

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Concepts of Management
MIB1C01
Credits: 04**

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process.
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses.

Unit I: Introduction Management

Meaning, scope and process of management, Managerial skills, Levels and roles, Evolution of management theory.

Unit II: Planning and Decision-Making

Meaning, Scope and importance of planning, Strategy making: formulation vs crafting model, Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organizing

Division of work and various basis of Organizational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manager; Brief discussion on theories of leadership, Motivating others; Content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management, International dimensions.

Suggested Readings

1. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India.
2. Robbins, S.P.: Management, PHI, New Delhi.
3. Koontz, H. and Donnell C., Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management. N. Deming, Management : Principles and Guidelines, Wiley India.
5. Griffin, Ricky, W.: Management, eight edition, Wiley India

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**Economics for Managers
MIB1C02
Credits: 4**

Course Description: This course is designed to teach the key microeconomics and macroeconomics principles required for business decision making.

Course Objectives

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.
- To enable the learners apply the economic concepts and tools in managerial decision –making.

Unit I: Introduction to Economics and Demand Analysis

Fundamentals of Economics, Economics and managers, Theory of the Firm; demand and supply analysis; elasticity of demand, demand forecasting.

Unit II: Production Process and Cost Analysis

Properties of Production function, Law of diminishing returns; Isoquants and returns to scale; Cost concepts and cost curves (short and long run); economies of scale and scope.

Unit III: Market structure

Price and output under perfect competition, monopoly; monopolistic competition and oligopoly; Price discrimination

Unit IV: Macroeconomics I

Circular Flow of economic activities; National Income: concepts and measurement, Instruments of Fiscal Policy; Tools of Monetary policy

Unit V: Macroeconomics II

Economic growth and development, Business Cycles; The balance of payments and exchange rates determination, Inflation.

Suggested Readings

1. Farnham, Paul (2014). Economics for Managers, 3rd Ed., Pearson
2. McGuigan, James et. A. (2012). Economics for Managers, 12th Ed., Cengage.
3. Hirshey, Mark (2007). Economics for Managers, Thomson Learning.
4. Samuelson, P. (2010). Economics, 19th Ed., Tata-McGraw Hill.
5. Mankiw, G. (2016). Principles of Economics, 6th Ed., Cengage
6. Moss, D. (2015) A Concise Guide to Macroeconomics: What Managers, Executives and Students Need to Know , 2nd Ed., Harvard Business school Press
7. Evans, Anthony, (2014). Markets for Managers: A Managerial Economics Primer. Wiley

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**Human Resource Management
MIB 1C04
Credit: 4**

Course Objectives

- To familiarize the students with Human Resource Management. Concepts and functions.
- To help the students in identifying problems in the management of Human Resources.
- To acquaint the students with different strategies and legislations used in management of HR related issues in the organization.

Unit I: Introduction to Human Resource Management

Evolution of HRM, Relevance of HRM, Challenges faced by HRM, Human Resource Functions, Systems Model of HRM Functions, The Indian Scenario of HRM.

Unit II: Manpower Management

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III: Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV Industrial Relations

Industrial relations machinery; preventive and settlement machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

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**Management Accounting
MIB 1C05**

Course Objectives

- To familiarize students with basics of financial, cost and management accounting
- To equip them techniques of business decisions based on accounting information
- To use financial data in decision making

Unit I: Introduction

Justification of course, meaning, definition, history of accounting, forms of accounting and users of accounting information; accounting standardisation and role of statutory bodies in India and abroad; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.

Unit II: Preparation Basic Accounting Records

Preparation of basic accounts - journal to trial balance, errors and rectification, income statement, position statements (P&L A/C and Balance Sheet) and adjustment entries, opening and closing entries; presentation of financial statements in other useful forms, i.e. common sized statement; comparative statement and trend percentages; legal requirements relating to accounting, reading of annual report(s) of companies, select case(s)

Unit III: Financial Statement Analysis

Ratio analysis, its meaning and uses; study of liquidity ratios and leverage ratios; study of profitability ratios and activity ratios; qualitative ratios, limitation of ratios, meaning, uses and preparation of functions flow statements; meaning, uses and preparation of cash flow statements.

Unit IV: Basics of Costing

Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses of break even analysis; activity based costing

Unit V: Standard Costing and Variance Analysis

Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; material yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance; responsibility accounting and report writing.

Suggested Readings

1. Dearden J and Bhattacharya SK, Accounting for Management– Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.
2. I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi.
3. Horngreen T Charles, Sundem L Gart and Elliot John, Introduction to Financial Accounting, 9th Ed 2013, Pearson, Delhi
4. Khan and Jain, Management Accounting, 3rd Ed, 2013, Tata McGraw Hills Ltd, New Delhi

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**Management Information System
MIB IC07
Credits: 4**

Course Description:

The course is designed to familiarize the students with the need to study information system and its relevance as a subject of study. Further, to make the students familiar of the structure and kinds of information system existing and in operation in organization at different levels. The course also intends to make the students aware of the knowledge of new technologies and its relevance in business.

