



## Master of Foreign Trade

### SYLLABUS 2020

# Kodaikanal Christian College



## DEPARTMENT OF FOREIGN TRADE

## PROGRAM OBJECTIVES

The MFT Program is designed to provide all the knowledge, tools, and techniques necessary to manage all the technical aspects related to the international trade of an import-export company, Foreign Trade Policy, Supply Chain Management, Logistics Operations, etc.

The salient features of this program are:

- To acquire comprehensive and integrated training in Foreign Trade with a broad business perspective.
- To identify business opportunities in Foreign Markets and to design the best import-export strategy.
- To understand the fundamental principles of Foreign Trade and acquire the skills required to work in exports, marketing, logistics, distribution, etc.
- To develop research skills, which are essential in the Foreign Trade.
- To understand the latest rules and regulations governing the foreign trade policy and Foreign Direct Investment (FDI).
- To know the government organizations and the functionaries that exist in promotion of export and import trade organizations.
- To gain the knowledge of Foreign Exchange and Control.
- To familiarize the process of International and domestic trade procedures.
- To understand the logistics operations in India and its significance to the growth in International Trade.
- To understand the importance of Supply Chain Management and Logistics Management in Foreign Trade.
- An appreciation of foreign trade policy and procedures for imports as well as exports.

## MFT SYLLABUS – First Year

### SEMESTER – I

COURSE CODE	COURSE	TITLE	HOURS/ WEEK	CONTINUOUS INTERNAL ASSESSMENT	EXTERNAL	TOTAL MARKS	CREDITS
	CORE I	PRINCIPLES OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR	5	40	60	100	5
	CORE II	MANAGERIAL ECONOMICS	5	40	60	100	5
	CORE III	ACCOUNTING FOR MANAGERS	5	40	60	100	5
	CORE IV	INTERNATIONAL MARKETING MANAGEMENT	5	40	60	100	5
	CORE V	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	5	40	60	100	5
<b>TOTAL</b>			<b>25</b>				<b>25</b>

### SEMESTER – II

COURSE CODE	COURSE	TITLE	HOURS/ WEEK	CONTINUOUS INTERNAL ASSESSMENT	EXTERNAL	TOTAL MARKS	CREDITS
	CORE I	BUSINESS LAW	5	40	60	100	5
	CORE II	DIGITAL MARKETING	5	40	60	100	5
	CORE III	ENTREPRENEURSHIP DEVELOPMENT AND NEW BUSINESS VENTURE	5	40	60	100	5
	CORE IV	MANAGERIAL COMMUNICATION	5	40	60	100	5
	CORE V	CORPORATE ETHICS AND GOVERNANCE	5	40	60	100	5
<b>TOTAL</b>			<b>25</b>				<b>25</b>

## MFT SYLLABUS – Second Year

### SEMESTER – III

COURSE CODE	COURSE	TITLE	HOURS/ WEEK	CONTINUOUS INTERNAL ASSESSMENT	EXTERNAL	TOTAL MARKS	CREDI TS
	CORE XI	GLOBAL STRATEGIC MANAGEMENT	5	40	60	100	5
	CORE XII	GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT	5	40	60	100	5
	CORE XIII	GLOBAL INSURANCE AND RISK MANAGEMENT	5	40	60	100	5
	CORE XIV	INTERNATIONAL BUSINESS ENVIRONMENT	5	40	60	100	5
	CORE XV	INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION	5	40	60	100	5
<b>TOTAL</b>			<b>25</b>				<b>25</b>

(After exams, one month internship in an export firm or shipping company or related activities company)

### SEMESTER – IV

COURSE CODE	COURSE	TITLE	HOURS/ WEEK	CONTINUOUS INTERNAL ASSESSMENT	EXTERNAL	TOTAL MARKS	CREDI TS
	CORE XVI	RESEARCH METHODS FOR INTERNATIONAL BUSINESS	5	40	60	100	5
	CORE XVII	FOREIGN EXCHANGE MANAGEMENT	5	40	60	100	5
	CORE XVIII	GLOBAL FINANCIAL MARKETS AND INSTRUMENTS	5	40	60	100	5
	CORE XIX	PROJECT	15	40	60	100	5
<b>TOTAL</b>			<b>30</b>				<b>20</b>

# **SEMESTER I**

# **PRINCIPLES OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR**

## **UNIT I Introduction**

Management- Nature and definition- Function of management - Management: Art, Science and profession .Admission Vs Management. Functional Areas of Management-Managerial skills, Technical skills, Human and Conceptual skills, Levels of Management:

## **UNIT II Evolution of management**

Evolution of management-Planning process-Types of plans-Merits and limitations of planning-Decision making – meaning, process and types. Organizing: principles, organization structure and charts-Features of good organization: Line, Functional, line and staff, committee. Departmentation -process and methods. Delegation of authority Definition Need and principles. Centralization and Decentralization.

