

**DELHI PHARMACEUTICAL SCIENCES & RESEARCH UNIVERSITY**  
*(The First Pharmacy University in India)*  
**School of Allied Health Sciences and Management**



## **Syllabus**

### **MBA in International Trade Management**

## **MBA in International Trade Management (MBA-ITM)**

MBA in International Trade Management (MBA-ITM) program aims to develop global professional managers with requisite skills in planning, implementation, operations management, problem solving, trading and entrepreneurship. Through this rigorous program, graduates will be able to manage various operations of industry nationally as well as globally thus meeting and fulfilling the demand for international trade in this VUCA world.

### **Program Structure, Course Curriculum and Scheme of Examination**

#### **Program Overview**

This program aims to develop professional corporate administrators with requisite skills in planning, implementation, operations management, problem solving, consultancy and entrepreneurship. Through this rigorous program, graduates will be able to manage various operations of industry nationally as well as globally thus meeting and fulfilling the demand for international trade in this VUCA world.

Program Outcomes: After completion of the program, graduates should be able to:

**PO1. Critical Thinking:** Take informed actions after identifying the assumptions that frame our thinking and actions and would enhance their administrative Competence and decision making, when facing the challenges in the international trade.

**PO2. Effective Communication:** Speak, read, write and listen in person and through electronic media to promote knowledge through applied and conceptual research relevant to International trade and management and to disseminate this knowledge through publications for furtherance of international trade development.

**PO3. Social Interaction:** Elicit views of others and mediate disagreements / use negotiation skills while applying skills in planning and managing organizations to help reach conclusions in group settings.

**PO4. Effective Citizenship:** Demonstrate empathetic social concern towards achievement of sustainable development goals, and the ability to act with an informed awareness of international trade issues and policies.

**PO5. Ethics:** Recognize ethical issues, ethical and social responsibility towards stakeholders to justify the moral judgement concerning profession and inspire social values.

**PO7. Self-directed and Life-long Learning:** Engage in independent and life-long personal and professional learning and developing skills to cope with and socio-technological changes

**Program specific Outcomes (PSO's):** After completion of the Program, students should be able to:

**PSO1-** Understand the contemporary techniques of management and their applications in making the administrative roles more efficient.

**PSO2-** Describe the process of decision-making and problem solving, specifically with regard to how world environment shape the conduct of international business across globe.

**PSO3**-Have the skills to analyse and solve operational problems in the delivery of managerial tasks in national and international organizations and inculcate the ability in students to gain multidisciplinary knowledge through simulated problems, cases analysis, projects and industrial trainings.

**PSO4**-Use appropriate strategies for effective planning, implementation and evaluation of various functions in international trade.

**PSO5**-Develop an understanding of the policies, trade mechanisms and the legal environment related to international trade business operations.

**PSO6**- Use oral and written communication skills and intergrate appropriate technology and software skills to develop informative, explanatory, and persuasive presentations.

**PSO7**-To be able to draft sustainable business plan and design advertisement campaigns for corporations.

### **Course Structure and Duration**

It will be an intensive full time two years course, comprising of four semesters, which will include classroom lectures, tutorials, seminars, journal club and practical exposure through internship in various departments of national and international corporations.

This booklet contains the Programme Structure, detailed curriculum and the scheme of examination. The importance of each course is defined in terms of credits assigned to it. The credit units of each course have been further defined in terms of contact hours i.e. Lecture hours (L), Tutorial Hours (T), Practical Hours (P).

It is hoped that it will help the students to study in a planned and a structured manner and promote effective learning.

Wishing students an intellectually stimulating stay at Delhi Pharmaceutical Sciences and Research University.

**MBA IN INTERNATIONAL TRADE MANAGEMENT (MBA-ITM)**

**Course Outline**

**Total Credits: 112**

**Semester-1**

Semester	Paper Code	Subject	Periods			Credit Units	Evaluation scheme		
			L	T	P		Internal	External	Total
<b>1</b>	MBA ITM 101	Principles of Management	3	1	-	4	20	80	100
	MBA ITM 102	Managerial Accounting	3	1	-	4	20	80	100
	MBA ITM 103	Managerial Economics	3	1	-	4	20	80	100
	MBA ITM 104	Human Resource Management	3	1	-	4	20	80	100
	MBA ITM 105	Research Methodology	3	1		4	20	80	100
	MBA ITM 106	Marketing Management	3	1	-	4	20	80	100
		<b>Total</b>		<b>18</b>	<b>6</b>	<b>-</b>	<b>24</b>	<b>120</b>	<b>480</b>

**Value Added Courses**

Semester	Paper Code	Subject	Periods			Credit Units	Evaluation		
			L	T	P		Internal	External	Total
<b>1</b>									
	MBA ITM 107	Business Communication	2	-	-	2	50*	-	<b>50</b>
	MBA ITM 108	Computer Applications in Foreign Trade	-	-	2	2	50*	-	<b>50</b>
		<b>Total</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>100</b>		<b>100</b>

\*Assessment will be done by internal faculty/examiner

**Semester –2**

Semester	Paper Code	Subject	Periods			Credit Units	Evaluation scheme		
			L	T	P		Internal	External	Total
2	MBA ITM 201	Business Statistics	3	1	-	4	20	80	100
	MBA ITM 202	Corporate Finance	3	1	-	4	20	80	100
	MBA ITM 203	Organizational Behavior	3	1	-	4	20	80	100
	MBA ITM 204	International Trade Operation and Foreign Trade policy	3	1	-	4	20	80	100
	MBA ITM 205	International Business Environment	3	1	-	4	20	80	100
	MBA ITM 206	Insurance and Risk Management in Foreign Trade	3	1	-	4	20	80	100
	MBA ITM 207	International Marketing Management	3	1	-	4	20	80	100
		<b>Total</b>		21	7	-	28	140	560

Value Added Courses									
Semester	Paper Code	Subject	Periods			Credit Units	Evaluation		
			L	T	P		Internal	External	Total
2	MBA ITM 208	Global Business Communication and Public Relations	2		-	2	50*	-	50*
	YGS	Yogic Science Theory	Non credit compulsory course**						
	YGS(P)	Yogic Science Practical							
		<b>Total</b>	2	-	-	2	50		50

\*Evaluation will be conducted by internal faculty/examiner

\*\* No Evaluation

Note:

At the end of 2nd semester mandatory Summer Internship of 6-8 weeks. Internship report will be presented and evaluated during 3rd semester.

**Semester –3**

Semester	Paper Code	Subject	Periods			Credit Units	Evaluation scheme		
			L	T	P		Internal	External	Total
3	MBA ITM 301	International Supply Chain Management & Logistics	3	1	-	4	20	80	100
	MBA ITM 302	International Strategic Management	3	1	-	4	20	80	100
	MBA ITM 303	IPR and its Application in Foreign Trade	3	1	-	4	20	80	100
	MBA ITM 304	International Financial Management	3	1	-	4	20	80	100
	MBA ITM 305	Consumer Behaviour	3	1	-	4	20	80	100
	MBA ITM 306	Entrepreneurship Development	3	1	-	4	20	80	100
	MBA ITM 308	Summer Internship Report Evaluation*			-	4	100*		100
		<b>Total</b>		18	6	-	28	220	480
<b>Value Added Course</b>									
Semester	Paper Code	Subject	Periods			Credit Units	Evaluation		
			L	T	P		Internal	External	Total
3	MBA ITM 307	Foreign language (French/German)	3	1	-	4	100*	-	100

**\*Evaluation to be conducted by internal faculty/examiner (done after second semester)**

**Semester –4**

Semester	Paper Code	Subjects	Periods			Credit Units	Evaluation scheme			
			L	T	P		Internal#	External	Total	
4	<b>Open Elective Subjects</b>									
	MBA ITM 401	KPO Management	2			2	50	-	50**	
	MBA ITM 402	Brand Plan	2			2	50	-	50**	
	MBA ITM 403	Project Management	2			2	50	-	50**	
	(A)	<b>Total</b>				<b>4</b>			<b>100*</b>	
	<b>Project work Evaluation</b>									
	MB 404		Dissertation report evaluation (External)	-	-	-	6		150	150
			Internal Assessment	-	-	-	6	150		150
			Viva-voce	-	-	-	4	-	100	100
	(B)	<b>Total</b>				<b>16</b>	<b>150</b>	<b>250</b>	<b>400</b>	
	(A+B)	<b>Overall Total</b>				<b>20</b>			<b>500</b>	

# **SEMESTER-1**



# **Principles of Management**

## **MBA ITM-101**

**Contacts: 3L + 1T**

**Credits: 4**

### **Course Overview:**

The course defines management principles and discusses major functions of managers working in across globe. Knowledge is imparted about the roles and responsibilities in order to accomplish stated objectives with efficiency.

**Course Objectives:** The objectives of this course are to:

- Provide knowledge and ability to apply managerial principles to corporate environment with special reference to industry and trade.
- Discuss organizational behaviour as well as the roles and responsibilities of management and leadership within organizations through the macro (organization-wide) and micro (individual and team performance) perspectives.
- Inculcate the practice of managing individuals and groups through motivation, communication, teamwork, leadership, organizational change, coalition building, negotiation, and conflict management and resolution.

**Course Outcomes:** After Completion of this course, students would be able to:

**CO1** Describe key concepts, theories and techniques for analyzing different organizational situations.

**CO2** Identify and demonstrate the dynamic nature of the environment in which planning, organizing, controlling, staffing, decisions making skills are demonstrated and help the organization in implementation of its vision and mission.

**CO3** Apply the introduced conceptual frameworks, theory and techniques to lead the organization in achieving its goals.

### **Course Content:**

#### **Unit 1: Introduction to Management**

Management- definition, scope, function and significance; approaches to management: system and contingency; Levels of management-concepts of PODSCORB, managerial grid; Evolution of management thoughts-contribution of F.W. Taylor, Henri Fayol and contingency approach, functions of managers.

#### **Unit 2: Planning and Decision making**

Planning- definition, characteristics, objectives, nature, importance, steps, planning process, advantages and disadvantages; Forecasting: definition, techniques, advantages and disadvantages; Objectives and MBO-meaning of objective, MBO, process of MBO, benefits of MBO; strategies, policies and planning premises- nature & purpose, the strategic planning process, TOWS matrix, Portfolio matrix, porter's competitive strategies, implementation. Decision making- meaning, characteristics, process, and systems approach

#### **Unit 3: Organizing**

Organizing- concepts, structure (formal & informal, line & staff and matrix), meaning, advantages and limitations; Departmentation - formal and informal organization, Organizational division-the department, the structure and process of organizing, the span of

management; departmentation by time, enterprise function, geography, product, customer, matrix organization; Strategic Business Units, line and staff concepts, Delegation- authority & responsibility relationship. Staffing- overview of the staffing function

#### **Unit 4: Directing and Leading**

Directing- Meaning and Process; Motivation- Conceptual framework, Theories, Systems and Contingency Approach to Motivation; Leadership- Defining Leadership, Ingredients of Leadership, Styles and Functions of Leadership, Trait Approach to Leadership, Situational or Contingency Approaches to Leadership

#### **Unit 5: Coordination and controlling**

Co-ordination- Feature, Types, Problems, Steps, Co-ordination and Co-operation; Controlling- The Basic Control Process, Initial Control Points and Standards, Control as a Feedback System, Requirement for Effective Control; Control Techniques - The Budget, Traditional Non-Budgetary Control Devices

#### **Text & References:**

1. Koontz, H, Weihrich, H. Mark V, Cannice, M.V. Essentials of Management- An International Innovation and Leadership Perspective, Mc Graw Hill
2. Management. Stephen P. Robbins, Mary Coulter. — 11th ed
3. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.
4. Decenzo David, Robbin Stephen A, "Personnel and Human Reasons Management", Prentice Hall of India, 1996

**Managerial Accounting**  
**MBA ITM-102**

**Contacts: 3L+ 1T**

**Credits: 4**

**Course Overview:**

The course defines to understand and apply accounting concepts, principles and conventions for the professionals in their routine monetary transactions, recognize the circumstances providing for increased exposure to fraud and define preventive internal control measures. Knowledge is imparted to create and prepare financial statements in accordance with Generally Accepted Accounting Principles and Internationally Accepted Accounting Principles. Students will be able to analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

**Course Objectives:** The objectives of this course are to:

- Introduce the basic theory, concepts and practice of managerial accounting.
- Enable students to understand information contained in the published financial statements of companies and other organizations.
- Preparation of accounting statements, with an emphasis on proper understanding of their uses and limitations.
- Understand the basic concepts and importance of working capital management.