Course Objectives:

- To familiarize the students of the importance of information system
- To study the structure and kinds of information system existing in organization
- To study the systems that help to link the enterprise
- To study the systems for building information system in an organisation
- To study the recent and emerging issues in information system and the benefits and challenges that an organisation faces

Course Contents:

Unit-1: Introduction to Information Systems

Information System & Its Components, Why Study Information System, Dimensions of Information System, Information System-A Socio-Technical System, Information System-A Competitive Weapon, Role of a Chief Information Officer, Data & Information Cycle

Unit-2: Levels of IS & Systems for Linking Enterprise

Different Levels of IS-TPS, MIS, ESS, Decision Support System (DSS), Expert System, Systems for Linking Enterprise-Enterprise Resource Planning Systems, Supply Chain Management System, Customer Relationship Management Systems, Knowledge Management Systems

Unit-3: DataBase Management System

Traditional Filing System-Limitations; Database, Its Capabilities & Components; Relational & Object Oriented Database & Database in the Cloud; Data Warehouse, Datamart, & Data Mining; Text Mining & Web Mining

Unit-4: Building Information System & Emerging Issues

Prototype Approach and Life Cycle Approach, Virtual Organisation-Structure and form, benefits and challenges; Information System Outsourcing-benefits and challenges and kinds, Information System implementation and Management of Change, Information System Security.

Unit-5: Emerging Issues (cont)

Concept of Cloud Computing-Characteristics, Deployment methodologies; Concept of Crowd Sourcing-Application; Big Data-Opportunities & Trends, Analytics and Technology; Social Networks & Social Media-Application in business.

References:

Management Information System by Laudon & Laudon (Pub: Mc Graw)
Management Information System by by McLeod & G P Schell (Pub: Pearson)
Management Information System by by Ramesh Behl, James A O'Brien & George M Marakas (Pub: Mc Graw Hill)

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Spreadsheet Modeling
MIB 1C08
Credits: 2

Course Description: Spreadsheet is a powerful tool for business analysis. This course aims to develop student's ability to formulate, analyse, and solve business problems using spreadsheet modeling.

Course Objectives: After Completing this course students are expected to:

- Identify situations in which a spreadsheet model may improve managerial decision-making
- Demonstrate proficiency in the data analysis to aid in data-centric decision making
- Become effective modellers who can build models to solve business problems in various functional areas of business

Course Content

Unit-1: Introduction to Modelling and Spreadsheet Functions

Modeling: Definition, terminology, types, and process, Introduction to Excel functionality, Basic Functions: (IF, VLOOKUP, INDEX, MATCH, COUNTIF, Text Functions). Advanced Functions (OFFSET, INDIRECT, ARRAY formulae)

Unit-2: Data Crunching

Data tables, What-if-analysis, Database functions, Pivot Tables and Charts, Solver, correlation and multiple regression

Unit-3: Applications of Spreadsheets in Business

Linear programming, sensitivity analysis, simulations, and optimization with applications in marketing, operations, and finance

Text and References:

1. Ragsdale, C. (2017). Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics. 8th ed. Cengage Learning
2. Gottlieb, I. (2013). Next Generation Excel: Modeling in Excel for Analysts and MIBs. 2nd ed. John Wiley & Sons.
3. Winston, W. L. (2014). Marketing analytics: data-driven techniques with Microsoft Excel. John Wiley & Sons.
4. Winston, W. (2016). Microsoft Excel data analysis and business modeling. 5th ed. Microsoft Press.

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**Research Methods in Management
MIB1C09
Credit: 4**

Course Description

In today's fast changing business world, obtaining high-quality information about the current business environment may determine the success or failure of a business. Business researchers use a variety of methods to collect information about consumers, employees, businesses and the marketplace in general. This information is used to help businesses make effective decisions.

Course Objectives

Broadly the objective of this course is to provide students an insight into various into different sources of business research data, examine processes for collecting and analyzing business research data, and shows how to prepare and present marketing research reports. A basic knowledge of statistics is a pre-requisite for studying this course. The learning outcomes of the course are expected to be:

- 1) The students should be able to appreciate the contribution of business research to any type of organization.
- 2) The students should be able to delineate the benefits and limitations of the tools and techniques employed in business research.
- 3) The students should be able to evaluate the changing nature of business research and assess the contribution of these changes to actionable business research.

Course Content

Unit 1: Business Research

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice.