## **UNIT III Staffing**

Staffing- Meaning –Recruitment –Selection –Directing-meaning, Importance, Principles. Control –Meaning , Nature , Importance and Principles , Steps and Techniques , Requirement of an Effective control system

## **UNIT IV Introduction to Organizational Behavior**

Introduction to Organizational Behavior: OB – Process of Behavior - Different models of OB Group Dynamics – Definition – types of groups - theories of group formation - Formal and Informal Groups – problems of informal groups – group norms – Group cohesiveness – five stages of group development – meaning and nature of group decision making – types – steps styles – techniques – advantages and disadvantages in group decision making.

## **UNIT V Motivation**

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives – nature of motivation – importance of motivation – techniques to increase motivation - Theories of Motivation – Maslow’s Theory of need hierarchy - Herzberg's theory – Alderfer’s ERG theory. Morale - Definition - factors improving and affecting morale - morale and its relationship with productivity - Morale Indicators.

## **Text Books and References**

1. Mitra, J.K, 2017, Principles of Management, Oxford University Press, New Delhi. Prasad, L.M., 2015, Principles and Practice of Management, Eighth Edition Reprint, Sultan Chand& Sons, New Delhi.
2. Tripathi, P.C.,2017, Principles of Management, Sixth Edition, McGraw-Hill Education, New Delhi.
3. Prasad, L.M., 2014, Organisational Behaviour, Fifth Edition, Sultan &Chand, New Delhi.
4. Luthans, F., 2014
4. Organisational Behaviour – An Evidence Based Approach, Twelfth Edition, Tata McGraw Hill. New Delhi.

# **MANAGERIAL ECONOMICS**

## **UNIT I Introduction**

Managerial Economics: Introduction, Meaning, Scope of Managerial Economics , Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist.

## **UNIT II Demand Analysis**

Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand

## **UNIT – III Macro Economics**

Macro Economics – National Income: Concept and Measurement –defects - Income Distribution – Business Cycles – types -Phases – Forecasting of Cycle.

## **UNIT-IV Product Markets**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

## **UNIT-V National Income**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Fiscal and Monetary Policies.

## **Text Books and References**

1. YogeshMaheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 Gupta G.S.,
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer &Harris,
3. Managerial Economics, Cengage Learning, Newdelhi, 2005 Geetika, Ghosh & Choudhury, ,
4. Managerial Economics, Tata Mcgrawhill, Newdelhi, 2011

# ACCOUNTING FOR MANAGERS

## OBJECTIVES

To enable students to understand the principles of accounting and to help them use these principles in management.

### UNIT – I Introduction

Introduction to Accounting – Accounting principles – Accounting standards – Financial reporting – IFRS (International Financial Reporting Standards) Journal, Ledger and Trial Balance

### UNIT – II Final Accounts and Depreciation

Final Account- Preparation of Trading account-Profit and Loss account-Balance sheet with and without adjustments – Depreciation: Meaning-Concept, Significance and Methods –calculation of depreciation

### UNIT – III Financial Statement Analysis

Management Accounting – Difference between Financial and Management Accounting – OBJECTIVESs and Functions of Management Accounting. Financial Statement Analysis – Ratio Analysis-Meaning-objectives-classification of ratios-limitations-calculation of ratios – Economic Value Added – Market Value Added

### UNIT – IV Fund Flow and Cash Flow Analysis

Fund Flow and Cash Flow analysis:Meaning-objectives-preparation of Schedule of changes in working capital-Fund and Cash from operations –Fund and Cash flow statements. Marginal Costing-meaning-techniques-preparation of marginal costing and CVP Analysis

### UNIT – V Budgeting and Costing

Budgeting – Budgetary Control meaning-objectives-limitations – Types of Budgets – Innovative budgeting techniques-preparation of budgeting-Zero base budgeting. Costing-Meaning- Importance of Costing – elements of cost-cost sheet Preparation- Standard Costing as a management tool.

## TEXT

1. Khan, Jain M, P, *Management Accounting*, New Delhi, Tata McGraw-Hill, 2006.
2. Shashi G.K, Sharma R.K, *Accounting for Managerial Decisions*, New Delhi, Kalyani Publications, 2006.

## REFERENCE

1. Srinivasan N.P, *Principles and Practice of Management Accounting*, New Delhi, New Age International, 2010.
2. Mani P L, Vinayaraman P, *Principles of Accountancy*, New Delhi, Sultan Chand & Sons, 2004.
3. Narayanaswamy R, *Financial Accounting: A Managerial Perspective*, New Delhi, PHI, 2006.
4. T.S.Reddy, A. Murthy, 2016: *Advanced Accountancy- Volume: I*, Second Revised Edition, Margham Publications, Chennai.
5. R.L.Gupta and M. Radaswamy, 2015: *Advanced Accountancy- Volume: I*, S. Chand and Company Ltd., New Delhi.
6. Bhattacharyya S K and Dearden J-:*Accounting for Management: Vikas Publishing Pvt. Ltd. New Delhi*



# INTERNATIONAL MARKETING MANAGEMENT

## **UNIT – I Introduction and International Marketing Environment**

Meaning – International marketing Vs .Domestic Marketing Objectives of International business -International marketing decisions –concepts related to management of international marketing function-World Trade and India's foreign trade- environment social and cultural environment-political and legal environment – environment monitoring- Introduction to E-marketing communication- Barriers to international marketing. International marketing environment and marketing strategy

## **UNIT – II International Market Selection and Segmentation**

Market selection and market profiling - need for market selection market selection process -Determinants of market selection -market profile -market segmentation.

