

## MBE 1.1 BUSINESS ECONOMICS

### Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

### Course Inputs

1. **Nature and Scope of Managerial Economics:** Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts –incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. **Theory of Consumer Choice:** Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
4. **Production Theory:** Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.
5. **Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.
6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.
7. **Business Cycles:** Nature and phases of a business cycle; Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.
8. **Inflation:** Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

## References

- Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
- Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
- Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
- Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
- Dholakia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
- Eaton, B.Curtis and Diane Eaton: Micro Economics, Prentice Hall, New Jersey.
- Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London.
- Haynes, W.W., V.L. Moto and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi
- Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
- Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
- Varian, H.R: International Microeconomics: A Modern Approach, East West Press, New Delhi
- Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
- Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.
- Adhikary M. Business Economics, Excel Books, New Delhi.

## MBE 1.2 BUSINESS FINANCE

### Objective

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

### Course Inputs

1. **Financial Management:** Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.
2. **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.
3. **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.
4. **Operating and Financial Leverage:** Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
5. **Capital Structure Theories:** Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.
6. **Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.
7. **Management of Working Capital:** Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.
8. **Management of cash, receivables and inventory.**

### References

Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.  
Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

Chandra, Prasanna: *Financial Management*, Tata Mc Graw Hill, Delhi.

Hampton, John: *Financial Decision Making*, Prentice Hall, Delhi..

Pandey, I.M: *Financial Management*, Vikas Publishing House, Delhi.

Van Horne, J.C. and J.M Wachowicz Jr.: *Fundamentals of Financial Management*, Prentice-Hall, Delhi.

Van Horne, James C: *Financial Management and Policy*, Prentice Hall, Delhi.

Pinches, George E: *Essentials of Financial Management*; Harper and Row, New York.

Khan MY, Jain PK: *Financial Management*; Tata McGraw Hill, New Delhi.

Archer, Stephen, H., Choate G Marc, Racotte, George: *Financial Management*; John Wiley, New York.

Block, Stanley B, Geoffrey A Hill: *Foundations of Financial Management*; Richard D. Irwin, Homewood, Illinois.

## MBE 1.3 BUSINESS STATISTICS

### Objective

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

### Course Inputs

1. **Univariate Analysis:** An overview of central tendency, dispersion, and skewness.
2. **Probability Theory:** Probability –classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.
3. **Probability Distributions:** Binomial, Poisson, and normal distributions; Their characteristics and applications.
4. **Statistical Decision Theory:** Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
5. **Sampling and Data Collection:** Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. **Data Sources:** -primary and secondary; Primary data collection techniques - schedule, questionnaire, and interview.
7. **Statistical Estimation and Testing:** Point and interval estimation of population mean, proportion, and variance; Statistical testing –hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.
8. **Non Parametric Tests:** Chi-square tests; Sign tests; Wilcoxon Signed –Rank tests; Wald –Wolfowitz tests; Kruskal-Wallis test.
9. **Correlation and Regression Analysis:** Two variables case.
10. **Index Numbers:** Meaning and types; Weighted aggregative indices –laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price –quantity) relatives; Tests of adequacy; Special problems –shifting the base; splicing overlapping index series; Uses and problems.
11. **Statistical Quality Control:** Causes of variations in quality characteristics; Quality control charts –purpose and logic; Constructing a control chart –computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes –fraction defectives and number of defects; Acceptance sampling.

## References

Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi.

Heinz, Kohler: Statistics for Business & Economics, Harper Collins, New York.

Hien, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey.

Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, NY.

Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall , Delhi.

Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press, London.

## MBE 1.4 PRINCIPLES OF MANAGEMENT

### Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

### Course Inputs

1. Schools of Management Thought: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.
2. Managerial Functions: Planning –concept, significance; types; Organizing –concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control –nature, process, and techniques.
3. Organisational Behaviour: Organisational behaviour –concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.
4. Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.
5. Group Dynamics and Team Development: Group dynamics –definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.
6. Leadership: Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

7. Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.
8. Interpersonal and Organisational Communication: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.
9. Organisational Development: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

## References

- Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
- Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
- Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
- Ivancevich, John and Michael T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
- Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.
- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
- Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
- Robbins, Stephen P: Organizational Behavior, Prentice Hall, New Delhi.
- Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York.
- Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice In India, Prentice Hall, New Delhi.



## **MBE 1.5 MARKETING THEORY AND PRACTICES**

### **Objective**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

### **Course Inputs**

1. **Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.
2. **Market Analysis and Selection:** Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.
3. **Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle –strategic implications; New product development and consumer adoption process.
4. **Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
5. **Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
6. **Promotion Decisions:** Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion –tools and techniques.
7. **Marketing Research:** Meaning and scope of marketing research; Marketing research process.
8. **Marketing Organisation and Control:** Organising and controlling marketing operations.
9. **Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

## References

- Kotler, Philip and Gary Armstrong: Principles of Marketing , Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall , New Delhi.
- Mc Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
- Ramaswamy,V.S and Namakumari,S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
- Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

## MBE 1.6 BUSINESS ENVIRONMENT

### Objective

This course develops ability to understand and scan business environment analyse opportunities and take decisions under uncertainty.