**Course Outcomes:** After Completion of this course, students would be able to:

**CO1.** Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.

**CO2.** Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.

**CO3.** Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles.

**CO4.** Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes.

**CO5.** Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

**CO6.** Understand the basic concepts and importance of working capital management along with marginal costing applications.

**Course Overview:**

The course defines to understand and apply accounting concepts, principles and conventions for the professionals in their routine monetary transactions, recognize the circumstances providing for increased exposure to fraud and define preventive internal control measures. Knowledge is imparted to create and prepare financial statements in accordance with Generally Accepted Accounting Principles. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

## **Course Content:**

### **UNIT 1:**

#### **Basics of Accounting:**

Introduction to Accounting, Nature of Accounting, Users of Accounting, Principles of Accounting, Accounting Equation, Branches of Accounting, Types of ownership, GAAPs, Concepts and Conventions, Accounting Cycle, Basic accounting terminologies, Users of accounting information, Matching Indian Accounting Standards (Ind-AS) with International Accounting Standards

### **UNIT 2:**

#### **Mechanics of Accounting:**

Types of Accounts and its rules, Rules of Debit & Credit, Recording of transactions: Journalizing, Ledger posting, Preparation of Trial Balance. Preparation of final accounts, Profit & Loss Account & Balance Sheet (Preparation of Companies Financial Statements: as per Revised Schedule III of companies Act, 2013), Depreciation: meaning and types

### **UNIT 3:**

#### **Analysis of financial statements:**

Ratio Analysis : Concept, Types- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios, Implications ; Marginal Costing and Cost Volume Profit Analysis, Break even analysis, decision regarding make or buy.

### **UNIT 4:**

#### **Working Capital:**

Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing.

### **UNIT 5:**

#### **Cost & Management Accounting:**

Meaning, Cost Classification, preparation of cost sheet, Inventory Valuation: overview; Variance Analysis – Material and Labor

## **Text & References:**

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
- 2) Dhanesh k Khatri- Financial Accounting (TMH, 2015)
- 3) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 4) Ramchandran& Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 5) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).
- 6) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 7) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
- 8) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 9) PC Tulsian- Financial Accounting (Pearson, 2016)
- 10) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
- 11) Khan and Jain- Management Accounting (Tata McGraw Hill, 7th Ed.)

**Managerial Economics**  
**Paper Code- MBA ITM 103**

**Contacts: 3L + 1T**

**Credits: 4**

**Course Overview:**

The course enables the future managers to remember the concepts of micro economics, principles in order to make effective economic decisions under conditions of risk and uncertainty. Students will be able to analyze macroeconomic concepts and their relation to micro economic concept and how they affect the business & economy. The Course enables to understand and evaluate the different market structures and their different equilibriums for industry as well as for consumers by the application of various pricing strategies.

**Course Objective:** The objectives of this course are to:

- Understand the relative importance of Managerial Economics
- Know how the application of the principles of managerial economics can aid in achievement of business objectives
- Understand the modern managerial decision rules and optimization techniques.
- Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand
- Understand and be able to apply latest pricing strategies
- Understand and analyze the macro environment affecting the business decision making.

**Course Outcomes:** After completing the course, students would be able to:

**CO1** Remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty

**CO2** Understand the law of demand & supply & their elasticity, evaluate & analyze these concepts and apply them in various changing situations in industry

**CO3** Apply various techniques to forecast demand for better utilization of resources.

**CO4** Understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies

**CO5** Analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

**Course Content:**

**UNIT 1:**

**Basic Concepts and principles:**

Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost

Principle, Discounting Principle, Concept of Time Perspective, Equi -Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

## **UNIT 2:**

### **Demand and Supply Analysis:**

Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve; Elasticity of Demand and its measurement: Price Elasticity, Income Elasticity, Arc Elasticity, Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting: Meaning, significance

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces

## **UNIT 3:**

### **Production and cost Analysis:**

Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.

Cost concept and analysis: Cost, Types of costs, and Cost output relationship in the short-run. Cost output relationship in the Long-run, Revenue analysis: Estimation of Revenue. Average Revenue, Marginal Revenue.

## **UNIT 4:**

### **Market structures:**

Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

## **UNIT 5:**

### **Macro Economics:**

National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

### **Text & References:**

1. Managerial Economics, Geetika, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), Thomas & Maurice, McGraw-Hill Education, 9th Ed
3. Managerial Economics, Analysis of Managerial decision Making. H.L Ahuja, S. Chand, 8th Ed
4. Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.
6. Sociology & Economics for Engineers, Dr.Premvir Kapoor, Khanna Publishing House
7. Managerial Economics by Duncan, W.R. and Crook, J.N.
8. Advanced Economics Theory by Ahuja, H.L
9. Managerial Economics by Varshney, R.L. and Maheshwari, K.L.
10. Hireshey, M. Managerial Economics, Thomson South-Western
11. Samuelson, W.F., & Marks, S.G. Managerial Economics. John Wiley & Sons

**Human Resource Management**  
**MBA ITM-104**

**Contacts: 3L + 1T**

**Credits: 4**

**Course Overview:**

The course aims at developing the skills of managing people at workplace in international scenario. It introduces concepts of human resource management in the context of organization, organizational characteristics, learning organization, human resource planning, recruitment and selection, job analysis and evaluation, performance appraisal, career planning, motivation, leadership, team work, and managing employees relations.

**Course Objectives:** The objectives of this course are to:

- Provide an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India and abroad.
- Explain the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.

**Course Outcomes:** After completing the course, students would be able to:

**CO1** To describe the organizational context in which human resource management activities take place

**CO2** Describe human resource planning as a systematic approach to the acquisition, use and deployment of people in the organization

**CO3** Conduct job analysis and job responsibilities; outline the nature of the contract between the employer and an employee

**CO4** Identify key issues in performance appraisal, training and development of the employees

**CO5** Describe the main features of the collective relationships between employers and employees and describe organizational characteristics and learning organization

**Course Content**

**Unit 1: Overview of HRM**

Introduction of HRM, Overview of HRM, Scope of HR, Nature of HR, Need for HR Planning, Organization culture- Induction and Socialization, Roles and Responsibilities of HR Manager, Challenges Issues in HRM, HR Information Systems- EHRM, International trends in HR Management

**Unit 2: Human Resource Planning, Training and Development**

Recruitment and Selection, placement and planning staffing. Job Analysis & Design - job description- job specification- job enlargement- job enrichment

Appraising & Managing Performance-different methods- Traditional and modern- and other methods-potential appraisal -succession planning, Promotion procedure and policies, Employee Training & Development, Career Planning & Development.

### **Unit 3: Wages and Compensation and Employee Grievances**

Wages and compensation - Employee Remuneration, Administrative job evaluation, Designing and administering the wage and salary structure- Non financial rewards, Employee grievance Handling-Counseling and mentoring, Downsizing separation processes, Turnover retirement, Layoff discharge, VRS, Evaluation of HR effectiveness-HR audit

### **Unit 4: Industrial Relations**

History- purpose-scope-objectives, Relationship of Industrial Relations with Employee Relations, Theories of Industrial Relations, Industrial Relations in Globalised Economy, The role of government in Industrial Relations, National Commission on Industrial Relations Recommendations, HRM & IR

### **Unit 5: Trade Unions**

History of Trade Unions -Structure-Organizations –Problems, Trade Unions -Theories, functions, methods. Trade Unions ACT 1926, Management of Trade Unions in India, Trade Unions in a liberalized era, Collective bargaining, workers' participation movement, managing employee Safety and Health, ILO and India.

### **Text & References:**

1. Human Resource Management, Ashwatthapa. 8th edition.
2. Human Resource Management – Gary Dessler
3. Fundamentals of Human Resource Management, Author 9th Edition
4. David A. DeCenzo (Coastal Carolina University), Stephen P. Robbins
5. Human Resource Management Text and Cases (Paper Codeback)- VSP RAO
6. Hospital Administration and Human Resource Management R.C. Goyal
7. Designing and Managing Human Resource Systems- Udai Pareek& T. V. Rao (Oxford& IBH Pub. Co. Ltd., New Delhi)



**Research Methodology**  
**MBA ITM-105**

**Contacts: 3L + 1T**

**Credits: 4**

**Course Overview:**

The course introduces the concept of research, ethical principles and challenges and the elements of the research process within quantitative, qualitative, and mixed methods approaches. The rigorous curriculum prepares students to become leading professional capable of addressing current global business problems with multidisciplinary, evidence-based approaches. Students will use these theoretical learning's to review literature relevant to their field or interests.

**Course Objectives:** The objectives of this course are to:

- Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling
- Impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve organizational problems.
- Make the participants competent in conducting research work from defining problem to report writing

**Course Outcomes:** After completing this course, students would be able to:

**CO1** Critically analyze research and evaluation studies from the literature in terms of the appropriateness of their research questions, designs, methodologies, results and conclusions  
State the role and functions of marketing in industry.

**CO2** Develop comprehensive evaluations plan for an industrial project.

**CO3** Conceptualize a research problem or an evaluation issue and design and carry out a study to address that problem/issue using appropriate research and analytic methods.

**CO4** Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts in reverence to industry.

**CO5** Learn to properly interpret the strength of statistical arguments made by researchers, and how to weigh statistical and clinical evidence in assessing a scientific hypothesis.

**Course content:**

**Unit 1: Basics of Research**

Research: Nature & Scope, Iceberg principle, Problem definition, steps involved in Research Process, Variables in Research, Formulation and defining of research problem, writing research questions, Development of conceptual framework.

**Unit-2 Sampling & Research Designs**

Sampling, sampling procedure, types of sampling techniques, reliability and validity in research, Research Designs-Non-experimental, experimental research designs.

**Unit-3 Review of Literature & Hypothesis**

Sources of literature review, writing literature review, Hypothesis-Meaning and types of hypothesis, Type I & Type II errors in hypothesis testing.