Unit 2: Research Designs & Data Collection Techniques

Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data

Unit 3: Measurement, Scales and Questionnaire Design

Concept of Measurement, Problems in Measurement-Validity, Reliability; Scales of Measurement-Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing

Unit 4: Sampling, Hypothesis Testing, Data Preparation & Analysis

Sampling Theory, Designs and Issues; Practical considerations in sampling and sample size, Central Limit Theorem; Hypothesis Testing-Concept & Procedures; Data Preparation Process & Data Analysis

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Unit 5: Statistical Analysis, Reporting Research Findings & Ethical Issues

Introduction to SPSS; Statistical applications: T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings—Differences between academic and business audience; Ethical issues related to publishing, Plagiarism and Self-Plagiarism

Suggested Readings

1. Business Research Methods, Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Education
2. Research Methods for Business: A Skill-Building Approach, Uma Sekaran and Roger Bougie, John Wiley & Sons, Inc.
3. Business Research Methods: A South-Asian Perspective, William G Zikmund, Barry J Babib, Jon C Carr, Atanu Adhikari and Mitch Griffin, Cengage India
4. Marketing Research: An Applied Orientation, Naresh K. Malhotra and Satyabushan Dash, Pearson Education, India.
5. Marketing Research: Text and Cases, Harper W. Boyd, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin, Homewood, Illinois: USA.
6. Marketing Research: Measurement and Methods, D.S. Tull, D.I. Hawkins, Macmillan, New York.

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Business Communication
MIB 1C10
Credit: 4

Course Description

This course aims to develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills.

Course Objectives

- To enable the students to understand the nuances of interpersonal and organizational communication
- To assist them in gaining clarity about themselves and their career goals
- To assist them in learning key elements of verbal and non-verbal communication important for professional life
- To instill confidence and appraise them of various forms of organizational communication they are likely to encounter in their work life

Unit I: Communication Process

Communication Process, types of communication, Interpersonal and organizational communication, Communication Barriers

Unit II: Gaining Self Awareness

Gaining Self Awareness: Johari's Windows, Developing Career plan, Symbolic Communication, Ethics in communication.

Unit III: Communication Skills

Listening skills, Elements of public Speaking, Non-verbal communication and Body Language, Crisis Communication

Unit IV: Employment Related Communication

How to write a Job Application letter, Resume writing, Types of Job Interviews, How to prepare for Interview, Social Profiling & Etiquettes.

Unit V: Managerial Communication

Group discussions, Meetings: Agenda, Conduct & Minutes, Effective Business Presentation, Effective Report writing, Business letters, Memo, Notice & Email, Electronic communication

Suggested Readings

1. Lesikar, R.V. & J.D. Petit, Jr. Basic Business Communication: Theory and application, Homewood III, Eight edition, Richard D. Irwin.
2. Meenakshi, Prakash, Business Communication, 2007, Oxford Publication House
3. Monippally, M. Business Communication strategies, 2001, Tata McGraw Hill
4. Lewis, Hedwig, Body Language: A Guide for professional, second edition Response Books.

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**Organisational Behavior
MIB 1C11
Credit: 4**

Course Description

This course deals with the behavior of individuals and groups as part of the social system in the workplace. They examine individual and group behavior, power and politics, conflict and various leadership styles, motivational techniques and coordination in the work environment and apply these concepts to the development of an organization's human resources.

Course Objectives

- To provide the students a conceptual framework of understanding, analyzing, and predicting behavior
- To help them to understand OB in a global scenario
- To familiarize about the challenges and opportunity for OB
- To help the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

Concept of organization; Meaning and systematic study of OB; Developing an OB model; OB in a global perspective; Challenges and opportunities for OB

Unit II: Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Perception and individual decision making; Values, attitudes and job satisfaction

Unit III: Foundations of Learning and Motivation

Learning process; Theories of learning; Content theories of motivation(brief discussion) ; Process theories of motivation; An integrative model of motivation; Motivational techniques for Indian managers

Unit IV: Group and Interpersonal Dimensions

Formation, classification, group dynamics, and group decision making; Power and politics; Transactional analysis; Conflict management

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development

Suggested Readings

1. Robins, S.P., Judge, T.A. and Vohra N.: Organizational Behavior, 14th ed., Pearson-Education: New Delhi.
2. Pareek U.: understanding Organizational Behaviour, 2nd ed., Oxford University Press: New Delhi.
3. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
4. Luthans F. (2010). Organizational Behavior, 12th ed., McGraw:New Delhi.

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**Business Law and Ethics
MIBIC12
Credit: 4**

Course Description

The course is designed with the aim to make the students understand the intricacies in the formation of a contract, the various laws related to business organizations under Indian context, and the need to understand the ethical dimensions and social responsiveness of business organizations.