## **UNIT – III International Product Planning**

Product planning for export- Need for product planning – Marketing environment – Product strategies – Product adoption – Product standardization – Productlife cycle – International marketing-Marketing research-Planning and Control.

## **UNIT – IV International Pricing and Promotion Decision**

Export Pricing – Export objectives and pricing -Marginal Cost pricing in export market -Government influence on export pricing –transfer pricing - Steps in export pricing.

## **UNIT – V International Distribution Strategy**

International channel-channel alternatives-Importance of channel decision-channel selection decision-International retailing-Role of logistic in international trade-Factors influencing channel distribution.

## **Text Books and References**

International marketing Management - R.L. Varshney and B.Bhattacharya

International Trade and Export Management - Francis Cherunilam

International marketing - P.K. Jain.

# **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

## **UNIT I Introduction to IHRM**

Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Case studies

## **UNIT II Strategies for International Growth**

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, and the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures. Case studies

## **UNIT III International Workforce planning and staffing**

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues. Case studies

## **UNIT IV Developing Global Mindset**

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. Case studies

## **UNIT V Performance Management**

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices- Case studies

## **Text Books and References**

International Human Resource Management, Tony Edwards, Pearson Education

Global Human Growth Model, M.N Rudrabasavaraj, Himalaya

International Human Resource Management, MonirTayeb, Oxford

# **SEMESTER II**

## BUSINESS LAW

### UNIT 1: INTRODUCTION

**Business Law** : Introduction, Nature of Law, Meaning and Definition of Business Laws, Scope and Sources of **Business Laws in India** and International level. International Law related to Canada, Japan, China, Saudi Arabia, Germany, European Community – Legal Framework of India's Foreign Trade – FTDR Act – FEMA – Customs Act – Quality Control Act- **Indian Legislation relating to Foreign Trade and International Agreements**

### UNIT 2: CONTRACT LAWS

**Indian Contract Act, 1872**: Definition of Contract, essentials of a valid contract, classification of contracts, remedies for breach of contract. **Indian Sale of Goods Act, 1930**: Definition of contract of sale, essentials of contract of sale, conditions and warranties, rights and duties of buyer, rights of an unpaid seller.

### UNIT 3: COMPETITION AND CONSUMER LAWS

**The Competition Act, 2002**: Objectives of Competition Act, Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India. **Competition Laws** : The role of Competition law in International Trade – Competition Policy and Trade in Global Economy

**Consumer Protection Act, 1986**: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Rights of the consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission, National Commission – **International Consumer Protection**

### UNIT 4: CYBER LAWS

Introduction to **Indian Cyber Law**: Meaning, Need, Evolution and Jurisprudence of Indian Cyber law, **Cyber Crime** : Evolution, Meaning, e-Governance, Cyber Space – **Cyber Security and International Trade**

### UNIT 5: ECONOMIC LAWS

**Indian Patent Laws and WTO Patent Rules**: Meaning of IPR, invention and non-invention, procedure to get patent, restoration and surrender of lapsed patent, infringement of patent,

**FEMA**: Objects, Features, definition of important terms: authorized person, currency, foreign currency, foreign exchange, foreign security, offences and penalties - **Anti-dumping** : Meaning, WTO provisions on Anti-dumping; Anti-Dumping Agreement, Regulatory framework for anti-dumping in India, Duties & Procedures

Case Study Related to the Subjects to be added

### BOOKS FOR REFERENCE:

1. K. Aswathappa, Business Laws, HPH,
2. Bulchandni, Business Laws, HPH.
3. K. Venkataramana, Business Regulations, SHBP.
4. Kamakshi P & Srikumari P – Business Regulations, VBH.
5. N.D. Kapoor, Business Laws, Sultan chand publications.

# DIGITAL MARKETING

## UNIT 1: Introduction of the Digital Marketing

**Digital Marketing** : Introduction, Meaning, **Digital environment**, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfillment options and strategies, Introduction to payment gateways and PayPal

## UNIT 2: Web Analytics

**Web Analytics**- Audience profiling and segmentation, Internet usage patterns , Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, **Introduction to behavioral targeting**. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

## UNIT 3: Search Engine Marketing

**Search Engine Marketing**- Email campaign creation and management, Google Ad words, search and display on search engines, pricing models online, Introduction to page rankings, Google Ad words analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo - Search Methodology. Copy writing for Online Advertisements.