#### **Unit-4: Data Collection**

Different methods of data collection-Observation method, interview method, Questionnaire and schedule. Design and development of questionnaire, Data Management: editing, entry and preparing data sets for analysis;

#### **Unit-5: Research Report , Research Ethics & Reference Writing**

Structure and components of research report, Types of reports, Layout of research report, Method of writing research report, Do's and Do not's of Research Report; Ethics in research, Confidentiality and privacy, informed consent, vulnerable subjects and special treatments; APA and Vancouver style of reference writing

#### **Text & References:**

1. Gummerrson, E. Qualitative methods in Management Research, Sage publications
2. 2. Grundy F and Reinke W A, Health Practice Research and formalize Managerial
3. Methods, Geneva, WHO
4. 3. Designing and conducting Health surveys, Jossey Bass Publishers.
5. 4. Varkevisser, C. M., Pathmanathan, I., & Brownlee, A. T. (2003). Designing and
6. Conducting health systems research projects (Vol. 1). IDRC.
7. 5. John Creswell (2013). Research Design: Qualitative, Quantitative, and mixed
8. methods approaches. Fourth edition, Sage Publications
9. 6. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age
10. International. 418p.
11. 7. Ulin P, Robinson E, Tolley E. (2005), Qualitative Methods in Public Health: A field
12. guide for Applied Research, Jossey Bass Pub.
13. 8. Russell Bernard H., Gery W. Ryan (2010), Analyzing Qualitative Data: Systematic Approaches, SAGE Publications

**Contacts: 3L + 1T**

**Credits: 4**

**Course Overview:**

This subject will provide an exposure to the conceptual framework of marketing in general. This learning will enable the students to understand the need, relevance and necessity of marketing in today's competitive market environment, facilitates them operationalizing and implementing marketing as an integral functions in prevailing business scenario.

**Course Objectives:** The objectives of this course are:

- To provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions in industry.
- To give the insight into the application of marketing principles in various situations in organizational management.

**Course Outcomes:** After completing this course, students should be able to:

**CO1** State the role and functions of marketing in industry.

**CO2** Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations.

**CO3** Identify and demonstrate the dynamic nature of the environment in which marketing Decisions are taken and appreciate the implications for marketing strategy determination and implementation.

**CO4** Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts in reverence to national and international industry.

**Course content**

**Unit 1: Introduction to Marketing**

Definition of marketing, process of marketing, needs, core concepts of marketing- demands, want, Maslow hierarchy of need theory, identifying customer needs and desires (concept of market research and marketing research), marketing mix, marketing plan, Marketing Strategy, Fundamentals of Marketing: the 4 'Ps', the Strategic Triangle company, orientation towards marketplace

**Unit 2: Developing Marketing Strategies and Plans**

Marketing and customer value, delivering Value, corporate and divisional strategic planning, building customer value, loyalty, Market segmentation, conceptual difference with consumer products market segmentation, targeting, differentiating and positioning. Product, Levels of product, product lines, product mix, brand and packing, collecting information and forecasting demand, conducting marketing research, consumer behaviour, building strong brands, competition, and Marketing Strategies.

**Unit 3: Pricing strategies and Promotions**

Understanding Pricing, Pricing decisions, methods of pricing of products, selecting the final price, price discounts. Designing and managing integrated marketing communications, advertising and sales promotions, public relations, managing the sales force

#### **Unit 4: Planning Marketing Programs**

Designing and Managing services, new product development, designing and managing integrated marketing channels, managing direct and online marketing, managing retailing wholesaling and logistics.

**Managing the marketing activities-** Organizing, implementing, evaluating and controlling marketing activities, social responsible marketing, retailing, trends in retailing, rural marketing

#### **Unit 5: Introduction to Sales Management**

Fundamentals of Sales Management: personal selling, sales process, communication skills. Sales Force Decisions: Job analysis and design, Recruitment and selection, Training the sales force, compensation and motivation of sales force, monitoring and performance evaluation, Design and sales planning, sales forecast and sales quotas, sales budgeting and control.

#### **Text & References:**

1. Marketing Myopia by Theodore Levitt, HBR September-October 1975
2. Phillip Kotler, Kevin Lane Keller Marketing management, 15<sup>th</sup> edition. Pearson Education India.
3. Marketing management by Kotler, Keller, Koshy &Jha, 14<sup>th</sup> edition
4. Marketing Management by RajanSaxena; 5<sup>th</sup> edition Publisher: Tata McGraw-Hill Marketing
5. Management by Ramaswamy V S and Namakumari; 5<sup>th</sup>editionPublisher: S Macmillan India Ltd.

**Course Overview:**

This course is designed to facilitate the students to communicate effectively by emphasizing on practical communication through refurbishing their existing language skills and also to bring one and all to a common take-of level

**Course Objective:** The objective of this course is:

- To enable students to be an integral part of corporate communication network

**Course Outcomes:** On completion of this course, the students will be able to:

**CO1:** Understand the role of communication in personal and professional success.

**CO2:** Develop awareness of appropriate communication strategies.

**CO3:** Prepare and present messages with a specific intent

**CO4:** Ethically use, document and integrate sources.

**Course Content:****Unit 1:**

Communication Skills-Meaning and Introduction- Process of Communication-Types of Communication-Verbal- Non-verbal -Advantages ,Disadvantages Body Language-Channels of Communication- Formal and Informal -Directions of Communication within organisation – Barriers to communication-Listening Skills.

**Unit 2:**

Presentation Skills and confidence building, Aids to Correct business Writing, Email writing, Resume writing, Telephone etiquettes, Group Discussion,, Mind mapping, Networking skills, Soft skills, Facing Interviews-Mock interviews-FAQ, Stress management; Embassy protocols & communication, Negotiation and its importance in Communication: Negotiation Process & its Management

**Text & References:**

1. Sharan J.Gerson and Steven M.Gerson – “Technical Writing – Process and Product” – Pearson Education – 2000.
2. Raymond V.Lesikar, John D. ITMtit and Mary E.Flatley – Lesikass Basic Communication Tata McGraw Will 8<sup>th</sup> Edition – 1999.
3. Stevel. E. Pauley, Daniel G.Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5<sup>th</sup> edition – 2000.
4. Robert L.Shurter, Effective letters in business Third Ed. 1983.
5. Communication Skills by Vasantha Patri
6. McGraith – Basic Managerial Skills for all Prentice Hall of India – 6<sup>th</sup> Edition 2002.
- Halliday, M.A. K R .Hasan, Cohesion in English, Longman,
7. Penrose and Raspberry, Business Communication for Managers: An advanced approach, Cengage Learning
8. Lewicki, R. J. Saunders, D.M. Minton, J.W., Roy, J. ,& Lewicki, N. Essential of Negotiation, McGraw-Hill/Irwin

**Contacts: 4**

**Credits: 2**

**Course overview:** The course will expose the students to the developments in computer technology and will help the students understand the application of information technology in the Global system.

**Course objectives:** The objectives of this course are to:

- To develop the end-user IT skills
- Learn various computer applications, databases and statistical tools applicable in international marketing and trade.

**Course Outcomes:** On completion of this course, the students will be able to:

**CO1:** Understand the concept of Computer's Input/output devices, the concept of databases, data types, MS Word, MS Excel, MS Power Point, array, pointers, string, structures and files.

**CO2:** Design program logic on real-world global industry related problems.

**CO3:** Apply programming concepts to compile programs to find solutions in foreign trade.

**CO4:** Apply of IT tools in various functions of international organizations.

**Course Content:**

**Unit 1:**

Introduction to Windows: Application in Windows – word processing (MS Word) – Spreadsheet (MS Excel) – Presentation (MS Power Point) – Relational databases (MS Access).

**Unit 2:**

Introduction to Databases: Application of Databases – Parts of Databases – Types of Databases – Role of Social Media in today's' scenarios-presenting of data-Social Media and Data-Big Data Introduction, Application of statistical tools through SPSS.

**Unit 3:**

E-commerce in foreign trade: Meaning, Types of E-Commerce, Functions of E-Commerce, Technologies for E-Commerce. Concepts of E-Payments: Understanding E-Payments, Establishing E-Payment system, Credit card transaction, E-Services: In Banking, In Retailing, Supply Chain Management (SCM) and E-Commerce.

**Unit 4:**

Web Terminology: Domain name & its registration, HTML web designing. Internet Internals: IP Addressing, Internet Connectivity options. M-Commerce: Introduction, M-Commerce application, M-payments. SET standards. Office Automation equipments: Fax, E-mail, Video Conferencing, and Voice Mail.

**Text & References:**

1. Computers Today: S.K. Basandra , Galgotia Publication.
2. Computers Fundamentals: P.K. Sinha, BPB Publications.
3. Understanding Electronics Commerce- Microsoft.

# **SEMESTER-2**

**Course Overview:**

This course intends to teach statistical methods and concepts used in the analysis, emphasizing interpretation and concepts. It also develops the ability to read the scientific literature to critically evaluate study designs and methods of data analysis. The course also introduces basic concepts of statistical inference, including hypothesis testing, p-values, and confidence intervals.

**Course Objectives:** The objectives of this course are to:

- Develop the understanding of various statistical tools used for decisions making and explain how each tool can be used in the prevailing business environment.
- Explain the students different types of data arising in health research; interpret differences in data distributions via visual displays; calculate standard normal scores and resulting probabilities.
- Describe the use of statistical software package SPSS for different hypothesis testing procedures covered in the course.

**Course Outcomes:** After completing the course, the students would be able to:

**CO1** Learn different statistical techniques used in industry.

**CO2** Learn to make practical use of statistical computer packages.

**CO3** Develop a comprehensive evaluation plan for projects with the help of statistical tools & techniques.

**CO4** Gain knowledge of basic statistical tools with emphasis on their application in industry environment.

**CO5** Learn to write research proposals/reports/projects.

**CO6** Understand the concepts of statistical inference

**Course Objective:** The objective of this course is to give training to the students in using quantitative and statistical methods in analyzing data, inferring and decision making in foreign trade.

**Course Contents**

**Unit 1: Introduction to Statistics**

Classification of data, Source of data, Variables, Scales of measurement- nominal, ordinal, ratio and interval scale, building composite scales, measuring reliability and validity of Scales.

**Unit 2: Measures of Central Tendency and Dispersion**

- Measures of central tendency- Mean, Median, Mode

- Measures of dispersion – Range, Mean deviation, Standard deviation.

**Unit 3: Sampling and Probability distributions, Correlation and regression analysis:**



- Population, Sample, Sampling frame, Sampling process, Types of sampling, sample size Calculation.
- Concepts of Probability distributions– Binomial, Poisson; Normal Probability Distribution.
- Definition and types of correlation, degrees of correlation, Karl Pearson’s coefficient of correlation, Spearman Rank correlation
- Regression Analysis: Linear regression, multiple regression

#### **Unit 4: Hypothesis testing**

- Hypothesis- Meaning and types of hypothesis, Null hypothesis, alternative hypothesis, level of significance, how to choose the statistical test
- Non parametric tests: Chi square test, Mann-Whitney U test
- Parametric tests: Student’s T-test (One sample t test, Independent sample t test, Paired t-test, ANOVA

#### **Unit 5: Statistical methods and application:**

SPSS processing, Statistical procedures- descriptive, univariate, bivariate and multivariate statistics; parametric and non-parametric tests; correlation and regression.

