses in terms of how they affect and shape the conduct of international trade and investment. You also are exposed to the major global and regional institutions that regulate trade and finance and the major climatic, geographic, demographic, and social movements that are shaping the business world.

**Core: International Marketing:** Analysis and application of theory and problem solving for marketing management in the global environment. Emphasis is on the role of marketing in the multinational organization, planning and executing multi-country marketing strategies, managing and controlling international marketing operations, and evaluating global customers.

**Marketing Elective: Sales & Distribution:** This course will expose the students to the concepts, and principles of sales and distribution management and helps them to develop the necessary skills among the students regarding the personal selling and physical distribution. Nature, importance & dimensions of Sales Management; Planning and organizing Sales Force; Management of the Sales Force; Directing the Sales Force; Controlling and Evaluating the Sales Force; Personal Selling Process.

**Marketing Elective: Business to Business Marketing:** The course is designed to enhance the ability of the students to understand the nature of B-2-B marketing, the process involved in practice, development of Strategies and their implementation. Introduction to & recent trends in Business marketing; Classifying Customers, Organizations, and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets; Organizational Buying and Buying behavior: The nature of buying, organizational buying process- A process flow model; Customer relation ship Management Strategies for Business Markets; Segmenting, Targeting and Positioning; Organizational Demand analysis; Marketing mix.

**Marketing Elective: Services Marketing:** The aim of this course is to impart knowledge needed to implement quality service and service strategies for competitive advantages across service industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages. Focus on the customer; listening to customers requirements; - Aligning Strategy, Service Design, and Standards; Delivering and Performing Service; Managing Service Promises

**Marketing Elective: Marketing Communication:** Case studies, analysis of Integrated Marketing Communications campaigns through the use of video and other IMC material, presentations and class exercises; The field of Advertising Management; Advertising Agencies; Advertising Planning and Decision making; Determinants of Advertising Strategy; Advertising and Consumer Behavior; Message Strategy; Message Tactics; Media Strategy and Tactics; Internet Advertising; Events, Sponsorships, POP and Outdoor Advertising; Sales Promotion; Direct Marketing ; Public Relations, Corporate Advertising and Publicity; Effects of Advertising; Regulation of Advertising

**Finance Elective: Security Analysis and Portfolio Management:** Analysis of various companies valuation; Concept - investment v/s speculation - arbitrage - gambling - investment objective - investment process - investment constraints - investment strategy - selection of securities - buying, selling, and holding decisions and strategies - Market indices - credit rating and agencies - credit rating and their functions, working and operations; Fundamental analysis - economic analysis - economic forecasting - indicators - Industry analysis - classification schemes - Industry life cycle - Company analysis - measuring earnings - forecasting earnings - Technical analysis - charting - different tools for technical analysis - efficient market Hypothesis; Risk and return - Markowitz model - risk return optimization - Sharpe portfolio optimization - Portfolio investment process - investment timing and evaluation - portfolio revision - Mutual funds - Managed portfolio and performance

**Finance Elective: Mergers & Acquisition:** Evaluation of merger as a capital budgeting proposal; Purchase of a division/plant. Takeovers, joint ventures; Managing an acquisition, portfolio restructuring, financial restructuring. Organizational restructuring, dynamics of restructuring;

**Finance Elective: Futures and Options:** Foreign exchange market - functions - Participants - currency derivatives - Forwards - Swaps - Currency futures and Options - Interest rate futures - speculation; Foreign Exchange Risk Management; measuring and managing accounting exposure - transaction exposure - translation exposure - Hedging - measuring and managing economic exposure - managing operating exposure - managing interest rate exposure

**Finance Elective: Working Capital Management:** Operating Cycle, A/R Management, Cash Management, Inventory management; Determinants of Working Capital and production risk



**Core: International Business Law:** This course analyzes the legal environment and problems facing international business and multinational corporations. Topics include international regulatory institutions and the framework of international trade and investment law. Also covered are antitrust law, the regulation of technical transfers, securities law, intellectual property and contracts, and jurisdiction issues.

**Core: International Management:** This course deals primarily with the managerial practices and functions that characterize successful international corporations. It covers issues of organizational structure, planning and budgeting systems, management development and human resources, ethics, cross-cultural issues, the applicability and adaptation of culture-bound policies, communications, and the management of multi-cultural teams. Emphasis is placed on the processes by which multinational organizations are managed, including conflict management, multi-country integration mechanisms, and negotiation strategies.

**Core: International Accounting:** This course deals with a comparative analysis of accounting concepts and practices in different countries and the convergence of international accounting standards. It focuses on the problems associated with accounting in multinational corporations, including the transfer of funds and income measurements, consolidation problems, issues in transfer pricing, and policies appropriate for international mergers and company valuation for acquisitions.

**Core: Global Financial Strategies:** This is a survey course that reviews the international financial environment and the policies involved in managing the financial function in multinational corporations. Also covered are the role of major multilateral financial institutions, international capital flows, and the management of financial risks in international markets. Foreign exchange risks, hedging policies, and international capital budgeting also are treated. The role of the CFO in determining policy is also a central theme of the course.

**Core: Managing Global Production & Technology:** This course explores the management of technology and its relationship to the dynamics of globalization in production in both the manufacturing and service industries. It focuses primarily on the management of international supply chains and on the coordination of manufacturing and service activities across different geographies. In addition to analyses of corporate logistics, the course emphasizes international business process outsourcing and the modeling of international business problems.

**Core: International Business Law:** This course analyzes the legal environment and problems facing international business and multinational corporations. Topics include international regulatory institutions and the framework of international trade and investment law. Also covered are antitrust law, the regulation of technical transfers, securities law, intellectual property and contracts, and jurisdiction issues.

**Core: International Business Policy:** This course emphasizes analysis of corporate strategies in a rapidly developing and changing world environment. It includes discussion of forecasting, planning, and contingency strategies. The course is taught by the case method and stresses the environmental and institutional constraints on decision making within the organization.



**B. SCHEME OF EXAMINATIONS AND PASS PERCENTAGES:**

The total marks for evaluation of each subject will be 100. For all terms there shall be a Mid Term Examination (MTE) for 25 marks per subject and an End Term Examination (ETE) for 50 marks per subject. The balance marks will be allocated across various continuous assessment tools such as project work, assignments, team presentations, class participation, and attendance and simulation exercises at the discretion of the course faculty. While ETE is administered by the University, the rest of the assessment will be performed by the course faculty as part of Continuous Internal Assessment (CIA) scheme.

Minimum marks required for passing:

PERCENTAGE	GRADE	GRADE POINT	INTERPRETATION	CLASS
80 & above	A	3.00	EXCELLANT	FIRST CLASS
80-89	B	2.67	Good	SECOND CLASS
70-79	C	2.33	SATISFACTORY	SECOND CLASS
60-69	D	2.00	PASS	PASS CLASS
Below 60	F	0.00	FAIL	-----

**C. Duration and Schedule of Academic Terms (PROVISIONAL)**

Term	Start Date	End Date	Remarks
I	June 1, 2009	September 15, 2009	Nil
II	September 20, 2009	December 20, 2009	Includes Student Activities
III	January 2, 2010	March 31, 2010	Includes Internship work
	April 1, 2010	June 1, 2010	Internship
IV	June 15, 2010	September 15, 2010	Singapore Term
V	September 20, 2010	December 20, 2010	Includes Electives
VI	January 2, 2011	March 2, 2011	Includes Electives & Placement activities