### Course Inputs

1. **Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. **Economic Environment of Business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.
3. **Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.
4. **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
5. **International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

### References

- Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.  
Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.  
Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N. Delhi  
Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi.

Chakravarty, S: Development Planning, Oxford University Press, Delhi.

Ghosh, Biswanath: Economic Environment of Business, Vikas Pub, New Delhi.

Govt. of India: Economic Survey, various issues.

Raj Agrawal and Parag Diwan, Business Environment; Excel Books, New Delhi.

Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.

Sengupta, N.K: Government and Business In India, Vikas Publication, New Delhi.

## MBE 1.7 COMPUTER APPLICATIONS

### Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

### Course Inputs

1. **Computer Hardware:** Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.
2. **Personal Computers:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.
3. **Modern Information Technology:** Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.
4. **Introduction to Operating Systems:** Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.
5. **Word Processing:** Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.
6. **Spread Sheets:** Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.
7. **Presentation with Power-Point:** Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.
8. **Introduction to Lotus Smart Suite for Data Sheet Analysis:** Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions-mathematical, statistical, logical and finance functions; Goal

seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages:** Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares), Talley etc.
10. **Introduction to Statistical Packages:** Usage of statistical packages for analyses in research –Lotus and Excel, SPSS; SYSTAT.

## References

Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.

Dienas, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.

Mansfield, Ron: The Compact Guide to Microsoft office; BPB Publication, Delhi.

Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.

O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.

Ullman, J.O: Principles of Database Systems, Galgotia Publications, New Delhi.

## **MBE 2.1 ECONOMIC ANALYSIS & POLICY**

### **Course Objective:**

The paper deals with the micro and macro theories of distribution, welfare economics, general equilibrium in closed and open systems and analysis of economic behaviour under uncertainty.

### **Course Outline:**

- Unit – 1: Micro Economic Analysis: Introduction and basic concepts, Demand Analysis, Theory of Production and Costs.
- Unit – 2: Price and Output Determination, Alternative theories of the firm, Distribution.
- Unit – 3: Welfare Economics, General Equilibrium, Economics of Uncertainty.
- Unit – 4: Macro Economic Analysis: National Income and Accounts, Consumption Function, Investment Function.
- Unit – 5: Supply of Money, Demand for Money, Neo – classical and Keynesian Synthesis, Post – Keynesian Demand for Money.
- Unit – 6: Macro Economics in open Economy, Theory of Inflation, Business Cycles, Neo – classical Macro Economics.

### **Suggested Reading:**

1. Sen, A. (1999), Microeconomics : Theory and Applications, Oxford University Press, New Delhi.
2. Da Costa, G. C. (1980), Production, Prices and Distribution, TMH, New Delhi.
3. Heathfields and Wibe (1987), An Introduction to Cost and Production Functions, Macmillan London.
4. Broadway, R. W. and N. Bruce (1984), Welfare Economics, Basil Blackwell, London.
5. Romer, D. L. (1996), Advanced Macroeconomics, McGraw Hill Company Ltd., New York.
6. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.
7. Gordon, R. and S. G. Harris (1998), Macroeconomics, Addison Wesley.
8. McKinnen, G. E. (1978), Money, The Price Level and Interest Rates, Prentice Hall of India, New Delhi.
9. Reddy, Y. V. (2000), A Review of Monetary and Financial Sector Reforms in India – A Central Banker's Perspective, UBSPD, New Delhi.

## **MBE 2.2 ORGANIZATION BEHAVIOUR**

### **COURSE OBJECTIVE :**

There are three objectives of this course: (a) To explore group behaviour and dynamics for human effectiveness (b) To analyse and implement the processes affecting the working (c) development and change in Organisation.

### **COURSE OUTLINE :**

- Unit - 1 :** Group Dynamics : Inter-group and inter-group processes. Power and Politics, conflicts and integration processes.
- Unit - 2 :** Organizational Structure and Design: Job Design and Quality of work life. Organizational climate and culture; cross cultural dynamics.
- Unit - 3 :** Organizational Effectiveness and management of change : issue and Challenge.
- Unit - 4 :** Organizational Development: Concept, Scope, practice and process of organizational Development interventions. Personal, Interpersonal, group process in Organizational development. Team Building and team development.
- Unit - 5 :** Emerging Trends : Organization learning, Empowerment, Corporate governance etc.