#### **Text & References:**

1. B.K. Mahajan. Methods in Biostatistics, Jaypee Brothers
2. N. D. Vohra. “Quantitative Techniques”, New Delhi: Tata McGraw Hill Publications, 15th Ed.
3. P.K. Gupta and D. S. Hira, “Operations Research”, New Delhi: Sultan Chand Publications, 2000
4. P.S.S. Sundar Rao. An Introduction to Biostatistics: A manual for students in Health Sciences, J.Richard Prentice Hall, 1996.
5. Daniel, Wayne.W. Bio-Statistics: A foundation for Analysis in the Health Sciences, John Wiley and Sons Pub, 1991.
6. K. Vishwas Rao. Bio-Statistics: A Manual of statistical methods for use in the Health, Nutrition and Anthropology, Jaypee Brothers Medical Pub, 1996.
7. Verma B.L., Shukla G.D. Bio-Statistics perspective in Health care research and practice, C.B.S. Pub, 1993.
8. Krishnaiah, P.K. Rao, C.R. (ed), Handbook of Statistics, Elsevier Science Pub, 1988.
9. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
10. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
11. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
12. Sharma J K - Business Statistics (Pearson Education 2nd Edition).
13. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
14. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition)

### **Corporate Finance**

**Paper Code- MBA ITM 202**

**Contacts: 3L + 1T**

**Credits: 4**

## **Course Overview:**

Enable the students to understand the basic concept of Corporate Finance, practical applications of time value of money and evaluating long term investment decisions. Develop analytical skills to select the best source of capital, its structure on the basis of cost of capital. Helps the future managers in understanding the recent trends of primary and secondary market and develop skills for application of various financial services.

## **Course Objective:**

- To provide the concepts and foundations of managing finance in business enterprises.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

**Course Outcomes:** After completing this course, students should be able to

**CO1** Explain components of financial proposals for health care projects/studies

**CO2** Describe the balance sheet and income statement in health care settings

**CO3** Develop budgets for revenues, staffing and salaries, supplies and services, and equipment

**CO4** Evaluate the financial status of a health service unit or department and determine the causes of performance deviation and use a variety of analytical methods to support sound business decision-making.

## **Course Content:**

### **Unit 1: Introduction to Finance & Corporate Finance**

Finance & its scope, Financial Decisions, Sources of Finance, Time Value of Money ,Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction:– Nature and Scope . Concept of Risk and Return.

### **Unit 2: Time value of Money**

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Growing Perpetuity – Present value, Equated Annual Instalments, Valuation of bonds and shares.

### **Unit 3: Investment Decision:**

**Capital Budgeting Decisions:** Discounting and Non discounting techniques, Calculation of Net present value (NPV) and IRR,

**Cost of Capital:** Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital asset pricing model (CAPM).

**Financing Decision:** Capital Structure: Concept and theories

Leverage analysis – Types and Measurement along with its implications, EBIT EPS Analysis

#### **Unit 4: Working Capital Management:**

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory.

**Dividend Decision:** Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani(MM) Hypothesis .

#### **Unit 5: Indian Financial System**

Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

#### **Text & References:**

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. William Hakka Bettner Carcello- Financial and Management Accounting (TMH-16th Ed.)
4. Sheebakapil- Fundamental of financial management (Wiley, 2015)
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
6. V. Rajesh Kumar, "Financial Management", Mc Graw Hill Education.
7. Singh and Srivastava- Business Finance (Prayag pustak bhavan 3rd Ed.)

**Organizational Behavior**

**Paper Code- MBA ITM 203**

**Contacts: 3L + 1T**

**Credits: 4**

## **Course Overview:**

Students study the behavior of individuals and groups as part of the social and technical system in the global ecosystem. They examine individual and group behavior, communication, conflict and various management styles, motivational techniques and coordination in the work environment and apply these concepts to the development of an organization's human resources.

**Course Objectives:** The objectives of this course are to:

- Discuss organizational behaviour as well as the roles and responsibilities of management within organizations through the macro (organization-wide) and micro (individual and team performance) perspectives.
- Analyze and compare different models used to explain individual behaviour related to motivation and rewards, conflict and stress management.
- Understand the concepts like group dynamics, team building, negotiation, leadership styles and the role of leaders in a decision making process.
- Understand organizational strategy and culture, its dimensions, various organizational designs and concept of organizational change.

**Course Outcomes:** After completing the course, students should be able to:

**CO1** Identify the impact of individual behavior on groups and on the organization as whole

**CO2** Analyze and compare various theories of personality and learning theories

**CO3** Identify the role and importance of communication and resolving conflicts

**CO4** Explain group dynamics and demonstrate skills required for working in groups (team building)

**CO5** Identify the various leadership styles and the role of leaders in a decision making process.

**CO6** Analyze and compare different models used to explain individual behavior related to motivation and rewards

## **Course Content:**

### **Unit 1: Introduction to Organization Behavior**

Nature Scope and Purpose – Definition of Organization Behavior, Need, Importance and Emergence of Organizational Behavior — Frame Work – Organizational Behavior Models

The Individual - Foundations of Behavior, Ability, Personality, Learning. Group and Interpersonal Behavior, Decision Making, Values, Attitudes, Perception, Applications of

Attributes. Individual Values and Ethics-Self-Concept, Self-Esteem and Self-Efficacy-Locus of Control-Abilities and Performance

## **Unit 2: Strategic Leadership**

Meaning – importance – leadership approaches – theories – trait theories, Behavior theories, leaders Vs managers, contemporary issues in leadership.,Power and politics - power centers – Organizational politics-tactics.

## **Unit 3: Organization Culture:**

Definition of Organizational Culture, Characteristics of Culture, Strong and Weak types of Culture, Changing Organizational Culture, Differences in Culture and Climate, Assessing Organizational Citizenship Behavior.

## **Unit 4: Group Behavior & Dynamics**

The Group – Foundations of Group Behaviour, Defining and Classification of Groups, Group Decision Making, Understanding Teams – Types of Teams, Teams and Groups Concepts, Group Dynamics, Emergence of Informal Leaders and Working Norms –Interpersonal Relations – Communication – Control, Team Building

## **Unit 5: Conflict Management & Stress Management**

Definition, Transitions in conflict thought, functional Vs dysfunctional conflict, the conflict process. Consequence of Conflict-Stress, Emergence of Stress, Causes-Copying mechanisms, managing stress. Negotiating and Resolution- Conflict Management, managing interpersonal and Inter-group conflict-negotiation tactics.

## **Text & References:**

1. Behavior in Organizations, Jerald Greenberg, 10<sup>th</sup> edition, PHI
2. Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 16<sup>th</sup> edition
3. Organizational Behavior, Stephen P. Robbins
4. Organizational Behavior by Fred Luthans
5. Hersey, P and Blanchard, K: Management of Organizational Behaviour
6. Behavioral Processes in Organization by D. M. Pesonjee, T. V. Rao and Udai Pareek

# **International Trade Operation and Foreign Trade policy**

**MBA ITM 204**

**Contacts: 3L + 1T**

**Credits: 4**

## **Course Overview:**

The course has been designed to understand the legal and regulatory requirements to operate in multiple countries with diverse economic environments. It may help to develop an understanding for Indian Laws and regulations governing international transactions.

**Course Objective:** The objectives of this course are:

- To develop a core understanding of how the international conventions and legal principles regulating international trade
- To enable students to understand the strategies compatible with laws and treaties governing international business operations.

**Course Outcomes:** After completing the course, the students would be able to:

**CO1** Know different modes of entry into international market and how to set up entities in that market

**CO2** Gain knowledge about legislations governing foreign investment, taxation, labour and intellectual property in that market

**CO3** Understand cross border business transactions and contracts pan out

**CO4** Clearly understand the working of international business transactions and factors significantly impacting such transactions

## **Course Contents:**

### **UNIT-1**

#### **International trade:**

Theoretical foundations of International trade: Reasons for International trade; Mercantilist and neo-mercantilist view; theories of International trade; Absolute and comparative advantage theories modern theories of trade;

### UNIT-2

#### **Policies and Services:**

Instruments of Commercial policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; trade regulations and WTO; trade policy and developing countries; factor movements and International trade in services: Capital Flows-types and theories of foreign investments; Barriers to foreign investments; Labour migration;

### UNIT-3

#### **Economic Integration:**

Regional economic integration: Levels of Economic Integration; Free trade area, customs Union, economic union and common market; Trade Creation and diversion effects

UNIT-4

### **Foreign Trade Policy**

Foreign trade development and regulation Act, Foreign exchange management

UNIT-5

### **Direct Investment**

Direct Investment: FDI in the world economy, the political economy of FDI; cost and benefit of FDI to host and home countries

Present export import policy, export promotion policies, Role of EXIM bank of India

### **Text & References:**

1. Ram Singh "Export management" Indian Institute of Foreign Trade, New Delhi
2. Foreign Trade Policy: Hand Book of Export Procedure and Annual of the Ministry of Commerce, Government of India
3. International Trade Law by Janette Charley 6. International Trade Law by S. C. Chhua
4. An Introduction to the WTO Agreements by Bhagirat Lal Das
5. International Trade Law by Indira Carr,
6. Understanding International Trade Law by Simone Schnitzer,
7. Cases and Materials on International Trade Law by Paul Todd,

# INTERNATIONAL BUSINESS ENVIRONMENT

## PAPER CODE- MBA ITM-205

**Contacts: 3L + 1T**

**Credits: 4**

### **Course Overview:**

The course aims to provide students an understanding of International Business environment, Foreign investment, International Organizations to operate and work across nations/global level. The module will address the use of trade at global level and attempts to bring all the countries together for the purpose of trading and scope of international expansions within regulatory framework. It is an aid to international business as it aids in business decision making across globe; specifically, how the information can be used to take competitive advantage. After the completion of module students will be able to understand and design strategies for international collaborations. Students will also be aware of biases and limitations of International business and environment.

**Course Objectives:** The objectives of this course are to:

- To understand the complex dynamic environment in which organizations operate and compete with each other.
- To analyse the impact of various political, economical, legal and technical factors on the industry.
- To comprehend the role of various factors from environment in industry's growth and development.

**Course Outcomes:** After completing this course, students should be able to:

**CO1** Understand the scope and importance of international environment to prepare different business strategies.

**CO2** Learn to analyze the impact of macro and micro environmental factors on International Business.

**CO3** Identify and demonstrate the business strategies according to opportunities and threats persist through external environment.

### **Course Content:**

#### **Unit 1: International Business**

International Business- Nature, importance and scope; Modes of entry in to International Business: Frame work for analyzing international Business environment; Economic, Technological ,Socio-cultural, Political and legal environment; International economic Environment- International Financial system, Institutional support to International Business- UNO, IMF, World Bank, UNCTAD, WTO

#### **Unit 2: Multinational Corporations:**



Multinational Corporations: Conceptual framework of MNC's, MNCs and Host and Home Country relations; International Technology Transfers-importance and types, Foreign Technology Acquisition

### **Unit3: Foreign Exchange Market:**

Foreign Exchange Markets: Determining exchange rates; Fixed and Flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; exchange rate quotes; Factors affecting exchange rates-spot rates,

### **Unit 4: Exchange Rates:**

Forward exchange rates, Forward exchange contracts; Foreign exchange and currency futures; Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Foreign exchange derivatives-swaps, futures, options and forward contracts

### **Unit 5: Liberalization and Foreign Investment:**

Liberalization and Globalization background, Meaning, reforms, Industrial Growth, Impact, an Assessment, Privatization and disinvestment of PSUs- concept, meaning, objectives ,disinvestment strategies; Foreign Investment- meaning, need, adverse implication of foreign investment, determinants of foreign investment, Government policies; Multinational Corporation- meaning, definition, objectives, reasons for growth of MNCs, Impact assessment of India's Import-export Policies.