## UNIT 4: Social Media Platforms

**Social Media and e-PR**- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

## UNIT 5: Integrating Online Communication into IMC Process

**Integrating Online Communication into IMC Process** - Online Advertising – Email Marketing -Viral Marketing – Affiliate Marketing – m-marketing – **Participatory Communication Networks** – Social Media Communities – Consumer Engagement – Co-Created Content Management – **Interactive Digital Networks** – Customer led Marketing Campaigns – **Legal and Ethical aspects related to Digital Marketing**.

Case Studies

## **BOOKS FOR REFERENCE:**

1. Ted Schadler, Josh Bernoff, and Julie Ask, The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment (ISBN 978-0991361007)
2. Jeff Hasen, The Art of Mobile Persuasion: How the World's Most Influential Brands are Transforming the Customer Relationship Through Courageous Mobile Marketing (ISBN 978-0986148330)
3. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, Ist Edition, 2009
4. Grienstein and Feinman- E-commerce –Security, Risk Management and Control(TM), The Consumer Decision Journey, McKinsey Quarterly, No3, 2009

# ENTREPRENEURSHIP DEVELOPMENT AND NEW BUSINESS VENTURE

## Unit 1 Introduction Entrepreneurship

Entrepreneurship – Definition – Characteristics - Reasons for Growth of Entrepreneurship in a Country - Functions of An Entrepreneur - Types of Entrepreneurs - Entrepreneurship Success and Failure (with reference to India and the World) - Need to Train Entrepreneurs - Phases For Entrepreneurial Development - Role of Entrepreneurs In The Economic Development of a Country

## Unit 2 New Business Idea

New Business Idea - Meaning and Applicability - Sources of Business Idea - Business Idea Evaluation – Preference of Location - Geographical and Community Preferences and others - Business Plan - Uses - Kinds - Process of Writing A Business Plan - New Product Development and Business Incubation.

## Unit 3 New Business Venture

Starting up of a Business – Project Identification and formulation-Project appraisal and report – Assessment of feasibility – Legal considerations – Basic Start up Problems - Challenges of Buying a Business - Process of Buying – Institutional Assistance to an Entrepreneur – Policy Support to an Entrepreneur. Market conditions affect the market potential of a new business-identify the need and target market-justification for a new business venture

## Unit 4 Financing of Business

Financing of Business – Characteristics of Business Finance – Sources of Business Finance - Debt – Equity Considerations – Profit Planning and Budgeting (Theoretical Aspects Only).

## Unit 5 Women Empowerment

Need For Women Empowerment In our Country - **Prospects and Problems of Women Entrepreneurs** – Solutions - Some Success. Stories of Women Entrepreneurs, **Indian Women Entrepreneurs** - Self Help Group - Meaning and Usefulness - **Rural Entrepreneurship**: Meaning and Need - Opportunities In Various Sectors – Problems and Prospects.

### TEXT BOOKS:

1. Entrepreneurship: Rajeev Roy, Oxford University Press
2. Entrepreneurial Development: Vasant Desai

### REFERENCE BOOKS:

- 1 Entrepreneurial Development: Bhanucholi
- 2 Entrepreneurship Development: Dr. K. G. C. Nair

# MANAGERIAL COMMUNICATION

## UNIT – I : Introduction

**Managerial Communication:** Introduction to Communication, Objectives, Concepts and Significance.- Internal Communication and External Communication - **Communication Environment** and **Communication Process**

## UNIT – II : Managerial Communication at Workplace

**Organizational Communication** – Types of Managerial Communication — **Effective Managerial Communication** tips – **Managerial Communication Skills** – Managerial Communication at Workplace- Improving Managerial Communication – Barriers to Communication – External, Organisational and Personal Factors - Making Communication Effective

## UNIT – III : Written & Electronic Communication

**Written Communication** : Meaning, Letters for different occasions- accepting/declining invitations, congratulating, consoling, conveying information – **Social Communication** - Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication. **Electronic Mail**- Digital Signatures – Electronic Mail Security- preparing minutes, agenda etc, **Work Place Communication** – Minutes, Proposals, Memorandums, Press releases, Presentations, Profile of institutions, Speeches, Responding to enquiries and complaints, Resumes, Applications. Commercial/Business Letters and **Principles of Effective Writing**

## UNIT IV : Effective Communication Skills (Verbal and Non-Verbal)

Introduction - Effective Communication Skills – 7C's and 4 S's (Shortness , simplicity, strength sincerity) - **Public Speaking Skills** - Role of audio visual aids and computers in oral presentations - Tele Conference - Banking procedures via internet, conducting meetings via google meet, zoom etc, video conferencing, Video Conference. **Interviewing**– Placement Interviews, Discipline Interviews, Appraisal - Interviews and Exit Interviews. **Listening skills** -Mannerisms -Body language – Kinesics – Professional Dressing – Conducting meetings, seminars and conferences - Group discussion

## UNIT V : Negotiations and Reports

**Negotiations** -Introduction-Phases of a Negotiation - Characteristics of Negotiation - Opening Negotiations - Legal Aspects of Communication – **Reports:** Writing reports of different kinds –Long & short reports -Formal & Informal reports Annual report, Status report, Survey report.