### **SUGGESTED READING**

1. W.G. Scott & T.R. Mitchell : Organization Theory-A structure & Behavioural Analysis.
2. R.A. Sharma : Organisation Theory and Behaviour.
3. Ishwar Dayal : Organisation Development.
4. W.G. Bennis : Organisation Development- Its Nature, origins and Prospect.
5. French & Bell : Organisation Development.
6. Robbins : Organisational Behaviour, Concepts, Controversies and Application, Prentice Hall of India.
7. Fred Luthans : Organizational Behaviour, McGraw Hill.
8. R.D. Pathak : Human Behaviour in the Changing Environment.
9. Uma Sekaran : Organizational Behaviour, Tata McGraw Hill.
10. Holt : Management.
11. Keith Devis : Organizational Behaviour at Work, McGraw Hill.



## **MBE 2.3 INTERNATIONAL FINANCE**

### **Objective**

This course helps students understand the conceptual framework of international finance and use thereof in making financial decisions.

### **Course Inputs**

1. **International Monetary and Financial System:** Importance of International finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.
2. **Balance of Payment and International Linkages:** Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit.
3. **International Financial Markets and Instruments:** International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.
4. **Foreign Exchange Markets:** Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market -cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates -spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.
5. **Foreign Exchange Risk:** Transaction exposure, translation exposure and economic exposure; Management of exposures - internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.
6. **Management of Risk in Foreign Exchange Markets:** Forex derivatives - swaps, future and option and forward contracts.
7. **International Capital and Money Market Instruments:** GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.
8. **Multilateral Financial Institutions:** Role of IMF, IBRD and other development banks; International investors and foreign investment institutions.
9. **Current Developments:** International indebtedness; Capital account convertibility - pros and cons; Innovations in international financial instruments.

## MBE 2.4 BUSINESS LAW

### Objective

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business.

### Course Inputs

1. Indian Contract Act, 1872: Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract, discharge of contract, consequences of breach of contract.
2. Sale of Goods Act: Definitions, conditions and warranties; Transfer of property, rights of unpaid seller.
3. The Negotiable Instruments Act, 1881: Definitions, types of negotiable instruments; Negotiation; Holder and holder in due course; Payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.
4. The Companies Act, 1956: Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company managements; Winding up and dissolution of companies.
5. FEMA, 2000.
6. Restrictive and Unfair Trade Practices, Consumer Protection Act: MRTP Act 1969 – monopolistic trade practices; Restrictive trade practices; Unfair trade practices; The Consumer Protection Act 1986–salient features; Definition of consumer, rights of consumer; Grievance redressal machinery.
7. SEBI Act, 1992.
8. WTO: Regulatory framework of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment to developing countries; Regional groupings; Technical standards; Anti-dumping duties and other NTBs; Custom valuation; Dispute settlement, TRIPs and TRIMs.

### References

Avadhani V.A: SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.  
Indian Contract Act, 1872.  
SEBI Act 1992, Nabhi Publication, Delhi

## MBE 2.5 MANAGEMENT & COST ACCOUNTING

---

### COURSE OBJECTIVE :

The thrust of this course makes the student conversant with the three types of information generated within an organisation viz. full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.

### COURSE OUTLINES :

- Unit - 1 :** Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system.
- Unit - 2 :** The elements of cost-direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics.
- Unit - 3 :** Marginal costing/variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept.
- Unit - 4 :** Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process.
- Unit - 5 :** Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing.

### SUGGESTED READING :

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noore and R.K. Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Inddian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accountng.
6. Gordeon Shillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th edition, 1980).

## MBE 2.6 OBJECT ORIENTED PROGRAMMING

### Course Objective:

The course is designed to acquaint the students with the latest programming techniques and concepts using oops and its applications in business operations.

### Course Outline:

**Unit – 1: Principles of object oriented programming:** Software evolution, object oriented programming paradigm, Basic concepts of Object Oriented Programming, Benefits of OOP, application of OOP, simple C++ programming, More C++ statements and example with Class, A structure of C++ program creating the source file, compiling and linking.

**Unit – 2: Tokens expressions and control structures:** Introduction tokens, keywords, identifiers, basic data types ,user defined data type, derived data types, declaration of variables , reference variable , operators in C++ , scope resolution operator.

**Unit – 3: Functions in C++:** The main function, function prototyping, inline function, default arguments, friend function

**Classes and Objects:** C structures, revisited, specifying a Class, Defining member function, a C++ program with class, making an outside function inline, private member function, arrays with a class, memory allocation for objects, array of objects, objects as function arguments, friend functions.