Course Objectives

- To guide the students towards learning the essentials of contract formation.
- To study the performance, discharge, and remedies for the breach of contract.
- To study the issues related to management of companies, competition, and intellectual property issues.
- To understand the need for formulating ethical policies that may protect the interest of stakeholders of a firm and ensuring proper implementation of such policies.

Course Contents

Unit I: Law of Contract I: Introduction to Law

Meaning and Essentials of a Contract, Offer and Acceptance, Consideration, Capacity to Contract, Void Agreements, Contingent Contracts.

Unit II: Law of Contract II

Performance of a Contract, Discharge of a Contract, Remedies for Breach of Contract, Contract of Indemnity & Guarantee, Sale of Goods Act, Other Special Contracts.

Unit III: Other Laws

Consumer Protection Act, Competition Act, Elements of Company Law, Intellectual Property Rights

Unit IV: Business Ethics

Business Ethics - An Overview: Ethics and Values in Business, Professional and Applied Ethics

Unit V: Ethical Dimensions of Business

Corporate Governance and Business Culture, Corporate Social Responsiveness, and Emerging Issues.

Text and References

1. Boatright, J. R.: Ethics and the Conduct of Business, Pearson Education
2. Fernando, A C: Corporate Governance – Principles, Policies and Practices, Pearson Education
3. Gulshan, S K: Mercantile Law, Excel Books
4. Kuchhal, M C: Business Law, Vikas Publishing
5. Velasquez, M G: Business Ethics – Concept and Cases, Pearson Education

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**Financial Management
MIB 1C13
Credit: 4**

Course Objectives

- To familiarize students with basic concepts used in FM
- To provide basic understanding of working capital management
- To introduce project appraisal mechanism and basics of dividend decisions

Unit I: Introduction

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Valuation of securities, legal, regulatory and tax framework related to financial management; Time value of money and its relevance.

Unit II: Working Capital Management

Working Capital Management, overall considerations in WCM; determinants and determination of W.C. requirements; management of cash; management of receivables; management of inventories.

Unit III: Investment Decisions

Management Long-term Capital, Tax considerations in investment appraisal; relevant inflows and outflows, methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit IV: Financing Decisions

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earning and overall cost of capital; operating and financial leverage, optimum capital structure; theories of capital structure; M.M hypothesis on capital structure.

Unit V: Dividend Decisions

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management.

Suggested Readings

1. Chandra Prasanna, Financial Management: Theory and Practice, 2005, Tata McGraw I, New Delhi.
2. Khan YM and Jain PK, Financial Management – Text and Cases, 2010, 10th Ed, Tata McGraw Hill Publishing Company Ltd, New Delhi.
3. I M Pandey, Financial Management, 10th Ed 2010, Vikas Publishing House, Delhi

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International Business
MIB1C14
Credit: 4

Course Description

The course is designed with the aim to make the students understand the differences among nations with to cultural, political, economic, and legal differences among nations, and how multinational companies need to adjust their strategies with respect to such differences

Course Objectives

- To guide the students towards learning the dimensions and critical issues involved in international business
- To study the control systems in multinational corporations.
- To study the issues related to management of human resources by MNCs.
- To understand the need for coordination of production, marketing and financial activities by MNCs.

Course Contents

Unit I: Dimensions of International Business

The field of international business; International Orientations, Internationalisation stages, means of engaging in international business; external influences on international business; counter trade; international business theories.

Unit II: Strategy and Structure of International Business

Strategy & firm, cost considerations & local responsiveness; Organisational design and structure; Centralisation/Decentralisation of decisions; Subsidiary Headquarter relationship; Methods of entry.

Unit III: Management of Human Resources

Management of qualifications and characteristics; International development of managers; Labour market differences & labour compensation; Comparative labour relations.

Unit IV: International Operations and Marketing

Choice of industry and plant location; choice of technology; Procurement and sourcing strategies; Coordinating a global manufacturing system; Special Economic Zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system.

Unit V: The Multinational Finance Function

The finance and treasury functions; Global debt markets; Equity securities & Euroequity market; Internal sources of funds and Multilateral Netting; Foreign Exchange Risk Management; Transfer Pricing.

Text and References

1. Daniels John D., Radebaugh, L.H., & Sullivan, Daniel P.: International Business, Pearson Education, 2004.
2. Hill, Charles W. L.: International Business, Tata McGraw-Hill, 2003.
3. Cherunilam, Francis: International Business, Prentice-Hall of India, 2007.
4. Sharan, Vyuptakesh: International Business, Pearson Education, 2006.
5. Aswathappa, K.: International Business, Tata McGraw-Hill, 2006

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**Operations Management
MIB 1C15
Credit: 4**

Course Objectives

- Understand the framework of operations systems and management.
- Develop the ability to design operations systems.
- Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.