### Recommended Books:

1. Courtland L. Bovee ,John V Thill, Business Communication Today, Prentice Hall International
2. Raymond V Lesikaret. al., Connecting in a Digital World, 13e,Tata McGraw Hill, New Delhi.



- 3 .Guffey Mary Ellen, Business Communication, South-Western Collage publishing
4. Meenakshi Raman, Sangeetha Sharma, Technical Communication- Principles and Practice, Oxford
5. Argenti Paul A, Irwin, Corporate Communication, McGraw Hill.
6. Atkinson, Reynolds, Business Writing & Procedures, American Book Co.

# CORPORATE ETHICS AND GOVERNANCE

## UNIT – I : Introduction to Ethics

**Ethics and morality** – Ethics and law – Business Ethics – Concepts – Importance and benefits – Ethical theories – Values & Value based Management – A brief study on the relevance of Karmic effect

## UNIT – II : Ethical Aspects & Approaches

Ethical leadership – Ethical Decision Making – Ethics and Cultural issues – Ethical Dilemma – Ethical Displacement – various approaches to Business Ethics

## UNIT – III : Ethics in Functional Areas

Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Operations – Ethics in Information Technology – Trans-cultural issues – Ethical Governance – Code of Ethics

## UNIT – IV : Corporate Governance

**Conceptual Framework of Corporate Governance:** Meaning; theories and models of corporate governance; various approaches to business ethics; green governance/e-governance; shareholder activism – corporate boards and its powers, responsibilities and disqualifications – risk management committee and audit committee – regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks - Corporate Governance initiatives in India – Various Committees and Commissions –Corporate Disclosure – Global Trade – **International Perspective on Corporate Governance** – UK, USA, Australia, China, Russia, South Africa – Principles of Corporate Governance

## UNIT – V : Corporate Social Responsibility

**Corporate Social Responsibility & its Significance in Business** – Concept of **Social Audit** & its Relevance – **Whistle blowing** – Privacy Trade Secrets – IP rights – Scams & Scandals in Corporate Governance – Initiatives in India : Case Studies

### Recommended Books:

1. ManishaPaliwal – Business Ethics, New Age International Press, New Delhi.
2. Patyrick J. A. & Quinn J. F. – Management Ethics, Response Publishing, New Delhi.
3. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi.

# **SEMESTER III**

# GLOBAL STRATEGIC MANGEMENT

**Objectives:** To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

## Unit I- Introduction

Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.

## Unit II- Environmental Analysis

Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; International Product Life Cycle (IPLC) Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

## Unit III-Strategic Choice & Specific Strategies

Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.) Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

## Unit IV-Strategic Issues and Alternatives in Globally Competitive Markets

Reasons and process of firms internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies

## Unit V-Strategy Implementation Control in Global Strategic Management

Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; **Organization Structure and Design**; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Note: Case studies and problems involving issues in global strategy are required to be discussed.

TEXT

Jayarathnam M, Strategic Management, Mumbai, Himalaya, 2008.

## REFERENCE

1. Kazmi Azhar, Strategic Management and Business Policy, New Delhi, TMH, 2008
2. Williams K, Strategic Management, New Delhi, Pearson, 2008
3. Kumar R, Strategic Management, New Delhi, APH Publishing Corporation, 2008

# GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

**Objective:** The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

## UNIT - I

**Logistics Management:** Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

## UNIT – II

**Shipping Industry:** Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

## UNIT – III

**Air Transport:** Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

## UNIT – IV

**Supply chain:** Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management

## UNIT – V

**Forecasting and planning in supply chain management** – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

### TEXT BOOKS:

Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi , 2006..

### REFERENCE BOOKS:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill,New Delhi.
2. David Stewart ,”International Supply chain Management”, Cengage publications,2008.
3. Reji Ismail,“Logistics Management” Excel Books, 2008.

## **Global Insurance & Risk Management**

### **Objectives:**

The objective of this course is to learn basic principles of insurance and risk management and contemporary issues related to insurance.

### **UNIT – I : INSURANCE BUSINESS**

Nature and History of Insurance Business – Insurance Business in India Europe, UK and USA – insurance Act 1938 – General insurance business – Nationalisation – Insurance as a social security tool – Insurance and economic development – IRDA – Entry of private players into Insurance business – Actuarial profession – Global Trends and developments in Insurance Business.

### **UNIT – II : PRINCIPLES OF LEGAL ASPECTS OF INSURANCE**

Principles of Legal aspects of Insurance – Principles of Insurable Interest – Principles of Utmost Good Faith – Principles of Indemnity – Principles of Subrogation – Doctrine of Proximate Cause – Tariff Advisory Committee – Legal Aspects of Life Assurance – Global Insurance Regulatory Frame work.

