



# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## MBA-INTERNATIONAL BUSINESS IV SEMESTER (20-22)

### MBAI401C STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teacher Assessment*	END SEM University Exam	Assessment				
MBAI401C	Strategic Management	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the longrun and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

## COURSE CONTENT

### Unit I: Introduction

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational–Analytical



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5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management
6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

## Unit II: Mission, Business Definition and Objectives

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it
5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses
7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

## Unit III: Strategy Alternatives, Grand Strategies and their sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

## Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

## Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

## Suggested Readings

1. Kazmi, Ajhar (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, Alpana (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, Raghavan (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, Ghemawat (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple Alison (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press



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## MBAI402C SUPPLY CHAIN MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI402C	Supply Chain Management	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

The objective of this course is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. Students having experience in the field of production can learn the techniques of materials and logistics management and implement them in their daily operations.
2. Provide a wider scope to the students interested in working in the manufacturing as well as shipping and retailing fields.

## COURSE CONTENT

### Unit I: Introduction to SCM

1. Importance of materials management
2. Codification, Simplification
3. Value analysis, Value engineering, Vendor analysis
4. Concepts and importance of a Supply Chain (SC)
5. Evolution of Supply Chain Management (SCM)
6. Key issues of Supply Chain Management, Competitive and SC strategies

### Unit II: Dynamics of Supply Chain

1. Supply Chain Interventions



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2. Push-based, Pull-based and Push-Pull based supply chain
3. Network design and Operations in the Supply Chain
4. Demand Forecasting in a Supply Chain
5. The value of information, Bullwhip effect, its Causes and remedial measures

### Unit III: Managing inventory in SC environment

1. Basic and advanced inventory models
2. Multi-echelon inventory models

### Unit IV: Transportation in SC environment

1. Design options for a transportation network
2. Strategic Outsourcing and Strategic Alliances
3. Third party and fourth party logistics

### Unit V: Retailing and Supply Chain Management

1. Retailer- Supplier partnerships (RSP)
2. Supplier evaluation and selection
3. Information Technology (IT) in Supply Chain Management
4. SC performance model: SCOR model

### Suggested Readings

1. Muthaiah, K. (2015). *Logistics management and World Sea Borne Trade*. Mumbai; Himalaya Publishing House Ltd.
2. Aserkar, Rajiv (2007). *Logistics in International Business*. Mumbai; Shroff Publication and Distribution Ltd.
3. Chopra, Sunil (2009). *Supply Chain Management*. New Delhi; Prentice Hall Publication.
4. Jaikrishna, S. *Supply Chain Performance Management*. Hyderabad; ICFAI Unit Press.
5. Raghoramay, G. and Rangaraj, N. (2000). *Logistics and Supply Chain Management*. New Delhi; MacMillan India Ltd.
6. Donald, Bowersok (2007). *Logistics Management*. New Delhi; Tat McGraw Hill Publication.



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## MIB403 SERVICE MARKETING AND CRM

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment*	END SEM University Exam	Assessment*				
MIB403	Service Marketing and CRM	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

The objectives of the course are to expose students to the nature of retail and service markets and develop abilities to help them apply marketing concepts in these markets.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. To familiarize the students with services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
2. Understanding of those aspects of marketing that are of particular relevance to service producing organizations.

## COURSE CONTENT

### **Unit I: Introduction**

1. Services: Service Sector and Economic Growth
2. Service Concept
3. Characteristics and Classification of Service
4. Challenges and Strategic Issues in Service Marketing
5. Segmentation, Differentiation and Positioning of Services



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## Unit II Marketing Mix

1. Marketing Mix in Services Marketing
2. Product, Price, Place, Promotion, People
3. Physical Evidences and Process Decisions