**Unit – 4: Constructor and Destructor:** Constructors, Destructors, Inheritance.

**Unit – 5: Pointers, Polymorphism:** Pointers to object, pointers to derived classes, virtual functions..

### Suggested Reading:

1. E. Balaguruswamy, Object Oriented Programming
2. Schaum's Series, Fundamental Of C++
3. Bud, Basics of Object Oriented Programming
4. Ram Baugh, Object Oriented Programming and Its applications.
5. Yashwant Kanitkar, Let us C++

## Objective

This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

## Course Inputs

1. Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview.
2. Financial Markets: Money and capital markets; Money market – meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.
3. Reserve Bank of India: Organisation, management and functions; Credit creation and credit control; Monetary policy.
4. Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.
5. Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; State development banks, state financial corporations.
6. Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.
7. Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.
8. Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.
9. Mutual Funds: Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview.

10. Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.
11. Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.
12. Foreign Investments: Types, trends and implications; Regulatory framework for foreign investments in India.

## References

- Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.
- Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- Ghosh, D: Banking Policy in India, Allied Publications, Delhi.
- Giddy, I.H: Global Financial Markets, A.I.T.B.S., Delhi.
- Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi.
- Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
- Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
- Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
- Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
- Verma JC: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

## **MBE 3.1 : PROJECT APPRAISAL AND INVESTMENT PLANNING**

### **Objective**

The objective of this course is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

### **Course Inputs**

1. **Identification of Investment Opportunities:** Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.
2. **Market and Demand Analysis:** Information required for market and demand analysis; Sources of information- primary and secondary; Demand forecasting.
3. **Technical Analysis:** Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.
4. **Cost of Project and Means of Financing:** Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.
5. **Profitability, Financial Projections and Tax Considerations:** Cost of production; Break-even analysis; Projected balance sheet, profit and loss account and cash flows statement; Provisions and considerations for computing taxable income.
6. **Appraisal Criteria and Appraisal Process:** Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.
7. **Social Cost Benefit Analysis:** Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.
8. **Network Techniques for Project Implementation, Monitoring and Control:** PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

### **References**

Bryce, M.C: Industrial Development, McGraw Hill (Int. Ed), New York.

Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi

I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.

O.E.C.D: (i) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to Practical Project Appraisal.

Pitalo, R.L: Project Appraisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R Sewell: Project Appraisal and Review. Macmillan, India.

Chaudhary, S.: Project Management, Tata McGraw Hill, New Delhi.

Little I.M.D. and Mirrless JA: Project Appraisal and Planning for Developing Countries, Heinemann Education Books, London.



## **MBE 3.2 : INDUSTRIAL ECONOMICS AND LAW**

### **Objective**

The objective of this course is to acquaint students with the industrial economics, finance, market performance, industrial labour etc.

### **Course Inputs**

1. **Framework and Problems of Industrial Economics** : Concept and organization of a firm - ownership, control and objectives of the firm; Passive and active behaviour of the firm.
2. **Market Structure** : Seller's concentration; Product differentiation; Entry conditions; Economics of scale; Market structure and profitability; Market structure and innovation; Theories of industrial location - Weber and Sargent Florence; Factors affecting location
3. **Market Conduct** : Product pricing - Theories and evidence; Investment expenditure - Methods of evaluating investment expenditure; Theories and empirical evidence on mergers and acquisitions (M and As) and diversification.
4. **Market Performance** : Growth of the firm - Size and growth of a firm; Growth and profitability of the firm; Constraints on growth; Productivity, efficiency and capacity utilization - Concept and measurement, Indian situation.
5. **Indian Industrial Growth and Pattern** : Classification of industrial policy in India - Role of public and private sectors; Recent trends in Indian industrial growth; MNCs and transfer of technology; Liberalization and privatization; Regional industrial growth in India; Industrial economic concentration and remedial measures; Issues in industrial proliferation and environmental preservation; Pollution control policies.
6. **Industrial Finance** : Owned, external and other components of funds; Role, nature, volume and types of institutional finance - IDBI, IFCI, SFCs, SIDC, commercial banks, etc.; Financial statement - Balance sheet, Profit and loss account; assessment of financial soundness, ratio analysis.
7. **Project Appraisal** : Cost-benefit analysis - Net Present Value (NPV) and internal rate of return (IRR) criteria - balancing private and social returns.
8. **Industrial Labour** : Structure of industrial labour; Employment dimensions of Indian industry; Industrial legislation; Industrial relations; Exit policy and social security; Wages and problem of bonus - labour market reforms.
9. **Current Problems of Selected Industries** : Iron and Steel; Cotton textiles; Jute; Sugar; Coal; Cement and engineering goods; Development of small-scale and cottage industries in India.