### **UNIT – III : LIFE INSURANCE**

Life insurance – Features – LIC of India – Products – Calculation of Premiums – Surrender Value – Mathematics of life insurance – Mortality Tables, Risk Premium, Interest Table, Premium Calculations – Factors determining premium – Extra premium – Actuarial aspects – Term assurance annuities – Group insurance and Pension plans – Health related insurance – Claims settlement – Life insurance products & Services in Europe, UK & USA.

### **UNIT – IV : GLOBAL NON-LIFE INSURANCE**

Global Non-life Insurance: Principles & Practices Fire insurance – Standard fire policy; Marine – Cargo and Hull insurance – Types; Motor insurance – Liability insurance, Types of policies; Engineering insurance – Electronic equipment insurance, Burglary insurance – Underwriting Practices – Claims settlement in International Perspectives.

### **UNIT – V : RISK MANAGEMENT PROCESS**

Risk management process – Risk identifications: perception of risk, Threat analysis, Even analysis, Safety Audit – Risk evaluation – Concept of probability – Statistical methods of risk evaluation – Value at Risk (VaR) – Risk Management Methods – Contingency Planning – Risk Transfer – Captive Insurance agreements – Reinsurance – Catastrophe covers – Legal Aspects of Reinsurance – Reinsurance Markets – Lloyds Markets – Risk Management techniques for global insurance market players.

### **Text Books**

1. Mishra, M.N: Insurance principles and practices, S. Chand and Co., Delhi.
2. Vinayakam, N., Radhaswamy and Vasudevan, SV: Insurance principles and practices, S. Chand and Co., Delhi.
3. Mishra, M.N: Life Insurance Corporation of India, Vol. I, II & III, Raj Books, Jaipur.

### **Reference Books:**

1. Life Insurance Corporation Act 1956.
2. Insurance Regulatory Development Act 1999

# INTERNATIONAL BUSINESS ENVIRONMENT

## OBJECTIVES

To enable students to understand the various dimensions of environment that surrounds and affects businesses.

## UNIT- I

**International Business and its Environment:** Significance, Nature and Scope – Factors affecting International Business.

## UNIT-II

**International Types of Environment** – cultural Environment -Economic Environment –technological Environment – regulatory Environment – political Environment – natural Environment – impact of the environment in business

## UNIT-III

**International Trade Theories:** Trade Theories – economic Cooperation and Agreements: Argument for free trade - SAARC – South Cooperation – International Commodity Agreements – Institutions

## UNIT-IV

**International Investment:** Investment Theories – Types – Significance – Factors- International Trade and Payments: FTP – Trading Merchandise – Balance of Payment – Balance of Trade

## UNIT-V

**Foreign investment :** FDI – Portfolio Investment - Factors affecting Foreign Investments – Impact of Foreign Investment.

## TEXT

Francis -Cherunilam, *International Business Environment*, Mumbai, Himalaya Publishing House, 2008.

## REFERENCE

1. V.K.Bhalla, *International Business Environment and Management*, Anmol publications, 2010
2. Paul, Justin, *Business Environment: Text & Cases*, McGraw Hill, 2010.
3. Ian Worthington, Chris Britton, *The Business Environment*, New Delhi, Prentice Hall, 2007.

## INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

### OBJECTIVES

To introduce students to international trade procedures including import and export procedures, the documents involved, the funding procedures and the various organizations involved in export and import.

#### **UNIT – I - Introduction to Export and Import Business**

Setting up an Export/Import Business – Registration Procedures for Export/Import – Selection of Products and Suppliers for Export/Import – export and import contracts.

#### **UNIT – II - Documentation of Export and Import**

Documentation of Import- documents of Export-financing for exports and imports- pre and post shipment credit - EXIM bank export credit guarantee corporation-Payment Terms and Methods.

#### **UNIT – III - Incentives and Assistance to EXIM**

Customs duty incentives – marketing assistance – production assistance – recent trends.

#### **UNIT – IV - Export Promotion Measures**

Export Promotion Measures – Export Promotion Organizations – Import Trade Organizations – export promotion council- commodity board – chamber of commerce, DGCI.

#### **UNIT – V - e-documentation**

Import and Export procedure -E-Documentation procedures - EXIM Policy 2009-2014

### TEXT -

1. Francis Cherunilam, *International Trade and Export Management*, Mumbai, Himalaya Publication, 2006.

### REFERENCE

1. R.L Varshney, *International Marketing Management*, New Delhi, Sultan Chand and Sons, 2001.
2. Jain K S, *Import Procedures and Documentation*, Mumbai, Himalaya, 2010.
3. Mahajan, *Import Policy, Procedures and Documentation*, Mumbai, Snow white, 2010.
4. K.K. Andley & V.J Mattoo, *Foreign Exchange Principles and Practices*, New Delhi, Sultan Chand and Sons, 2000.
5. T.A.S Balagopal, *Export Management*, Mumbai, Himalaya Publishing House, 2006.
6. Paul, Aserkar, *Export Import Management*, New Delhi, Oxford University Press, 2008.
7. Kumar Aseem, *Export and Import Management*, New Delhi, Excel Books, 2007.
8. Singh, *Export Management*, Delhi, Discovery Publishing, 2010.