Unit I: Operations Strategy and Planning

Fundamentals; Manufacturing and service organizations; Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Careers in OM; Operations strategy; Demand forecasting;

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning; Capacity decisions for service Operations; Location decisions; Location analysis; Product and process layouts.

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Useful websites and software: www.mhhe.com; www.poms.org; www.business.com; www.ibforecast.com; SIMMS; STORM, CD-ROM (with the book).

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**Entrepreneurial Skill Development
MIB1C16
Credit: 2**

Course Description

This course introduces the concept of an entrepreneurial mindset and encourages the development of this mindset and its associated enterprising skills. This course also takes the approach that anyone (not just those who want to start businesses or enterprises) can benefit from understanding and applying an entrepreneurial mindset to any situation that demands change in their life. This course puts emphasis on identifying and assessing opportunities, solving problems creatively, forming teams and finally taking action to take the ideas forward.

Course Objectives

While studying this course the students:

- Learn the key characteristics of the entrepreneurial mindset and associated enterprising skills.
- Appreciate the relevance of this mindset and skills when seeking solutions to complex problems and dealing with uncertainty in a variety of contexts.
- Learn to identify and assess opportunities, solve problems creatively, form teams and action plans.

Course Contents

Unit-I: Entrepreneurial Mindset

The Entrepreneurial Perspective; Entrepreneurial Traits; Myths & Mindset; Influence; React Vs Respond; Locus of Control; Vision; Perception of wealth

Unit-II: Opportunity Recognition

Search of opportunity; Sources of Innovation in Business; Problems as opportunities; Opportunistic Adaptation; Inventor as an entrepreneur; Pursuit of knowledge; Creativity

Unit-III: Ideas into Actions

Overcoming fear; Creative teams; Proof of concept; Idea evaluation; Bootstrapping; Notion of Risk; Networking; Persistence

Text and References

Taulbert, C. & Schoeniger, G. (2010) Who owns the ice house? Eight lessons from an unlikely entrepreneur. Cleveland: ELI Press.

Ries, E. (2011) The Lean Startup: How Constant Innovation Creates Radically Successful Businesses. UK: Penguin.

Chesbrough, H. (2005). Open innovation. Boston: Harvard Business School Press.

Hisrich, R., & Peters, M., & Shepherd, D. A. (2005). Entrepreneurship. New Delhi: Tata McGraw Hill.

Ruttenberg, A., Maital, S. (2014) Cracking the Creativity Code: Zoom In/Zoom Out/Zoom in Framework for Creativity, Fun, and Success. Sage.

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**Critical Thinking
MIB1C17
Credits: 02**

Course Description

Critical thinking is the cornerstone of higher education and the hallmark of an educated person. This course is a comprehensive introduction to the cognitive process and helps students develop the higher-order thinking abilities needed for academic study and career success. It integrates various perspectives on the thinking process drawn from a variety of disciplines such as philosophy, cognitive psychology, linguistics etc. It equips students with the concepts and techniques used in the identification, analysis and assessment of arguments provides the tools to become a successful critical thinker.

Course Objectives

This course aims at

- Fostering fundamental thinking, reasoning, and language abilities that students need for academic success.
- Stimulates and guides students to think clearly about complex and controversial issues by learning to deal with arguments.

Course Contents:

Unit-I: Introduction to Critical Thinking

Thinking Critically: concept, benefits, standards and barriers; Perceiving and Believing; Framework of Critical Thinking; Tools for thinking with clarity

Unit-II: Arguments & Conclusion

Introducing Arguments- Premise, Facts, Beliefs, Assumptions; Deductive and Inductive Logic; Evaluating Arguments; Concluding

Unit-III: Fallacies and Problems in Critical Thinking

Introducing Fallacies and its types- Types of Formal/ Logical Fallacies, Types of Informal/ Substantive Fallacies, Fallacies based on Faulty Argument Techniques; Problems of Egocentric and Sociocentric Thinking; Stages of Critical Thinking-an assessment

Suggested Readings:

- Michael Kallet (2014), Think Smarter, Wiley .
- Richard Paul & Linda Elder (2006), Critical Thinking- Learn the tools the best thinkers use, Pearson.
- John Chaffee (2012), Thinking Critically, 10th Edition, Wadsworth, Cengage Learning
- Walter Sinnott Armstrong and Robert Fogelin (2015), Understanding Arguments: An Introduction to Informal Logic. 9th Ed. Wadsworth Cengage Learning.

International Business Environment

MIB2C01

Credits: 4

Course Description

Managers of multinational corporations have to meld the art of strategic decision-making with a strong understanding of the business environment in the different locations where their companies operate. This course is designed to familiarize students with the complexities of expanding and managing multinational corporations in environments that are different along cultural, political, social and economic dimensions.