### BASIC READING LIST

- \* Ahluwalia, I.J.(1985), Industrial Growth in India, Oxford University Press, New Delhi.
- \* Barthwal, R.R.(1985), Industrial Economics, Wiley Eastern Ltd., New Delhi.
- \* Cherunilam, F.(1994), Industrial Economics: Indian Perspective (3rd Edition), Himalaya Publishing House, Mumbai.
- \* Desai, B. (1999), Industrial Economy in India (3rd Edition), Himalaya Publishing House, Mumbai.
- \* Divine, P.J. and R.M. Jones et. Al. (1976), An Introduction to Industrial Economics, George Allen and Unwin Ltd., London.
- \* Government of India, Economic Survey(Annual).
- \* Hay, D. and D.J. Morris(1979), Industrial Economics: Theory and Evidence, Oxford University Press, New Delhi.
- \* Kuchhal, S.C.(1980), Industrial Economy of India(5th Edition), Chaitanya Publishing House, Allahabad.
- \* Reserve Bank of India, Report on Currency and Finance(Annual).
- \* Singh, A. and A.N. Sadhu(1988), Industrial Economics, Himalaya Publishing House, Bombay.

## **MBE 3.3 : INTERNATIONAL ENVIRONMENT AND MANAGEMENT**

### **COURSE OBJECTIVE :**

Course objective : The main objective of this course is to familiarize the students with the ongoing issues in international business environment and management.

- Unit - 1 :** International Business : an introduction, Definition nature and scope, process of internationalization, theories of internationalization, bases of international trade.
- Unit - 2 :** International Economic environment, Foreign investment theories and trends, balance of payments, trade barriers: tariff and non tariff, International organizations : WTO, UN, OECD, World Bank, IMF, etc., Free trade and protection.
- Unit - 3 :** International political environment, management of political risks, International Socio-Cultural environment: culture, language, cultural analysis, cultural differences, stereotyping, lifestyles, Managing across cultures: major issues in cross cultural management.
- Unit - 4 :** Organization structures for international business, Strategic international management, competitive advantage, international negotiations, Issues in international technology transfer, patent violations, protection of trademarks and intellectual property.
- Unit - 5 :** Current trends in international business: MNCs, Trade blocks, EURO, World markets : European Union, Japan, Middle East, and the US, environmental concerns and economic development: developed v/s developing and third world nations.

### **SUGGESTED READING**

1. Bhalla, V.K. and Shivaramu, S.; International Business Environment and Business, New Delhi, Anmol.
2. Daniel, J.D. and Stopnehill, Al; International Business, New York, Addison Wesley.
3. Bennet and Kassarijan: International Business, New York, Free press.
4. International Economics : Mannur, H. (Vikas).

## **MBE 3.4 : BUSINESS POLICY AND STRATEGY**

### **COURSE OBJECTIVE :**

To provide an understanding of the integration of the functional areas and to provide a top management perspective.

### **COURSE OUTLINE :**

- Unit - 1 :** Introduction to Business Policy & Strategic Management Nature, importance, evolution, purpose, and objectives of Business Policy concept of strategy; process of strategic management; role of strategists ; and mission, purpose, and objectives.
- Unit - 2 :** SWOT analysis, Components of environment; environmental scanning; appraising the environment; organizational capability factors; and organizational appraisal.
- Unit - 3 :** Strategic alternatives and choice. Grand strategies; different types of strategies; corporate portfolio of analysis; industry and competitor analysis; subjective factors in strategic choice; and strategic plan.
- Unit - 4 :** Strategy implementation, Project and procedural implementation; resource allocation; structural implementation; and functional implementation.
- Unit - 5 :** Behavioural implementation and strategy evaluation, Leadership implementation; corporate culture and politics; personal values and business ethics; social responsibility and strategic management; and strategic evaluation and control.

### **SUGGESTED READING**

- 1.** Ansoff H.I. "Corporate Strategy" McGraw-Hill, New York, 1965.
- 2.** Gluack W.F. & Jauch L.R. "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York, 1988.
- 3.** Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi, 1992.
- 4.** Thomas J.G. "Strategic Management : Concepts, Practice & Cases" Harper & Row, New York, 1988.

## **MBE 3.5 : RURAL MARKETING**

### **Objective**

This course appraises students with the issues in rural and agricultural marketing.

### **Course Contents**

1. **Rural Marketing:** Nature, characteristics and the potential of rural markets in India; Socio-cultural, economic and other environmental factors affecting rural marketing; Attitudes and behaviour of rural consumers and farmers.
2. **Marketing of Consumer Durable and Non-Durable Goods and Services in Rural Markets:** Product planning, pricing, promotion and management of distribution channels for marketing durable and non-durable goods in rural areas; Media planning; Planning and organising personal selling in rural markets.
3. **Marketing of Agricultural Inputs:** Marketing of fertilisers, pesticides, seeds, tractors and other agricultural implements in rural areas.
4. **Agricultural Marketing:** Classification of agricultural products with particular reference to seasonality and perishability; Market structure for agricultural product and its performance; Processing facilities for different agricultural products; Role and types of warehousing.
5. **Agriculture Price Determination and Commodity Trading:** Role of Agricultural Prices Commission; Role of Central and State Governments institutions and organisations in agricultural marketing; Unique features of commodity markets in India.
6. **Problems of Agricultural Marketing in India and Challenges.**
7. **Co-operative Marketing:** Nature, scope and role of co-operative marketing in India.