# **SEMESTER IV**

## **RESEARCH METHODS FOR INTERNATIONAL BUSINESS**

**Objectives:.** Is to develop research skills in view of investigating into the international business opportunities as well as problems

### **UNIT – I : Introduction**

Research: Meaning, Types – Research Process – Selection and Formulation of a Research Problem – Research Design – **International Research**

### **UNIT – II : Data Collection Methods**

Primary data collection – techniques- Secondary Data Searches – Qualitative Research – Observation Studies – Surveys – Experiments and Test Markets

### **UNIT – III : Measurement in Research**

Measurement in Research – Measurement Scales – Questionnaires & Instruments – Sampling Concepts – Determining Sample Size

### **UNIT – IV : Data Processing and Classifications**

Processing of Data – Classification – Editing – Coding – Tabulation – Hypothesis Testing – Use of Computer in Data Processing

### **UNIT – V : Data Interpretation and Report Writing**

Interpretation – Diagrammatic and Graphical Representation – Report Writing – Types of Research Reports – Layout of a Research Report

### **Text Books and References**

Kothari C. R., Research Methodology: Methods and Techniques, New Delhi, New Age International, 2005.

Patri D, Statistical Methods, New Delhi, Kalyani Publishers, 2005.

Sharma C.K, Jain M K, Research Methodology, New Delhi, Shree Publishers, 2008.

Sharma K.R, Research Methodology, New Delhi, National Publishing House, 2004.

# Foreign Exchange Management

## Objectives:

This course aims to provide the students an insight into the operational mechanism of foreign exchange market, the FOREX risks involved and mechanics of management of such risks.

## UNIT – I

**Foreign Exchange Markets:** Organization-Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – **International Market Quotations** – Cross Rates – Merchant Rtes – **FEDAI Regulations** – Role of RBI

## UNIT – II

**Foreign Exchange Rates** : Systems, determining Exchange Rates, fixed and flexible exchange rate system – **Exchange Rate Theories** – Participants in the Foreign Exchange Markets; Cash and Spot Markets – **Exchange Rate Quotes** – LERMS – Determinants of Exchange Rates – Spot Rates, Forward Exchange Rates – Forward Exchange Contracts; Foreign Exchange and Currency Futures; Exchange Rate Arrangement in India – **Exchange Controls - Stock Exchange** – Shares, Debentures, bonds

## UNIT - III

**Foreign Exchange Transactions** – Purchase and Sale Transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – **Factors Determining Forward margins.**

## UNIT – IV

**Foreign Exchange Risk:** Transaction exposure, translation exposure and economic exposure; management of exposures internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques.

## UNIT – V

**Forex Derivatives:** Forex Derivatives Swaps – Future and Option and Forward Contracts. Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

## Text Books

1. Yadav, Surendra S., P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
2. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi
3. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi. Reference Books:
1. Alan C Shapiro: Multinational Financial management, Prentice Hall, New Delhi.
2. Francis Cheruynilam: International Economics, Tat Mc Graw Hill Pub Ltd, New Delhi
3. Ian H Giddy: Global financial Markets, AITBS Publishers and Distributors, New Delhi
4. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, response Books, Sage Publications, New Delhi.
5. Levi, Maurice D: International Fiance, Mc Graw Hill, International Edition
6. Zeneff, D and J Zwick: International Financial Management, prentice Hall, International Editon.

# GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

**Objectives:** The basic objective of this course is to impart the fundamental knowledge about the global financial market and strategies adopted by the financial markets.

## UNIT I

**International Business Environment** – Framework – International Economic Institutions – WTO – UNCTAD – **IMF and World Bank** – Regional Economic Cooperation – Growth and Development of MNCs – Types and Rationale – Gains for of International Trade

## UNIT II

**Foreign Exchange Markets** – Fixed and Flexible Exchange Rates – Spot and Forward Markets – Exchange Rate Quotes – LERMS – Factors affecting Exchange Rates – Basic Theories – PPP – Interest Rate Parity – Fisher Effect – Currency derivatives – Futures and Options – Currency Swaps

## UNIT III

**International Finance** – International Financial System – Bretton wood Conference afterwards – European Monetary System – International Financial Markets – Creation of Euro – Emergence of Euro Currency Markets – International Money Market Instruments – GDRs – ADRs – Euro Bonds – Repos – CPs – Loan Syndicates – Euro Deposits

## UNIT – IV

**Multinational Financial Management** – Complexities – Working Capital Management – Investment and Financing Decisions – Capital Budgeting – Cost of capital of Overseas Investment – Risk Exposure – Types – Measurement and Management of Exposure - International Portfolio Management

## UNIT – V

**International Banking** – Banking Practices of European Banks – Large Banking Centers – Japanese Banking – American Banking System – Basel I and Basel II guidelines – LIBOR – Portfolio of Operations of Global Banking – Swiss Banking Practices.