Course Objectives

While studying this course the students:

- Shall learn various facets/elements of the international business environment.
- Shall be equipped with the tools and perspectives to analyze the effect of the various elements of business environment on internal organization of business.
- Shall learn to draw implication of cross-cultural, political and ethical issues on global business.

Unit I: MNEs and International Business environment

Nature of business environment; components of international business environment; MNEs and internationalization; environmental scanning for international business and framework for analysis; forces of globalization; Emerging Market Multinationals.

Unit II: International Economic & Legal Environment

The components and characteristics of international economic environment; the transnational economy; trading environment of international business - an overview; WTO; regional trading arrangements; the changing world economy and its impact on international business

Unit III: The regulatory and legal environment

The regulatory and legal environment of business; basic principles of international law for business; areas of legal environment of particular concern to MNEs- The courts, law and consumer and codes of practice.

Unit IV: Political Risk and Cross-cultural environment of Business

Analysis and management of political risk; country risk analysis; the cultural environment of international business; cross cultural challenges and complications; culture shock and international business

Unit V: Ethical Issues in International Business

The ethical and social responsibility of international business; bribery and corruption; Sustainability issues; competitive strategy and international business environment; an overview of India's business environment; Recent trends.

Text & References:

Hill Charles W.L. (2011), International Business: Competing in the Global Marketplace (8/E.), McGraw-Hill

Daniels John D. (2011), International Business: Environment and Operations (13/E.)

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Gerber James (2011), International Economics, 5/E, Pearson.

Ajami, Riad A. et al. (2006) Internationalbusiness : theory and practice. M. E. Sharpe
Hudgell and Luthans International Management, McGraw-Hill

Anant, K. Sundaram and J. Stewart Black, (1996). The international Business Environment Prentice
Hall of India.

MIB2C02: Global Strategic Management
Credits- 04

Course Description

This course is designed to provide students with a working understanding of the complexities and challenges faced by firms doing business globally. Global Strategy is about challenges confronting managers and firms competing internationally. Focus, however, will be the multinational corporation (MNC), which owns or controls significant resources and operations in several, often disparate countries, cultures and markets. The overall aim of the course is to understand how strategy carried out by the MNC in an international context is different, if at all, from firm strategy in a purely domestic setting. The importance of cross cultural awareness and understanding, global communications, strategic implementation of global strategies, strategic partnerships & joint ventures and strategies to create global product and service offerings will give the students a deeper understanding of the subject domain.

Course Objectives

- To develop analytical skills for enabling strategic thinking.
- To enable strategic decision making with the application of theory and other methods.
- To develop an understanding of strategy formulation in a global context.

Unit I: Global Business Environment

Introduction to global business environment and its complexities, Dynamics of global and country-specific business environment, Analysis of the political, legal, economic, socio-cultural and regulatory environment. Impact of Global Environment and country specific business environment on strategy formulation.

Unit II: Framework for Global Strategy

Firm-specific advantages and Country-specific location advantages, Issues and challenges with home country location advantages, Combining firm-specific advantages and location advantages in a multi-national network, Country evaluation and selection- significance of emerging economies and Regional Trade Agreements.

Unit III: Classification of Strategies

Basic Strategies in Global Perspective- Global Strategy, International Strategy, Multi-domestic Strategy and Trans-national Strategy.

Entry Strategies- Exporting, Licensing, Franchising, Joint Ventures, Acquisitions, Subsidiaries, Strategic Alliances, FDI.

Unit IV: Functional Strategy Formulation

Formulation of Functional Strategies- International Marketing Strategies; International Production and Technology Strategies; International HR Strategies; and International Financial Strategies, International Innovation and R&D Decentralization.

Unit V: Implementing and Controlling Global Strategies

Managing Globally, Implementation issues in diverse industry and socio-cultural environment, Critical success factors in strategic control, Issues in international benchmarking and Future Challenges, Elements of the international strategic control systems.

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Suggested Readings:

1. Davidson, W.H. Global Strategic Management New York: John Wiley & Sons.
2. Kazmi, A , Business Policy, Tata McGraw Hill, New Delhi, 1992
3. Garland J.& R.N: Farmer International Dimensions of Business policy and Strategy Boston Mass: Kent Publishing.
4. Porter, M.E: The Competitive Advantage of nations New York: The Free Press.
5. Srivastava, R.M. International Strategic Management Bombay: Himalaya Publishing House

International Business Law & Taxation
MIB2C03
Credits: 4

Course Description

The course is designed to create awareness among MBAIB students with respect to the legal environment of business, and help them to take appropriate decisions with respect to contract formation, and adherence to differences in legal environment among nations.