## Unit III: Strategic Issues in Service Marketing

1. Service Differentiation and Positioning
2. Managing Service Quality
3. Productivity in Services

## Unit IV: Customer Relationship Management Introduction

1. Meaning and Definition of CRM
2. Importance of CRM
3. Concept and Growth of Relationship Marketing
4. Scope of Relationship Marketing
5. concept of Lifetime Customer and Customer Loyalty
6. Benefits and difficulties of CRM

## Unit V: CRM Process and Implementation

1. Introduction
2. Customer Development Process
3. Customer Retention
4. Customer satisfaction
5. Customer Retention Strategies
6. Customer Life Time Value
7. CRM process for B2B markets

## Suggested Readings

1. Christopher, H. Lovelock (1996). *Service Marketing*. New Delhi; Prentice Hall of India
2. Shankar Ravi (1998). *Services Marketing*. New Delhi, Global press.
3. Reeder, Robert R., Brierty Edward G. and Reeder Betty H. (1998). *Industrial Marketing, Analysis, planning and Control*. New Delhi; Edward, PHI.



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## MIB404 INTERNATIONAL BUSINESS LAW

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MIB404	International Business Law	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

To provide insight into International Business Law and the legal systems of various countries. It also aims at providing learning to students about how firms' doing business between more than 185 countries are governed and regulated.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcome

Students will learn the role of international organizations in the process of regulating International business, as well as international treaties, conventions and agreements.

## COURSE CONTENT

### **Unit I: Legal Framework**

1. Foreign Trade Development and Regulations Act 1992
2. The Customs Act, 1962
3. Foreign Exchange Management Act, 1999

### **Unit II: Contractual Relations**

1. The Indian Contract Act, 1872
2. Sale of goods Act, 1930
3. The Conciliation and Arbitration Act, 1996 (special emphasis on International Arbitration conventions).



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## Unit III: Intellectual Property Rights

1. The Patents Act, 1970
2. The Copyright Act, 1957
3. The Trademark and Merchandise Marks Act
4. The Designs and Trademark Act
5. The Information Technology Act, 2000

## Unit IV :Insurance

1. Marine Insurance Act
2. Carriage of goods Act

## Unit V:Payments

1. Concepts like – Letter of Credit
2. Electronic transfer, provisions related to Income tax
3. sales tax, avoidance of double taxation
4. An overview of International Contracts: Licenses, Joint Ventures, Consultations, Foreign investment laws. Model: SCOR model

## Suggested Readings

1. Gogna P. P. S. (2003). *A Textbook of Business and Corporate Law*. New Delhi; S. Chand and Company.
2. Bulchandani K. R. (1984). *Business Law*. New Delhi; Himalaya Publishing.
3. Singh, Avtar (2006). *Principles of Mercantile Law*. Lucknow; Eastern Book Company.
4. Chandra, Bose (2008). *Business Laws*. New Delhi; Prentice Hall India.



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## MIB406 COMMODITY, DERIVATIVES AND PRICE RISK MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment**	END SEM University Exam	Teachers Assessment**				
MIB406	Commodity ,Derivatives and Price Risk Management	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

The objective of this course is to explain to the student the risk return tradeoff and managing financial risk through the use of various derivatives. This also aims at making them understand operations of derivatives market including commodity derivatives.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. Familiarize the students with various facet of overseas project management.
2. Equip students with the need, importance and application to international trade and business.

## COURSE CONTENT

### **Unit I: Introduction to Derivatives**

1. Introduction to Derivatives
2. Meaning of Forwards, Futures, Options and Swaps
3. Difference between Spot and Futures Markets
4. Difference between Futures and Forward contracts, types of orders
5. Evolution of commodity markets, Commodity markets of India



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## Unit II: Commodity Futures in India and its Regulations

1. Commodity Futures in India and its Regulations
2. Evolution of Commodity Futures in India
3. The Kabra Committee Report
4. Commodity Futures Markets: The Economic Perspective
5. Regulatory Framework
6. Forward Contract Regulation Act, 1952
7. Forward Market Commission and its functions
8. Regulatory Measures evolved by the Commission
9. Proposed amendments to FC(R) Act, 1952