### **Text & References:**

1. Business and Government by Francis Cherunilam
2. Business Environment by F. Cherunilam
3. Business Environment by Raj Aggarwal and Parag Diwan
4. International Business Environment and Management by V K Bhall and S Shiva Ramu
5. Government and Business by N K Sengupta
6. World Trade Organization by Anne Krueger
7. Indian Constitution by D DBasu
8. Constitution of India by P M Bakshi
9. Technology Acquisition and Application: Interpretation of the Indian Experience by A V Desai
10. Technology and Economic Development The Indian Case by Debashish Mallick
11. Multinational Corporations in India by Shiva Ramu
12. Business Laws by N D Kapoor
13. Business Policy and Strategic Management by W F Glueck and Jauch

# **Insurance and Risk Management in Foreign Trade**

**Paper Code- MBA ITM 206**

**Contacts: 3L + 1TCredits: 4**

## **Course Overview:**

The course provides students with important skills and techniques to identify quantify and manage the ever-evolving risks faced by individuals and businesses in an interconnected world.

**Course Objective:** The objectives of this course are

- To make students aware of the contracts and regulations of Insurance, various types of risks, legal risks, Cargo risk, Credit risk and Exchange fluctuation risk
- To develop the ability to learn and understand the basics of risk, risk management, insurance, reinsurance and Risk Management in Foreign trade
- To acquire advanced knowledge through higher studies in the fields mentioned above

**Course Outcomes:** After completing this course, students should be able to:

**CO1** Understand the legal and regulatory environment that governs risk transfer in India and in the world;

**CO2** Develop the technical capacity, objective reasoning and contextual overview for roles within the growth areas of risk management and insurance.

**CO3** Comprehend the prominent risk exposure models used and their regulatory context

## **Course Contents**

### **Unit 1: Theory of Insurance**

Elements & Principles, Costs and Benefits of Insurance, Nature, purpose, functions , classification and scope of Insurance, limitations, and production process. Rating of Insurance Products, IRDA – an Insurance Regulator.

### **Unit 2: Insurance Contracts & Regulations**

History & Reasons for Insurance Regulations; Nature- subject-matter of contract of insurance, Features-as per Contract Act, Analysis of Insurance Contracts, Legal and Economic environment of Insurance Business, Underwriting Process and Methods, Reinsurance Contract

### **Unit 3: Introduction to Risk Management**

Concepts & functions, Process & Methods of Risk Management in insurance sector

#### **Unit 4: Types of Risks and its Management**

Commercial risks, Political risks, Legal risks, Cargo risks, Credit risks, Exchange fluctuation risk;

Marine insurance policy, Role of Export, Credit and guarantee Corporation in covering various schemes. Financial Guarantees, Overseas Investment Insurance; Role of risk management in economic growth

#### **Unit 5: Risk Management in Foreign Trade**

Foreign Exchange rate determination; Risks in foreign trade: Country risk, Exchange risk, Geopolitical risk, Pandemic risk, Default risk, Risk of Economic Sanctions.: Rewards versus Risk of foreign trade; Risk management through insurance; Non insurable risks: An Introduction

#### **Text & References:**

1. Introduction to Risk Management & Insurance – Mark S. Dorfman and David A. Cather, 10th Edition, Pearson
2. Principles of Risk Management & Insurance – George E.Rejda , Tenth Ed. (2011), Pearson Education.
3. Risk Management & Insurance – Scott Harrington and Gregory Niehaus
4. Fundamentals of Insurance – P.K.Gupta
5. Principles and Practice of Insurance – Dr.P.Periasamy

**International Marketing Management**  
**Paper Code- MBA ITM 207**

**Contacts: 3L + 1T**

**Credits: 4**

**Course Overview:**

With successful completion of this course students will learn: To develop an understanding of major issues related to international marketing and also enabled to develop skills in researching and analyzing trends in global markets and in modern marketing practice. They will be able to assess an organization's ability to enter and competitive in international markets.

**Course Objectives:** The objectives of this course are to:

- Gain knowledge and make understanding of key issues associated with international marketing and to
- Develop skills in researching and analyzing international marketing opportunities.
- Understand the motives to internationalization
- Understand the influence of macro-environment on market selection and on market entry modes
- Attain knowledge of financial, ethical, and organizational issues involved in international marketing.

**Course Outcomes:** After completing this course, students should be able to:

**CO1** Understand and learn the importance of global and international marketing

**CO2** Discuss and identify the different macro environment factor influence in international market selection.

**CO3** Learn the major issues affecting the marketing mix in industry

**CO4** Demonstrate and learn the Financial, ethical, and organizational issues involved in international marketing

**CO5** Learn the multicultural aspects applied in international organization for international business.

**Course Contents:**

**Unit 1: Basics of International Marketing**

Introduction and Scope of International Marketing , International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.

**Unit 2: International Marketing Research**

Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

**Unit 3: Product Policy and Planning for International Markets**

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services;

#### **Unit 4: International Pricing Policy**

Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

#### **Unit 5: Terms of Payment & Delivery and Negotiation & decision making**

Advance of payment, Open Account System, Consignment Sale, Documentary Collection, types of payment, types of dumping, counter trade, transfer pricing, Grey marketing, Negotiating with Intentional Customers, Partners, and Regulators, Global E-marketing

#### **Text & References:**

1. International Marketing, 6<sup>th</sup> edition, ISBN 981-240-244-6, by Subhash C. Jain.
2. Masaaki Kotabe, Kristian Helsen “Global Marketing Management”
3. Joshi, Rakesh Mohan – International Marketing
4. Simon Majaro- International Marketing
5. Export Marketing by B.S. Rathore
6. Global Marketing by Keegan

**Contacts: 2L**

**Credits: 2**

**Course Overview:**

The purpose of this course this course is to familiarize the students with the special terminology used in export import business and equip them with the expertise in writing global business letters concerning all aspects of foreign trade with the objective of developing exports and import business.

**Course Objective:** The objective of this course is to:

- To enable students to be an integral part of corporate communication network.
- To understand the concept and importance of public relations for a business organization

**Course Outcomes:** On completion of this course, the students will be able to:

**CO1:** Understand the different types of personalities.

**CO2:** Learn time management and diversity management in current settings.

**CO3:** Understand human behaviour and communication, its role in public health problems and solutions.

**CO4:** Learn to understand and write market reports as well as Import Export business correspondence

**Course contents:**

**Unit 1**

Types of personalities- The Assertive personality-Personality Tests; Goal setting and achievement

EQ, IQ and SQ; Aptitude tests; Creative problem solving/Innovative thinking; Transactional analysis

**Unit 2**

Time management; Managing change; Conflict management; managing meetings; Attitude Diversity management; Leadership and team building; Personal impact; Corporate etiquettes

**Unit 3**

Public Relations Concept, PR, Press. Gentry, Publicity, Propaganda, Tools, Press Release, Laws, Ethics in PR. Digital PR, PR in age of New Media: Challenges, Opportunities, Crisis Communication with recent eg. Building online corporate community

**Unit 4**

Market Reports, export correspondence, Reading, Comprehending and writing of market reports relating to export; import of different goods - Essentials of successful letters, advantage of export correspondence Meaning of special terms used in export import business; Inco terms and terms of payment; Import of visible and no visible items; Filing and Indexing

**Text & References:**

1. Sharan J.Gerson and Steven M.Gerson – “Technical Writing – Process and Product” – Pearson Education – 2000.
2. Raymond V.Lesikar, John D. ITMtit and Mary E.Flatley – Lesikass Basic Communication Tata McGraw Will 8<sup>th</sup> Edition – 1999.
3. Stevel. E. Pauley, Daniel G.Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5<sup>th</sup> edition – 2000.
4. Robert L.Shurter, Effective letters in business Third Ed. 1983.
5. Communication Skills by Vasantha Patri
6. McGraith – Basic Managerial Skills for all Prentice Hall of India – 6<sup>th</sup> Edition 2002.
7. Halliday, M.A. K R Hasan, Cohesion in English, Longman, London 1976.

**Yogic Science**  
**Paper Code - YGS 104**

**Contacts: 2L**

**Course Overview:**

The course imparts overview of history, tradition and branches of Yoga. Students are also oriented about different types of Yoga Asanas, their importance, methods, rules, regulations and limitations.

**Course Objectives:** The objectives of this course are:

- To understand the basic concepts and types of Yoga
- To apply the principles of Yoga to live healthy and active lifestyle
- Promote the awareness of health through yoga
- Explain Health plans and recipes in different lifestyle diseases

**Course Outcomes:** On completion of this course, the students will be able to:

**CO1:** Explain the various definitions of Yoga, history of Yoga and branches of Yoga.

**CO2:** Describe kinds of Yogasanas, its importance, methods, rules, regulations and limitations.

**CO3:** Demonstrate knowledge of pranayamas, prana and lifestyle, breathing and lifespan.

**Course Content:**

**Unit 1: Introduction to yoga**

Yoga – an exact science and practical system of self -culture  
History & Tradition of Yoga – Yoga sutra of Pantanjali, Yoga as explained in Bhagvad Gita, Yoga in daily life, Yoga – one of the Six Darshans (Philosophy), UN resolution and International Yoga Day  
Introduction of Hatha Yoga, Raja Yoga & Kundalini Yoga  
Eight limbs of Yoga as per Yogasutra of Patanjali – Discipline/self restraint (Yama), Observance (Niyama), Posture (Asana), Restraint of breath/exercises of life force (Pranayama), Abstraction of senses/Introversion-of attention (Pratyahara), Concentration (Dharna), Meditation (Dhyana) and Super conscious state/illumination (Samadhi)  
Aphorism from Yoga Sutra: II.29, II.30, III.32, II.46, II.49, II.54, III.1, III.2, III.3 & III.4 defining above terms  
Introduction of Mudras, Bandhas and Shat karmas

**Unit 2: Kundalini Yoga**



Seven Chakras – Muladhara (at the anus), Svadhisthana, (at the root of organ of generation), Manipura (at the navel), Anahata (in the heart), Visudda (at the neck), Ajna (in the space between two eyebrows) & Sahasrara (at the crown of head)

Nadis – Ida, Pingala, Shushumna

Awakening of Kundalini by Pranayama, Asanas & Mudras by Hathayogis and through Concentration by Rajayogins

### **Unit 3: Raja Yoga**

Purification and Control of mind

Concentration : Power of concentration, Aids to Concentration, Objects for Concentration, Benefits of Concentration

Meditation : Concrete and Abstract, Types of Meditation viz Gross (Sthoola), Subtle (Sookshma), More Subtle (Sookshanmatrara) and Most subtle (Sookshamatama), Objects of meditation, Obstacles in meditation

### **Unit 4: Anatomy & Physiology Of Yoga**

Effect of Yoga on skeleton & Muscular system

Effect of yoga on physiology

### **Unit 5: Nutrition In Yoga**

Diet according to season (Ritucharya)

Health plans and recipes in some lifestyle diseases

### **Text and References:**

1. Asana Pranayama Mudra Bandha by Swami Satyananda Saraswati. Publisher: Yoga Publication Trust, Munger, Bihar, India
2. Yoga on Hypertension by Swami Shankardevanand, Publisher: Yoga Publication Trust, Munger, Bihar, India.
3. Essence of Yoga by Swami SivanandaSaraswati, Publisher: The Divine Life Society, Uttarakhand, India
4. Yoga Sutras of Patanjali by Swami Venkateshananda, Publisher: Motilal Banarsidass Publishers Private Limited, New Delhi, India
5. Hatha Yoga by Swami Sivananda, Publisher: The Divine Life Society, Uttarakhand, India
6. Gheranda Samhita by Swami Niranjanananda Saraswati, Publisher: Yoga Publication Trust, Munger, Bihar, India
7. Essence of Pranayama by Dr Shrikrishna, Publisher: Kaivalyadhama, Pune, India.
8. Dhyana Yoga by Swami SivanandaSaraswati Publisher: The Divine Life Society, Uttarakhand, India

## **Yogic Science Practical Paper Code- YGS 104P**

**Contacts: 4P**

### **Course Overview:**

The course imparts overview of history, tradition and branches of Yoga. Students are also oriented about different types of Yoga Asanas, their importance, methods, rules, regulations and limitations.