Course Objectives

- To study the overview of the international tax and legal environment and the impact of international law and taxation on international business.
- To study the issues related to international arbitration, international contracts, agreements and institutions.
- To study the issues related to the need and the procedure related to the transfer of technology, accounting and taxation practices among nations and protection & enforcement of intellectual property rights.

Course Contents

Unit I: Introduction to Law and the Legal Environment of Business

Introduction to Law; Growth and Development of International Business Law, Principles of International Business Law, Types of Law and Major legal systems, Global legal Environment and Major Concerns of Multinationals.

Unit II: International Contracts

International Contract Formation, International Sale of Goods: Obligations of Exporters and Importers and Remedies for Breach of Contract, Excuses for non-performance of International Contracts, International Anti-Trust Considerations, Warrantee & Guarantee.

Unit III: International Transactions and Dispute Settlement

International Shipping and Cross Border liability, INCOTERMS 2010 – Obligations for Exporters and Importers, Letters of Credit, Dispute Settlement and International arbitration.

Unit IV: International Accounting and Taxation, and Transfer of Technology

International Accounting practices, Differences in taxation practices among nations and Transfer Pricing, Tax Equity and Tax Neutrality, Transfer of Technology, International Licensing Agreements.

Unit V: Infringement and Enforcement of Intellectual Property Rights

Intellectual Property Rights, World Intellectual Property Organisation, TRIPs Agreement, Protection and Enforcement of Intellectual Property Rights, Cyber laws and Virtual piracy.

Text and References

1. Gulshan & Kapoor: Business Law Including Company Law, 16th Edition, 2013.
 2. Carolyn Hotchkiss: International Business Law, 1994.
 3. Sundaram, Anant K. & J. Stewart Black: International Business Environment, PHI, 2000.
 4. Pathak, Akhileshwar: Legal Aspects of Business, Tata McGraw-Hill, 2005.
- Kumar, Krishna: Cyber Laws, Dominant

Export Import Procedure and Documentation
MIB2C04
Credit: 04

Course Objectives

- To familiarize with India's trade policy, infrastructure and incentives from managerial point of view.
- To acquaint with the export and import procedures.
- To help understand the EXIM documentation.
- To create awareness about promotional institutions for export and import.

Unit I: Trade Policy and Infrastructure

India's Foreign Trade Policy and Infrastructure; India's Foreign Trade; trade chain in LPG and M Era; Elements of success in International trade operations; International trade and global marketplace; infrastructure for exports.

Unit II: Export Assistance and Institutions

Export Promotion Measures in India, Market Access Initiatives and Development Assistance in India, Promotional Measures for Export assistance; Financial Assistance; Export Credit Risk Management, ECGC Schemes; Special Economic Zones

Unit III: International Trade and Export Order

International trade procedure; targeting and entry into international markets; processing export order; international trade documentation; International sales contract; INCOTERMS

Unit IV: International Trade Documentation

Legal Framework of trade documentation; Commercial Documents in international trade; Regulatory Documents in International Trade; foreign exchange regulations; Cargo Insurance and Claims procedures; Export Incentive scheme

Unit V: International Trade Processes and Operational Infrastructure

Import Procedure and Documentation Import kind and Regulations; Locating and negotiating with suppliers; Excise clearance of export cargo; Custom Clearance procedure of Exports; EDI initiatives of customs; Duty Drawback Claims Procedures, Role of Freight Forwarder

Suggested Readings

Singh, R. International Trade Operations, Excel Books, New Delhi, 2009
Nabhi Kumar Jain, Exporters Manual & Documentation, 2007
Nabhi Kumar Jain How to Export, 2007
Nabhi Kumar Jain How to Import, 2007
Paras R, Exporters Manual, 2007

International Economics
MIB2C05
Credits: 4

Course Description

The course is designed to create awareness among MBAIB students with respect to the role of the International Organisations in administering and implementing the multilateral trade agreements and acting as a forum for multilateral trade negotiation, resolving trade disputes, and assessing national trade policies etc.

Course Objectives

- To study the trade and investment theories in order to understand the trade patterns and benefits of free trade.
- To understand the impact of trade barriers on cross border trade and economic and social development.
- To understand the role of WTO, in influencing the global economic scene, and in shaping new world order and its influence on international trade.
- To study the challenges posed by increased liberalisation, and the opportunities opened up for developing nations.
- To analyse the impact of trade agreements and to devise strategies in order to benefit from the opportunities that open up in the new world trading system.

Course Contents

Unit I: Theories of International Trade

Mercantilism, Absolute advantage; Comparative Cost Advantage; Factor-Proportions, IPLC Theory, New trade Theory, Theory of Competitive Advantage, External Economies of Scale, Monopolistic Competition Model.

Unit II: Trade Barriers, GATT & World Trade Organisation

Free trade versus protectionism; tariffs and quantitative restrictions and their impact. Evolution of GATT, Principles of GATT, Multilateral Trade Agreements, The structure and functions of the WTO.