### **References**

- Annual Reports and Survey Reports: Ministry of Agriculture, Government of India.
- Gopalaswamy, T P: Rural Marketing, Wheeler Publishers, New Delhi.
- Mamoria, C . B.: Agriculture Marketing , Himalya Publishing House, Delhi.
- Nayyar, H and P Ramaswamy: Globalisation and Agricultural Marketing, Rawat Publications, Jaipur
- Rajagopal: Managing Rural Business, Wheeler Publishers, New Delhi
- Rajagopal: Organising Rural Business, Sage Publishers, New Delhi.

## MBE 3.6 : OPERATIONS RESEARCH AND DECISION METH

### Objective

This course aims at developing an understanding of the applications of operations research techniques to business and industry.

### Course Inputs

1. **Operations Research:** Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.
2. **Linear Programming and its Applications:** Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.
3. **Introduction to Other Types of Programming:** Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only).
4. **Waiting Line Models:** Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.
5. **Inventory Control:** Deterministic models and probabilistic models.
6. **Game Theory:** Zero sum game; Pure and mix strategies; Criteria of sharing strategies.
7. **Simulation:** Application of simulation techniques; Monte-Carlo approach.
8. **Net-Work Analysis:** Introduction to PERT and CPM; Application areas of PERT and CPM.

### References

- Sharma J.K.: Operations Research –Theory and Applications, Macmillan India Ltd., New Delhi.
- Agarwal, J.D.and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
- Billy, E. Gillett: Introduction to Operations Research - A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd., New Delhi.
- Lucey, T: Quantitative Techniques, D.P Publications, London.
- Sharma, K.R: Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
- Taha, Hamdy A: Operations Research - An Introduction, Prentice Hall, Delhi.
- Vazsonyi, Andrew and Herbert F.Spriner: Quantitative Analysis for Business, Prentice Hall, New Delhi.
- Vohra, N.D: Quantitative Techniques in Management, Tata McGraw-Hill, New Delhi.
- Wagner, H.M: Principles of Operations Research, Prentice Hall, Delhi.
- Walsman, Terry J. and Parramor Keith. Quantitative Methods in Finance, International Thompson Business Press.
- Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd, New Delhi.

## **MBE 3.7 : INFORMATION MANAGEMENT**

### **Objective**

The objective of the course is to develop an understanding of the structure and role of management information systems in business.

### **Course Inputs**

1. **Introduction:** Concept, evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organisation.
2. **Information and Managerial Effectiveness:** Information as a corporate resource, pervasiveness of information, types of information - operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.
3. **Information Systems:** Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems - transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.
4. **System Development Life Cycle:** Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.
5. **Development and Management of Data Bases:** Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.
6. **Data Communication and Networking:** Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing.
7. **Implementation, Evaluation and Maintenance of System:** Methods and steps in implementation of system; Approaches and process of evaluating MIS.
8. **Security Issues Relating to Information Systems:** Threats to information systems; Vulnerability, risk and control measures.

## References

- Awad, E.M: System Analysis and Design; Galgotia Publications, New Delhi.
- Charles S. Parker: Understanding Networking and the Internet, Dryden Press
- Judith R. Gordon and Steven R. Gordon, Information Systems: A Management Approach, Dryden Press, Illinois.
- Kumar, Muneesh: Business Information Systems, Vikas Publishing House, New Delhi.
- Laudon, Kenneth C and Jane P. Laudon: Management Information Systems: Organisation and Technology, Prentice Hall, New Delhi.
- Licher, Paul: Managing Information Systems: A Strategic Approach, Dryden Press, Illinois.
- Lucas, Henry C: Information Technology for Management, McGraw Hill, International Edition.
- Murdick Robert G., Joel E. Ross and James R. Claggett: Information System for Modern Management, Prentice Hall, New Delhi.
- O'Brien James: Management Information Systems, Tata-McGraw Hill, New Delhi.
- Paul Licher: Managing Information Systems: A Strategic Approach, Dryden Press, Int.Ed. Illinois
- Rajaraman, V: Analysis and Design of Information Systems, Prentice Hall, New Delhi.
- Sadagopan, S: Management Information Systems, Prentice Hall, New Delhi.
- Serm, James A: Analysis and Design of Information Systems; McGraw Hills, Int. Ed. New York.
- Simkin, M.G: Introduction to computer Information System for Business, S.Chand & Co., New Delhi.