## Text Books

1. Buckley, Adrian., Multinational Finance, Prentice Hall of India, New Delhi
2. Shapiro A C., Multinational Financial Mangement, Prentice Hall, New Delhi

## Reference Books:

1. Henning C N, Piggot W and Scott W H., International Financial Mangement, Mc Graw Hill Int Ed, NY
2. Apte P G., International Financial Management, Tata Mc Graw Hill, New Delhi
3. Maurice, Levi., International Finance, Mc Gaw Hill Int Ed, New York

## PROJECT

### 1. AN OUTLINE GUIDE FOR THE DESIGN OF RESEARCH PROBLEM

(Based on Russell L. Ackoff, *The Design of Social Research* (Chicago: University of Chicago, 1953) adapted by Delbert C. Miller in *Handbook of Research Design and Social Measurement*, 3<sup>rd</sup> Ed. New York: David McKay Company, Inc. 1977.)

#### 1. The Problem

1. Present, clear, brief statement of the problem with concepts defined where necessary.
2. Show that the problem is limited to bounds amenable to treatment or test .

#### 2. Describe the significance of the problem with reference to one or more of the following criteria:

1. It is timely
2. Relates to a practical problem
3. relates to a wide population
4. relates to an influential or critical population
5. fills a research gap
6. permits generalization to broader principles of social interaction or general theory
7. sharpens the definition of an important concept or relationship.
8. has many implications for a wide range of practical problems.
9. may create or improve an instrument for observing and analyzing data
10. provides opportunity for gathering data that is restricted by limited time available for gathering particular data.
11. provides possibility for a fruitful exploration with known techniques.

#### 3. The Theoretical Framework

1. Describe the relationship of the problem to a theoretical framework.
2. Demonstrate the relationship of the problem to the previous research
3. Present alternate hypotheses considered feasible within the framework of the theory.

#### 4. The Hypotheses

1. Clearly state the hypotheses selected for the test. (null and alternate hypothesis should be stated)
2. Indicate the significance of test hypotheses to the advancement of research and theory.
3. Define concepts or variables (preferably in operational terms)
  - a. Independent and dependent variables should be distinguished from each other.
  - b. The scale upon which variables are to be measured (quantitative, semi-quantitative, or qualitative) should be specified.

#### 5. Design of experiment or inquiry

1. Describe ideal design or designs with special attention to the control of interfering variables.
2. describe selected operational design.
  - a. Describe stimuli, subjects, environment, and responses with the objects, events, and properties necessary for their specification.
  - b. Describe how control of interfering variables is achieved.
3. Specify statistical tests including dummy tables for each test.
  - a. specify level of confidence desired.

#### 6. Sampling procedures

1. Describe experimental and control samples
  - a. Specify the population to which the hypotheses are relevant.
  - b. Explain determination of size and type of sample
2. Specify method of drawing or selecting sample
  - a. specify relative importance of Type 1 error and type II error.
  - b. Estimate relative costs of the various sizes and types of samples allowed by the theory.

## 7. Methods of Gathering data

1. Describe measures of quantitative variables showing reliability and validity when these are known. Describe means of identifying qualitative variables.
2. include the following in description of questionnaires or schedules, if they are used:
  - a. Approximate number of questions to be asked of each respondent.
  - b. Approximate time needed for interview
  - c. The schedule as it has been constructed to this time.
  - d. Preliminary testing of interview and results.
3. Include the following in description of interview procedure, if this is used.
  - a. means of obtaining information i.e., by direct interview, all part by mail, telephone or other means.
  - b. Particular characteristics interviewers must have or special training that must be given to them.
4. Describe use to be made of pilot study, pretest , or trial run.
  - a. Importance of and means for coping with unavailables, refusals, and response error.

## 8. Working Guide

Prepare working guide with time and budget estimates.

- a. planning
- b. pilot study and pretests.
- c. Drawing sample
- d. Preparing observational materials
- e. Selection and training
- f. Trial plan
- g. Revising plans
- h. Collecting data
- i. Processing data
- j. Preparing final report
- h. Estimate total work-hours and cost.
- i. Analysis of results**

Specify method of analysis

- i. use of tables, calculator, sorter, computer etc.
- ii. use of graphic tables
- iii. specify type of tables to be constructed.
- j. Interpretation of results**
  1. Discuss how conclusions will be fed back into theory.
- k. Publication or reporting plans**
  - Write these according to department requirements.
  - Select for journal publication in the most significant aspects of the problem in succinct form(probably not in excess of fifteen typewritten pages double spaced). Follow style and format specified by the journal to which article will be submitted.

## 2. THE REPORT

The whole exercise culminates with a submission of a report by each student, individually. The dissertation submitted should be a report of the research work carried out by the student, leading to the discovery of new facts or to an establishment of a correlation between facts which are already known. The nature of the research work carried out may be analytical, experimental or descriptive or a case study or a combination of any of the above mentioned. It is further expected that the work reported must be of such quality and nature and it must value to the existing body of knowledge in the discipline where the student specializes in.