**Course Objectives:** The objectives of this course are:

- To understand the basic concepts and types of Yoga
- To apply the principles of Yoga to live healthy and active lifestyle
- Promote the awareness of health through yoga
- Explain Health plans and recipes in different lifestyle diseases

**Course Outcomes:** On completion of this course, the students will be able to:

**CO1:** Learn the procedures of Pranayama and be able to execute these.

**CO2:** Introduce a regular and rigorous practice of yoga for lifestyle management.

**CO3:** Learn the procedures of different Yogasanas, Shatkarmas and be able to execute these and guide others in practice.

### **Course Content:**

#### **Unit 1: Asana**

#### **HATH YOGA**

#### **Unit 1: Asana**

- SukshmaVyayam (Joints Movement)

#### **Backward Bending Asanas**

- Sarpasana (snake pose)
- Bhujangasana (cobra pose)
- ArdhaShalabhasana (half locust pose)
- Shalabhasana (locust pose)
- Dhanurasana (bow pose)
- Kandharasana (shoulder pose)

### **Forward Bending Asanas**

- Paschimottanasana (back stretching pose)
- JanuSirshasana (head to knee pose)
- PadaHastasana (forward bending pose)

### **Meditation Asanas**

- Sukhasana (easy pose)
- Padmasana (lotus pose)

### **Vajrasana Group of Asanas**

- Vajrasana (thunderbolt pose)
- Padadhirasana (breath balancing pose)
- ShashankBhujangasana (striking cobra pose)
- Ustrasana (camel pose)

### **Digestive/Abdominal Asanas**

- Pawanmuktasana
- Uttanpadasana (raised legs pose)
- Nukasana (boat pose)

### **Standing Asanas**

- AkarnaDhanurasana (bow and arrow pose)
- Tadasana (palm tree pose)
- TiryakaTadasana (swaying palm tree pose)
- Kati Chakrasana (waist rotating pose)
- Dwikonasana (double angle pose)
- Trikonasana (triangle pose)

### **Spinal Twisting Asanas**

- BhuNamanasana (spinal twist prostration pose)
- ShavaUdarakarshanasana (universal spinal twist)
- ArdhaMatsyendrasana (half spinal twist)

#### **Balancing Asanas**

- EkPadaPranamasana (one-legged prayer pose)
- Natarajasana (Lord Shiva's pose)

#### **Relaxation Asanas**

- Shavasana (corpse pose)

### **Advanced Asanas**

- Chakrasana (wheel pose)
- Brahmacharyasana (celibate's pose)

## **Unit 2: Pranayama**

- Narishodhan(psychic network purification)
- Ujjayi (psychic breath)
- Kapalbhati (frontal brain cleansing breath)

- Bhastrika(bellows breath)
- Bharamri(humming bee breath)
- Surya Bhedi(vitality stimulating breath)
- Chandra Bhedi
- Sheetali (cooling breath)

### **Unit 3: Bandh**

- JalandharaBandh(throat lock)
- UddiyanBandh (abdominal contraction)
- Moola Bandh (perineum contraction)
- MahaBandh (great lock)

### **Unit 4: Mudra**

- Giyan Mudra (chin mudra)
- Hridaya Mudra (heart gesture)
- Bhoochri Mudra (gazing into nothing)
- Yoga Mudra (Attitude of psychic union)
- Shambhavi Mudra (eyebrow centre gazing)

### **Unit 5: Shat-karma**

- Kapalbhati
- Neti, Jala (nasal cleaning with water)
- Agnisara (activating the digestive fire)

**Summer Project Report On Corporate Practices  
(Including Internship)**

**Credits: 4**

**Summer Training Objective:**

To provide on the job experience, as an understudy in an Corporate Enterprise (National or International)/ Organization , to help the student understand systems and procedures and learn to make decisions considering the organization as an integral unit.

**Duration:** 6-8 Weeks

**Format for Report Writing**

1. Abstract
2. Introduction
3. Aims & Objectives
4. Operational definitions
5. Significance of Study
6. Review of literature
7. Research methodology
8. Data Analysis
9. Results
10. Discussion
11. Conclusion
12. Recommendations
13. Limitations of study
14. Future prospects of study
15. References

# **SEMESTER 3**

**International Supply Chain Management & Logistics**  
**Paper Code- MB ITM 301**

**Contacts: 3L + 1T**

**Credits: 04**

**Course Overview:**

The objective of this course is to help the students understand the design the supply chain management with major stakeholders. In the present times, there is a need to make efforts significantly more productive by thinking in Supply Chain Management (SCM) terms from the earliest stage of product development to large-scale phase III and postmarket (phase IV) trials and commercial sale in global territories. The world is now changing its attitude to authentic products, with issues of cost, integrity (adulteration and counterfeiting), quality, efficacy, and safety all moving the supply chain center stage. Some of the areas of responsibility involved in SCM include purchasing, procurement, Supply management, Operations, Production management, Inventory management and control, Production and material planning, Demand planning, Transportation and Warehouse management.

**Course Objective:**

- Develop and understand the Importance and objective of Supply Chain Management, Drivers of Supply Chain Performance – Facilities, Inventory, Transportation, Information, Sourcing and Pricing and key concept applied in global logistics.
- Learn about shipping, multimodal transportation and CONCOR and role of intermediaries in international logistics system.
- Understand the Demand Forecasting in Supply Chain, Aggregate Planning in Supply Chain
- Understand the Transportation Problem in Supply Chain, Warehouse Management and Stores Management
- Computerized Medical Logistics System-TNMSC Model and HR Issues in Warehousing

**Course Outcomes:**

After completing this course, students should be able to:

**CO1** Describe the basic concept and objective of supply chain management

**CO2** Learn the procurement and quantification method in supply chain management.

**CO3** Understand the different forecasting method and inventory methods for better planning of supply chain management.

**CO4** Plan and implement the better transportation system and warehouse system for Commodities

**CO5** Discuss and understand the procurement policy in case of international products

## **Course Contents:**

### **Unit 1: Introduction to Supply Chain Management**

International supply chain management and Logistics: What is Supply Chain?, The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Drivers of Supply Chain Performance – Facilities, Inventory, Transportation, Information, Sourcing and Pricing.

### **Unit 2: Procurement and Distribution**

Procurement policy of products, Efficient transparent management, Selection of Products, Supplier selection and Quality Assurance, financing and competition. Distribution of products to final consumers

General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices; Procurement policy in international products.

### **Unit 3: Quantifying Product Requirements**

Why quantify?, District Action Planning, Quantification Process, Quantification methods, Details of Consumption Method, Quantification of drugs and other products calculation sheet, VEN and ABC analysis.

### **Unit 4: Stores Management**

Procurement information, Stock Records, Flow of Stock and Paper Code work, Inspection for product receipts, Discrepancy report, Stock control using FIFO basis, Inventory Tracking, Housekeeping, Disposal of Expired or Damaged Stock.

### **Unit 5: Demand Forecasting in Supply Chain**

The Role of Forecasting in a Supply Chain, Characteristics of Forecasts, Components of a Forecast and Forecasting Methods, Time-Series Forecasting Methods, Measures of Forecast Error.

### **Unit 6: Planning and managing inventories in Supply Chain**

The Role of Inventory in a Supply Chain, Material Management, Inventory and EOQ Model Economies of Scale to Exploit Quantity Discounts

### **Unit 7: Warehouse Management**

Considerations while constructing a store and warehouse, designing a store, Materials Handling equipment, Store layout planning, Cold Chain Management.



**Text & References:**

1. Simchi-Levy, D., Kaminsky, P. & Simchi-Levy, E., *Managing the Supply Chain: The Definitive Guide for the Business Professional*, (2012), Tata McGraw-Hill, New Delhi.
2. Cohen, S. & Roussel, J., *Strategic Supply Chain Management*, McGraw-Hill, (2012), USA.
3. Chopra Sunil, Mendle Peter, “Supply Chain Management - Strategy, Planning, and Operation”, Pearson Education, Inc., USA.
4. Ree Hedley, “Supply Chain Management - Delivering Patient Value for Pharmaceuticals and Biologics”, (2012), John Wiley & Sons, Inc., USA.

**International Strategic Management**  
**Paper Code- MBA ITM 302**

**Contacts: 3L + 1T**

**Credits: 04**

**Course Overview:**

This course is designed to enable participating students to gain knowledge and understanding in theory and practice of building competitive advantage, managing the boundaries and expanding the scope of organizations, engage with some of the ideas and perspectives about research paradigms in relevant contemporary management literature and relate those to understand and evaluate strategic management theory and practice.

**Course Objective:**

Enables students to:

- Get the knowledge of international strategic management process and develop analytical ability to make environmental and organizational appraisal.
- Understand various levels of strategy along-with alternatives available for entering into foreign market.
- Learn the approaches to strategic formulation and strategic choice making process.
- Articulate the importance of multiple research paradigms in understanding Strategic Management issues
- Develop competency to Solve problems in business contexts

**Course Outcomes:**

**CO1** Understand fundamentals of strategy including its scope, intent and importance in domestic and international context

**CO2** Study the types of strategies, strategy analysis and its importance, Strategic Advantage Profile, Strategic Management Models

**CO3** Understand the concepts of strategy formulation and implementation, strategy failure in regard international Business

**CO4** Understand the process of strategic control and evaluation and importance of International strategic alliances

**Course Contents:**

**Unit 1: Introduction to Strategies**

Introduction: Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business, Core Values of a Strategic Plan: Leadership, Collaboration, Integrity, accountability, Passion, Diversity; Nature and Dimensions of International Strategic Management. Domestic versus International Strategic Management

**Unit 2: Strategic Management**

Strategic Management: Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies; Strategies for Foreign Market Entry and Penetration,

**Unit 3: Strategy Analysis**

Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

#### **Unit 4: Strategy Formulation**

Process in Strategy Formulation, Strategy Implementation and its Stages, Strategic implications of five competitive forces, Formulating Functional level Strategies , Reasons for Strategy Failure and Methods to Overcome

Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston's Model, GE-McKinsey Model, Hofer's Model and Shell's Directional Policy Model

#### **Unit 5: Strategy Implementation, Control and Evaluation**

Strategy Implementation : Resource Allocation, Organization Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values; Operational and Derived functional plans to implement strategy; Integration of Functional Plans; Organizational Systems and Techniques of Strategic Evaluation.

Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy in business; An overview of Strategic Alliances and problems.

\*Project based learning on strategy formulation

#### **Text & References:**

1. Strategic Management and Business Policy by Thomas L. Wheeleen and J. David Hunger, Eight Edition, Prentice Hall
2. Strategic Management, Concepts and cases, 15th edition by Arthur A. Thompson, Jr. And A. J. Strickland III
3. Exploring Corporate Strategy by G. Johnson & K. Scholes: Prentice Hall
4. Dunning J. H (1988); Explaining International Production, Harper Collins, London;
5. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy,
6. Kent Publishing Company, Boston ,Massachusettes
7. Ansoff, H.I; Corporate Strategy, McGraw Hill, London
8. Porter, M.E; Competitive Strategy, Free Press, NY.

## Paper Code- MB 303

**Contacts: 3L + 1T**

**Credits: 04**

### **Course Overview:**

After the completion of course, students are able to perform the patent search and having knowledge about patent drafting, the student also learn about managing the documents related to CTD, DMF and dossier as per the regulatory guidelines. The student also gain knowledge about the national and international guidelines pertaining to regulatory framework. They can perform various assignment related to regulatory scientist in industry.

### **Course Objectives:**

The objectives of the course are to:

- Managing and implementing the knowledge about the Intellectual property rights, Patent law and regulatory affairs
- Drafting of claims pertaining to patent innovation
- Understand the regulatory frame work in different countries

### **Course Outcomes:**

After completing this course, students should be able to:

**CO1** Learn and understand the planning and managing IPR

**CO2** Describe the basic concepts and regulatory framework pertaining Inetrnational Business

**CO3** Discuss and understand the patent filling procedure in national and international countries

### **Course Contents:**

**Title: Intellectual Property Right (IPR)**

### **Learning Objectives:**

At the end of the module students are able to:

- Manage and implement the knowledge about the Intellectual property rights, Patent law and other industrial rights pertaining to dveloped and developing countries.
- Drafting of claims and specifications pertaining to patent innovation.

### **Course Objectives:**

1. After completing this course, the students should be able to understand:
2. Development of Patent law in India
3. Basics of Intellectual property rights
4. International regime of intellectual property rights
5. WTO and the TRIPS agreement
6. Patent Law and Indian Industries
7. Impact of WTO on Indian Industries
8. Patent Infringement
9. Patent specifications
10. Patent search

### **Course Outcomes:**

<b>Units</b>	<b>Pre-TRIPS &amp; WTO</b>
<b>1</b>	Indian Patent law in Pre-TRIPS
<b>2</b>	World Trade Organization (WTO)
	<b>Intellectual Property Right (IPR)</b>
<b>3</b>	Introduction to various IPR
<b>4</b>	Development of IP law in India
<b>5</b>	Introduction of IP law in India
<b>6</b>	International Patent regime
<b>7</b>	Patent Filing in India / PCT filing
<b>8</b>	Patent law & Indian industries
<b>9</b>	US Drugs Patent challenges
<b>10</b>	Patent Infringement
<b>11</b>	Patent specifications
<b>12</b>	National and International Patent search, USPTO, ESPACENET

Books & References:

1. What everyone should know about patents by N.R. Subbaram
2. TRIPS and pharmaceutical industry by Manish shiya
3. New patent regime by Shibashish Chakraborty
4. Intellectual Property Rights in India by V. K. Ahuja

**Contacts: 3L + 1T**

**Credits: 04**

**Course Overview:**

Corporate, these days are going global. With respect to this, it becomes important for the students of MBA to understand the structure of international finance market and management. This subject discusses the various financing tools available to the corporates while operating in several separate countries.

**Course Objective:**

With successful completion of this course students will learn:

- Knowledge of International Financial management concepts to develop better financing strategies in international context.
- Knowledge of cross border financial flows
- Making strategic decision making on understanding of country risk analysis and deciding the investment opportunities in different countries.

**Course Outcomes:**

After completing this course, the students will be able to:

**CO1** Understand foreign direct investment and international acquisition opportunities.

**CO2** Identify political risk and exchange rate fluctuations and develop strategies to deal with it

**CO3** Know the international taxation and financing foreign trade.

**CO4** Financial management practices in Indian companies and Global enterprises

**CO5** Understand international capital and foreign exchange market

UNIT-1

**International Financial Management:** Financial Management in global context, objectives of firm & impact of risk, Nature & Measurement of exposure and risk, Balance of Payment and measures to correct BOP position.

UNIT-2

**Global Financial Markets:** International Monetary System, Global financial markets & interest rates.

UNIT- 3

**Foreign Exchange Market:** Foreign Exchange Market –Introduction, structure, participants and types; Forwards, swaps and interest parity, Exchange rate determination & forecasting

UNIT- 4

**Country Risk Analysis:** Political and Country risk analysis and its methodology

UNIT-5

**International Investment:**

International Capital market, Financing International trade, managing working Capital, FDI, Joint Venture

## **Books & References:**

1. Apte,P.G. International financial management, Tata McGraw –Hill.
2. Vij. Madhu. International Financial Management, Excel Books
3. Shapiro,A.C. Multinational financial Management, Prentice- Hall, New Delhi.
4. V.Sharan : International Financial Management, Prentice- Hall, New Delhi.
5. Buckley: Multinational finance, Prentice- Hall, New Delhi.
6. Maurice D.Levi: International Finance, McGraw Hill, NY
7. Michael H. Moffett. Eiteman. D.K. Multinational Business Finance, Pearson Education.

**Consumer Behaviour**  
**Paper Code- MBA ITM 305**

**Contacts: 3L + 1T**

**Credits: 04**

**Course Overview:**

The need for marketers to understand why consumers act as they do in the marketplace is the crux of this subject. Students are equipped with theoretical and conceptual knowledge of consumer behaviour, drawing heavily on both psychological and sociological viewpoints. This includes the psychology of individual decision-making and choice, patterns of behaviour exhibited by aggregate groups of consumers, and also the sociological and cultural influences on consumer attitudes and behaviour. This prepares students for making informed decisions about how to manage and respond to the needs and wants of consumers.

**Course Objective:**

With successful completion of this course students will learn:

- Knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
- Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.
- Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.
- 

**Course Outcomes:**

After completing the course, students should be able to:

**CO1** Understand the concepts of Consumer Behaviour, Consumer Research, Consumer Behaviour and Marketing Strategy

**CO2** Know about internal factors like Personality, Self-Image, and Lifestyle, Consumer Perception, Consumer Learning, Consumer Attitude

**CO3** Understand role of external factors affecting consumer behaviour and decision making including culture and subculture, social class, reference groups and family

**CO4** Understand the Consumer rights and Deceptive advertising and Consumer education

**Course Contents:**

**Unit 1: Introduction to Consumer Behaviour and Consumer Research**

Introduction to Consumer Behaviour, Consumer Research, Consumer Behaviour and Marketing Strategy

**Unit 2: Internal Influences on Consumer Behaviour**

Motivation and Involvement, Personality, Self-Image, and Lifestyle, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behaviour



### **Unit 3: External Influences on Consumer Behaviour**

The Influences of Culture on Consumer Behaviour, Subcultures and Consumer Behaviour, Social Class and Consumer Behaviour, Reference Groups and Family, Consumer Influence and the Diffusion of Innovations

### **Unit 4: Consumer Decision Making**

Consumer Decision Making-Process, Consumer decision making models, Consumer Decision Making-Outcomes

### **Unit 5: Consumer Behaviour and Society**

Consumer rights, Deceptive advertising and Consumer education and consumerism.

### **Text & References:**

1. Leon Schiffman, Leslie Kanuk, and Mallika Das. Consumer Behaviour. Canadian (1st) edition. Pearson Education, 2006. Type: Textbook. ISBN: 0131463047
2. Consumer Behaviour by Engell and Blackwell
3. Consumer Behaviour by Walters
4. Consumer Behaviour by Holleway, Mattelshaedit and Venkatesan
5. Brand Medicine, The Role of Branding in Pharmaceutical industry by Tom Blackett & Rebecca Robins

**Entrepreneurship Development**  
**Paper Code- MBA-ITM 306**

**Contacts: 3L + 1T**

**Credits: 04**

**Course Overview:** This course enables students to understand the nature and scope of entrepreneurship, Innovation and its role in the current scenario.

**Course Objectives:** With successful completion of this course students will learn:

- To impart basic knowledge related to entrepreneurship and their role as catalyst in the economy
- To develop necessary knowledge and skills to be an entrepreneur.
- To develop, strengthen the entrepreneurial quality and motivation.
- To analyze the environmental issues related to the proposed project and deliver the best in the circumstances.

**Course Outcomes:** After completing the course, students should be able to:

**CO1** Understand the concepts of Entrepreneurship and Entrepreneur

**CO2** Understand the gap and how to map the idea with the opportunity

**CO3** Know about Idea generation and project formulation process

**CO4** Understand the importance of critical thinking and creativity in entrepreneurship and how to prepare and pitch Business plan

**Course Content:**

**Unit 1: Entrepreneur and Entrepreneurship**

Entrepreneurship: Evolution, Characteristics, Types, Functions of Entrepreneur; Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Entrepreneur Vs. Intrapreneur; Growth of Entrepreneurship in India; Role of Entrepreneurship in Economic Development with special reference to Self-employment.