SUMMER TRAINING REPORT PRESENTATION AND VIVA-VOCE



## **M.B.E. – 4.1 India's Foreign Trade Policy**

### **Objective**

The objective of this course is to acquaint students with the theoretical framework of international trade policy and trade promotion measures, especially with reference to India

### **Course Inputs**

1. **International Trade:** Theories of foreign trade - absolute and comparative advantage theories; Modern theory of trade - Hecksher-Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.
2. **Commercial Policy Instruments:** Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non - tariff measures.
3. **Trends in World Trade:** Direction and composition of world trade.
4. **India's Foreign Trade and Policy:** Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set - up; Deemed exports; Rupee convertibility; Indian joint ventures abroad; Project and consultancy exports.
5. **Instruments of Export Promotion:** Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organisations; EPZs and SEZs.
6. **Foreign Investment Policy:** Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

### **References**

- Committee on Export strategy: Ministry of Commerce, Govt. of India.  
Economic survey: Ministry of Finance, Govt. of India, various issues.  
Gupta, R.K.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.  
Import and Export Policy: Ministry of Commerce, Govt. of India, various issues.  
Nabhi's Exporter's Manual and Documentation, Nabhi Publication, New Delhi.  
Report of Working Group on Export Houses: Ministry of Commerce, Govt. of India.  
Sodersten, B.O: International Economics, MacMillan, London.  
Varshney R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.  
Verma, M.L: International Trade, Commonwealth Publishers, Delhi.  
World Development Report: World Bank, Washington, D.C

## **M.B.E. – 4.2 Export Import Procedures, Documentation & Logistics**

### **Objective**

The objective of the course is to acquaint students with the procedures and documentation formalities relating to export-import transactions.

### **Course Inputs**

1. **Documentation Framework:** Export import controls and policy; Types and characteristics of documents; Export contract: Incoterms; Processing of an export order.
2. **Export Financing Methods and Terms of Payment:** Negotiations of export bills; Methods of payment in international trade; Documentary credit and collection; UCP 500; Pre - post shipment export credits; Bank guarantees; Foreign exchange regulations and procedures.
3. **Cargo, Credit and Exchange Risks:** Marine insurance- need, types and procedure; ECGC schemes for risk coverage, and procedure for filing claims.
4. **Quality Control and Pre-shipment Inspection Schemes:** Process and procedures; Excise and customs clearance - regulations, procedures and documentation.
5. **Planning and Methods of Procurement for Exports:** Procedure for procurement through imports; Import financing; Customs clearance of import cargo; Managing risks involved in importing - transit risk, credit risk and exchange risk.
6. **Export Incentives:** Overview of export incentives-EPCG, duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.
7. **Trading Houses:** Export and trading houses schemes - criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

### **References**

Customs and Excise Law Times: various issues

Export - Import Policy: Ministry of Commerce, Government of India.

Handbook of Export Import Procedures: Ministry of Commerce, Government of India Vols. I & II

Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi

Mahajan, M I: Exports: Do It Yourself, Snowwhite Publications, Mumbai

## **M.B.E. – 4.3 International Marketing**

### **Objective**

This course aims at acquainting student with the operations of marketing in international environment.

### **COURSE CONTENTS**

- UNIT I International Marketing: Nature, definition, and scope of international marketing; Domestic marketing vs. international marketing; International marketing environment –external and internal..
- UNIT II Identifying and Selecting Foreign Market: Foreign market entry mode decisions.
- UNIT III Product Planning for International Market: Product designing; Standardization vs adaptation; Branding, and packaging; Labeling and quality issues; After sales service.
- UNIT IV International Pricing : Factors influencing international price; Pricing process – process and methods; International price quotation and payment terms.
- UNIT V Promotion of Product/Services Abroad: Methods of international promotion; Direct mail and sales literature; Advertising; Personal selling; Trade fairs and exhibitions.
- UNIT VI International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.
- UNIT VII Export Policy and Practices in India: Exim policy – an overview; Trends in India's foreign trade; Steps in starting an export business; Product selection; Market selection; Export pricing; Export finance; Documentation; Export procedures; Export assistance and incentives.

### **Suggested Readings**

1. Bhattacharya R.L. and Varshney B: International Marketing Management; Sultan Chand, New Delhi.
2. Bhattacharya B: Export Marketing Strategies for Success; Global Press, New Delhi.
3. Keegan W.J: Multinational Marketing Management; Prentice Hall, New Delhi.
4. Kriplani V: International Marketing; Prentice Hall New Delhi.
5. Taggart J.H and Moder Mott M.C: The Essence of International Business; Prentice Hall New Delhi.
6. Kotler Phillip: Principles of Marketing; Prentice Hall New Delhi.
7. Fayer Weather John: International Marketing; Prentice Hall, NJ.
8. Caterora P.M. and Keavenay S.M: Marketing an International Perspective; Erwin Homewood, Illinois.
9. Paliwala, Stanley J: The Essence of International Marketing; Prentice Hall, New Delhi.