## Unit III: Project Selection

1. Project Cash Flows
2. Time Value of Money
3. Cost of Capital, Appraisal Criteria and Analysis of Risk

## Unit IV: Overseas Project Appraisal

1. Techniques of Social Cost - Benefit Analysis
2. Shadow Pricing
3. Role of Documentation in International Project Selection

## Unit V: Technical Analysis and Financial Analysis

1. Technical Analysis and Financial Analysis(Cost of Project, Working Capital Requirement & its Financing), Export Potential of India in Overseas Project (Sector wise analysis)
2. Financing of Overseas Project in respect of RBI Guidelines
3. Financial Analysis of a Project
4. Role of International Financial Institutions in Financing the Overseas Project

## Suggested Readings

1. Chandra, Prasan (2008).*Project: Planning, Analysis, Selection, Financing Implementation & Review*. New Delhi; Tata McGraw-Hill Publishing Company Ltd.
2. Seth, A.K. (2000). *International Financial Management*. New Delhi; Galgotia Publications.
3. Gopalkrishnan P. and Rama Moorthy E. (2000).*Text book of Project Management*. New Delhi; McGraw Hill Publications.
4. Kerzner, Harold (1994). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. New Delhi; CBS Publications.
5. Anand, Rajiv (1995).*Project Profiles with Model Franchise Agency and Joint Venture Agreement*. New Delhi; Bharat Publications.



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## MIB 409 NEW VENTURE PLANNING FOR ENTREPRENEURSHIP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment* nt*	END SEM University Exam	Assessment* nt*				
MIB409	NEW VENTURE PLANNING FOR ENTREPRENEURSHIP	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objective

This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.

### Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

### Course Outcomes

1. Understand the role of business managers.
2. Describe the interrelationship among the various functions of Management.
3. Develop a general management perspective.
4. Use analytical skills for decision-making.

## COURSE CONTENT

### **Unit I: Introduction**

- 1 Concept of Entrepreneurship; Role of entrepreneurship in economic Development
- 2 Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach
- 3 Types of Entrepreneurs, Characteristic of successful entrepreneurs
- 4 Entrepreneurship process, Women Entrepreneurs, Social entrepreneurship
- 5 Entrepreneurial challenges



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## Unit II: Entrepreneurship Development and Leadership

- 1 Types of startups, Entrepreneurial class Theories, Entrepreneurial training
- 2 EDP Programmes, Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership
- 3 International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges
- 4 Source of innovative ideas, Entrepreneurship and creativity
- 5 Techniques for generating ideas, Impediments to creativity.

## Unit III: New Venture Planning

- 1 Methods to Initiate Ventures, Acquisition-Advantages of acquiring an ongoing venture and examination of key issues
- 2 Franchising- how a franchise works, franchising law, evaluating of franchising opportunities
- 3 Developing a Marketing plan-customer analysis, sales analysis and competition analysis
- 4 Steps in marketing research, Marketing Mix,
- 5 Business Plan-benefits of driver's perspectives in business plan preparation, elements of a business plan, Business plan failures.

## Unit IV: Financing Venture

- 1 Financing Stages; Sources of Finance,
- 2 Venture Capital, Criteria for evaluating new venture proposals
- 3 Evaluating Venture Capital- process
- 4 Sources of financing for Indian entrepreneurs

## Unit V: Special Issues for Entrepreneurs

1. Legal issues – Forming business entity, considerations and criteria
2. Requirements for formation of a Private/Public Limited Company
3. Intellectual Property Protection- Patents, Trademarks and Copyrights
4. Importance for startups, Legal acts governing business in India
5. International entrepreneurship- opportunities and challenges
6. Intrapreneurship

## Suggested Readings

- 1 Kumar, A. (2012). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson, India.
- 2 Hishrich, P. (1992). *Entrepreneurship: Starting, Developing and Managing a New Enterprise*. Publisher Homewood, IL: Irwin.