**Unit 2: Creativity, Risk, Business Ideas and Entrepreneurship**

Creativity and Business ideas: idea generation, techniques of creativity; Blocks to creativity, Innovation and types

**Unit 3: Idea Generation and Opportunity Mapping**

Idea Generation, Screening, Idea to opportunity: opportunity, opportunity process, sources of opportunity, idea to opportunity mapping

**Unit 4: Preparing a Business Plan and Creating an Enterprise**

Basics of Business plan; contents of business plan; Business Plan drivers; perspectives to be considered while business plan preparation, Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Launching and Organizing an Enterprise (Legal form), International Entrepreneurial Opportunities; Entrepreneurial Challenges

## **Unit-5: institutional support and Entrepreneurial System**

Institutional Support to Entrepreneurs: Need for Institutional support –financial and non-financial incentives by national and state institutions; Legal Formalities; Registrations; Basic Government Procedures to comply, Women entrepreneurship

### **Text and References:**

1. Hisrich, Robert D, et al, “Entrepreneurship”, McGrawhill
2. Roy, Rajeev, Entrepreneurship”, OUP
3. Couger C, Creativity and Innovation, IPP
4. Jacob Nina, Creativity in Organisations, Wheeler
5. Velasquez, Business Ethics- Concepts and Cases, Prentice-Hall
6. Kittson Alan, Ethical Organisation, Palgrave

**Foreign Language**  
**Paper Code MBA ITM- 307**

**Contact Hours: 4T**

**Credit Units: 04**

**Course Overview:**

The course would enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

**Course Objectives:** To familiarize the students with the Foreign language

- with the phonetic system
- with the accents
- with the manners
- with the cultural aspects

**Course Outcomes:**

On completion of this course, the students will be able to:

CO1: Establish first contacts

CO2: Identify things and talk about things

CO3: Talk about his time schedule

CO4: Talk about travel in the foreign language

**Course Contents:**

**FRENCH**

**Contenu lexical:**

**Unité 1: Premiers contacts**

1. Nommer des objets, s'adresser poliment à quelqu'un
2. se présenter, présenter quelqu'un
3. entrer en contact : dire tu ouvous, peeler
4. dire où on travaille, ce qu'on fait
5. communiquer ses coordonnées

**Unité 2: Objets**

1. identifier des objets, expliquer leur usage
2. Dire ce qu'on possède, faire un achat, discuter le prix.
3. Monter et situer des objets
4. Décrire des objets
5. comparer des objets, expliquer ses préférences

**Contenu grammatical:**

1. articles indéfinis, masculin et féminin des noms, pluriel des noms
2. Je, il, elle sujets, verbes parler, habiter, s'appeler, être, avoir, masculin et féminin des adjectifs de nationalité
3. tu, vous sujets, verbes parler, aller, être, c'est moi/c'est toi
4. verbes faire, connaître, vendre, c'est/ilest + profession, qu'est-ce ? qu'est-ce que ... ?
5. article défini, complément du nom avec de, quel interrogatif
6. adjectifs possessifs (1), pour + infinitif
7. verbe avoir, ne...pas/pas de, question avec est-ce que ?, question négative, réponse Si

8. Prépositions de lieu, il y a/qu'est-ce qu'il y a
9. accord et place des adjectifs qualificatifs, il manque...
10. comparatifs et superlatifs, pronoms toniques, pronom on

### **Unité 3: Emploi du temps**

1. demander et donner l'heure, des horaires
2. raconter sa journée
3. parler de ses habitudes au travail, de ses loisirs
4. dire la date, parler du temps qu'il fait
5. fixer rendez-vous (au téléphone par e-mail), réserver une table au restaurant

### **Unité 4: Voyage**

1. réserver une chambre d'hôtel, demander la note
2. expliquer un itinéraire
3. parler de ses déplacements, situer sur une carte
4. exprimer un conseil, une interdiction, une obligation
5. acheter un billet de train, consulter un tableau d'horaires

### **Contenu grammatical:**

1. question avec à quelle heure ? adjectifs démonstratifs
2. verbes pronominaux au présent, les prépositions à et de : aller à venir de
3. adverbes de fréquence, pourquoi... ? Parce que ... ?
4. expression indiquant la date, verbes impersonnels
5. verbe pouvoir + infinitif, le lundi, lundi prochain
6. adjectifs possessifs (2), adjectif tout
7. impératif présent (1), nombres ordinaux
8. questions avec est-ce que ? à et en + moyen de transport, en/au+pays
9. verbes devoir+infinitif, il faut+ infinitif, il est interdit de
10. verbes: aller, venir, partir, questions avec d'où, où, par où, à quel, de quel

### **Text & References:**

- le livre à suivre : Français.Com (Débutant)

## **GERMAN**

### **Unit I: Introduction**

Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc.

All personal pronouns in relation to the verbs taught so far.

Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),

Hallo, wie geht's?:                      Danke gut!, sehr gut!, prima!, ausgezeichnet!,  
Es geht!, nicht so gut!, so la la!, miserabel!

### **Unit II: Interviewspiel**

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

### **Unit III: Phonetics and Pronouns**

Sound system of the language with special stress on Diphthongs

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb “to have”

### **Unit IV: Articles**

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

### **Unit V: Professions, Time and Time periods**

To acquaint the students with professions in both the genders with the help of the verb “sein”. Time and times of the day. Weekdays, months, seasons. Adverbs of time and time related prepositions

### **Unit VI: Colours Numbers and calculations – verb “kosten”**

All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc. The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

“Wie viel kostet das?”

### **Text & References:**

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant - 1, 2 & 3
- Rosa-MariaDallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

**MBA-ITM 308**

**Summer Internship Evaluation**

# **SEMESTER - 4**



**KPO Management**  
**Paper Code- MBA ITM 401**

**Contacts: 2L**

**Credits: 02**

**Course Overview:**

To acquaint the students with the outsourcing, knowledge process outsourcing, various aspects of outsourcing etc.

**Course Objectives:**

- To understand the concepts and scope of KPO management.
- To learn about reasoning and aptitude based cases.
- To understand the scope of KPO in International trade
- To understand the business analytics and competitive intelligence

**Course Outcomes:**

**On completion of this course, the students will be able to**

**CO1** Understand the concept of high added value process chain in KPOs where the achievement of objective is highly dependent on skills and domain knowledge

**CO2** Attain in depth knowledge on aspects related to KPO like analytical based services, IPR, regulatory services, data mining services

**CO3** Understand role of various processes as market research and R&D in KPO

**CO4** Understand the concept of transfer of knowledge intensive business processes

**Course Content:**

**Unit 1: Outsourcing**

Introduction to outsourcing, types of outsourcing, Outsourcing Development phases, IT and Outsourcing, outsourcing risks, Outsourcing success factors, Process of Outsourcing, Outsourcing Network, Outsourcing Drivers, Emerging Opportunities in outsourcing industry.

**Unit 2: Knowledge Process Outsourcing**

Introduction, Global Scenario, Knowledge Process Outsourcing in India, Key players in Indian outsourcing industry, Growth drivers of Indian KPOs.

**Unit 3: Mental Aptitude and Reasoning**

Aptitude Test, Logical Reasoning (Logical Puzzles, Missing letters puzzles, Chain rule, Odd man out series, statement assumption, Letters and symbol series), Case studies, Verbal Ability (spotting errors and ordering of words)

**Text & References:**

1. Gopal R, Manjrekar Pradip – BPO/KPO Management: An Industry, by Excel Books
2. Amit Singh Sisodiya; Knowledge Process Outsourcing: Advantage India; ICFAI University Press.
3. Vivek Deolanker; Business Process Outsourcing and Knowledge Process Outsourcing;

**Brand Plan**  
**Paper Code- MBA ITM 402**

**Contacts: 2L**

**Credits: 02**

**Course Overview:**

On completion of this course, the students will be able to demonstrate strong conceptual knowledge in the functional area of brand management, demonstrate effective understanding of brand planning and brand strategy. They will be enriched with analytical skills in identification and resolution of problems pertaining to brand management

**Course Objectives:**

- To understand the concepts of brand management in the context of local and international Market
- To learn about brand value proposition and positioning
- To understand the brand strategy
- To understand the communication and media strategy in International Brand Management

**Course Outcomes:**

On completion of this course, the students will be able to

**CO1** Gain strong conceptual knowledge in the functional area of brand management

**CO2** Demonstrate effective understanding of brand planning and brand strategy

**CO3** Demonstrate analytical skills in identification and resolution of problems pertaining to brand management

**CO4** Understand the challenges and opportunities of branding in today's global marketplace

**CO5** Identify and create an effective brand positioning strategies

**Course Contents:**

1. Know your Brand
2. Differentiation through market definition and specific targeting
3. Analyze competition
4. Brand Value Proposition and positioning
5. Differentiation through distinct brand
6. What to do and What not to do under Brand strategy
7. Differentiation through clutter breaking creative's
8. Media strategy

**Text & References:**

Reading material provided by the resource person during the course, Practical case studies and brand designing elaborated by resource person.

**Project Management**  
**Paper Code- MBA ITM 403**

**Contacts: 2L**

**Credits: 02**

**Course Overview:**

This course is designed to enable participating students to gain knowledge and understanding in theory and practice of building competitive advantage, managing the boundaries and expanding the scope of organisations, Engage with some of the ideas and perspectives about research paradigms in relevant contemporary management literature and relate those to understand and evaluate strategic management theory and practice.

**Course Objectives:** The objectives of this course are to:

- Understand project features and various stages of a project.
- Attain the conceptual clarity about project organization and viability analyses like – Market, Technical, Financial and Economic.
- Analyze the learning and understand techniques for Project planning, scheduling, Execution and Control.

**Course Outcomes:** After completing the course, students should be able to

CO1 Understand the stepwise process of strategic planning of projects

CO2 Understand and analyze various risks involved with projects and their management

CO3 Know about monitoring and control of projects.

Unit 1:

**Understanding Project Management**

Introduction to Project Management, project life cycle, Attributes of a successful project, challenges, project success criteria, quality of a successful project manager

Unit 2:

**Project Screening, Planning & Scheduling**

Project screening and Selection Techniques: Ideation, project portfolio, Project Planning, Scheduling and Resource Allocation Structuring concepts and Tools (WBS), Project Planning Tools (Bar charts, CPM, and PERT), Project Scheduling with Resource Constraints, Feasibility studies, Project Crashing

Unit-3

**Project Budgeting & Risk Analysis**

Cost of project, Types of finance and Unities of project financing, Stakeholder analysis, Contingency plans for risk associated with the projects, Project Monitoring & Control: An overview

**Text & References:**

1. Projects: Preparation Appraisal and Implementation by Prasanna Chandra
2. Project Management: Strategic Financial Planning, Evaluation and Control by Bhaunesh M Patel
3. Total Project Management The Indian Context by P K Joy
4. United Nations: Industrial Development Organization's guide to Practical Project Appraisal Social Benefit Cost Analysis in Development Countries
5. Practical Project Management by R G Ghatta
6. Project Management by Harvey Maylor

**Project Work & Dissertation Report**  
**Paper Code-MB 404**

**Credits: 16**

**Project work Objective:**

To impart the practical knowledge through research methods, help formulate a rigorous research problem related to a corporate house on the basis of their observation, help do an independent study, and encourage working in a team.

**Pedagogy**

- Identifying several situations amenable to dissertation work, writing a proposal and making a presentation to the Departmental Research Committee.
- Reporting to the committee on the progress of research work periodically.
- Making use of a variety of research methods.
- Defending the inference before the Examining Committee.

**Dissertation Report Contents**

Every student will do a detailed study on the topic selected for the dissertation, and is expected to prepare a two or three proposals which he intends to take up for the Dissertation. The Assigned guide will examine this and decide on the topic of dissertation. Report will comprise of following contents:

1. Abstract
2. Introduction
3. Aims & Objectives
4. Operational definitions
5. Significance of Study
6. Review of literature
7. Research methodology
8. Data Analysis
9. Results
10. Discussion
11. Conclusion
12. Recommendations
13. Limitations of study
14. Future prospects of study
15. References

**\*Internal Assessment**

<b>Semester</b>	<b>Details</b>	<b>Credits</b>	<b>Total Marks</b>
<b>4</b>	Journal Club Presentation	1	25
	Synopsis Presentation	1	25
	Conference/Seminars Attended	1	25
	Publications: Submitted: 15/25 Accepted:20/25 Published: 25/25	1	25
	Report Evaluation (Supervisor)	2	50
	<b>Total</b>		<b>6</b>



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