## **M.B.E. - 4.4 Foreign Exchange Management**

### **Objective**

To provide an insight into the need and importance of foreign exchange and the mechanisms thereof.

### **Course Inputs**

- |        |                                                                                                                                                                                                                                                                                                    |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unit-1 | Types of foreign exchange markets and transactions, mechanism and instruments of international payments, exchange rate mechanism, decimals, fractions, chain rule.                                                                                                                                 |
| Unit-2 | Quoting foreign exchange rates, spread, official and free market rates, cross rates, forward rates, quoting forward rates, foreign exchange accounting system of a bank.                                                                                                                           |
| Unit-3 | Organisation of the foreign exchange markets, currency futures, currency options, currency swaps, foreign exchange operations, exchange arithmetic.                                                                                                                                                |
| Unit-4 | Corporate exposure management, alternative definitions of foreign exchange risk, exposure information system, alternative strategies for exposure management, exposure management techniques, organisation of the exposure management function, parameters and constraints on exposure management. |
| Unit-5 | Theory and practice of forecasting exchange rates - economic fundamentals, financial and socio-political factors, Technical Analysis, Tax Treatment of foreign exchange gains and losses FEMA.                                                                                                     |
| Unit-6 | Exchange central and foreign exchange regulation in India, organisation of foreign exchange department in a bank.                                                                                                                                                                                  |
| Unit-7 | International Monetary fund, international liquidity, Euro-currency market.                                                                                                                                                                                                                        |

## References :

1. Avadhani, V.A. : International Finance : Theory and Practice, Himalaya Publishing House, Delhi.
2. Chaudhari B. K. : Finance of Foreign Trade and Foreign Exchange, Himalaya Publishing House, Delhi.
3. Sundharam, K.P.M.: Money, Banking and International Trade, Sultan Chand & Sons, New Delhi.
4. Sethi, T.T. : Money, Banking & International Trade, S. Chand & Co., New Delhi.
5. Jain : International Finance Management, Macmillan India Ltd. New Delhi.
6. RBI Manual of exchange control.
7. Verghese, S. K. : Foreign Exchange and Financing of Foreign Trade, Vikas Publications, New Delhi.
8. Aliber, R. Z. *Exchange Risk and Corporate International Finance*, London, Macmillan.
9. Bhalla, V. K. *International Financial Management*, 2nd ed. Delhi, Anmol.
10. Luca Cornelius *Trading in the Global Currency Markets*, NJ, Prentice Hall.
11. Shapiro, A.C. *International Financial Management*, Boston, Allyn and Bacon.
12. Sutton, W. H. *Trading in Currency Option*, NY, New York Institute of Finance.

## **M.B.E.- 4.5 Entrepreneurial Development**

### **Objective**

It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

### **Course Inputs**

- UNIT I** Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.
- UNIT II** Promotion of a Venture: Opportunities analysis; External environmental analysis – economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.
- UNIT III** Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.
- UNIT IV** Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.
- UNIT V** Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

### **Suggested Readings**

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
2. Siner A David: Entrepreneurial Megabooks; John Wiley and Sons, New York.
3. Srivastava S. B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra: Project Preparation, Appraisal, Implementation; Tata McGraw Hill, New Delhi.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
6. Holt: Entrepreneurship-New Venture Creation; Prentice Hall of India.

## **M.B.E. - 4.6 Government Business Interface**

### **Objective**

The objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

### **Course Inputs**

- |        |                                                                                                                                                                                                                                               |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unit-1 | State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India; Public Distribution System; Government Control over Price and Distribution.                               |
| Unit-2 | Consumer Protection Act (CPA) and The Role of Voluntary Organization in Protecting Consumer's Rights. Industrial Policy Resolution, New Industrial Policy of the Government.                                                                  |
| Unit-3 | Concentration of Economic Power; Role of Multinationals, Foreign Capital and Foreign Collaborations; Indian Planning System.                                                                                                                  |
| Unit-4 | Government Policy Concerning Development of Backward Areas/Regions. Government Policy with Regard to Export Promotion and Import Substitution.                                                                                                |
| Unit-5 | Controller of Capital Issues. Government's Policy with Regards to Small Scale Industries. The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance fore Establishing a New Enterprise. |

### **References :**

1. Amarchand, D. Government and Business. New Delhi, Tata McGraw Hill.
2. Cherunilam, Francis. Business and Government. Bombay, Himalaya.
3. Dasgupta A. and Sengupta, N. Government and Business, New Delhi, Vikas.
4. Marathe, Sharad S. Regulation and Development, New Delhi, Sage.
5. Trivedi, M. L. Government and Business. Bombay, Multitech.

## **M.B.E. - 4.7 Project Report**

## **M.B.E. - 4.8 Viva - Voce**