Unit III: Regional Trading Arrangements

WTO and Regional Trading Arrangements (RTAs), Types of RTAs, Impact of RTAs, Major RTAs, India and its efforts at forming RTAs.

Unit VI: WTO Agreements and their Impact

Major Agreements under the Uruguay Round, Impact on Agricultural and Agro based industries, Textile and Clothing, Pharmaceutical industry, and Services

Unit V: WTO Challenges and Opportunities

Major Challenges for the WTO, Competitive Strategies for the corporates in response to the new world trading system, WTO and developing nations, Recent developments and emerging issues.

Text and References

1. Rao, M. B.: WTO and International Trade, Vikas Publishing House Pvt. Ltd., New Delhi. Second Edition, 2006.
2. Goyal, Arun: WTO in the New Millennium, Academy of Business Studies, New Delhi, 2000.
3. Gopalsamy, N.: GATT/WTO Trips, Trims and Trade in Services, Wheeler Publishing.
4. Kumar, Ratnesh: WTO Structure, Functions, Tasks, Challenges, Deep & Deep Publications.
5. Cherunilam, Francis: International Economics, Tata McGraw- Hill, 4th Edition, 2007.
6. Krugman, & Obstfeld: International Economics, Pearson Education, 2007.

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E-Commerce
MIB2C06
Credits: 4

Course Description

The course introduces the latest developments in online business with the cutting-edge coverage, real examples, actual business cases, and innovative applications in the dynamic world of e-commerce. It provides a comprehensive coverage of the emerging strategies, up-to-the-minute technologies, and the latest digital innovations adopted by the companies to attain leadership positions.

Course Objectives

Firms today are achieving market leadership by mastering digital innovation. For example, Amazon is as much a retailer and supply chain powerhouse as it is a digital innovator. Most automotive companies are realizing that their future competitors are likely to be Google and Facebook. This course, thus, provides an understanding of the dynamics within the fast-paced domain of e-commerce and balances the technological issues with the strategic business aspects of successful e-commerce

Course Contents:

Unit-I: Overview of E-Commerce

Background of E-Commerce: Evolution of Information Age; Paradigm shifts; Information Strategy & Challenge (Case-Seven Eleven Japan)

Introduction to E-Commerce (Case-Dell/Amazon): Definition, Advantages & Limitations

Business Models/Applications of E-Commerce (Video Case-Alibaba group)

Levels of E-Commerce (Case-Fedex)

Unit-II: Understanding E-Commerce Landscape

The Network Infrastructure: Evolution of Internet; Internet Governance; Internet Protocol

Security: Security Threats; Network Security; Data & Transaction Security

World Wide Web and E-commerce: Concept & Technologies behind web

Tools for developing an e-commerce portal (Hands on)

Unit-III: E-Commerce Applications

Consumer Oriented E-Commerce: B2C applications (Case-Amazon/ Netflix); Mercantile Process Model; Electronic Payment Systems (Case-Paypal/Paytm); Supply Chain in E-Commerce

Inter-Organizational E-Commerce: Models of B2B applications; Electronic Data Interchange

Intra-Organizational E-Commerce: Forces Driving Internal Commerce; Dimensions of Internal Commerce; P2P E-Commerce & Sharing Economy

Unit-IV: E-Commerce Strategy

E-Commerce Strategy (video Case-Alphabet/Google): E-strategic Grid; Preparing the Online Business Plan: Value Exchange Models; Web Design Strategies; Marketing Strategies online:

Open Issues in E-Commerce: (Legal (Uber), Technical, Ethical, Privacy issues (Apple vs FBI case)

Unit-V: Contemporary Areas in E-Commerce

Emerging platforms in E-Commerce: Social Media; Mobile Commerce; E-Government

Recent Technological trends in e-commerce: Big data Analytics; Intelligent E-Commerce (Expert Systems: AI); Internet of Things; Blockchain

Suggested Readings:

- Efraim Turban, Jon Outland, David King, Jae KyuLee , Ting-Peng Liang,Deborrah Turban,*Electronic Commerce 2018: A Managerial and Social Networks Perspective* Springer (Ninth Edition) 2018
- Gary P.Schneider. *Electronic Commerce, 12th Edition*. Cengage Learning, Boston, MA, 2017
- Laudon K., C. G. Traver, *E-Commerce 2014*, 10/E, Prentice Hall, 2014
- William S. Davis, John Benamati, *E-Commerce Basics: Technology Foundations and E-Business Applications*, PrenticeHall, 2003
- Turban, King & Lang. *Introduction to Electronic Commerce*. 3rd edition. Pearson Prentice Hall, 2011.
- Jeffrey F.Rayport& Bernard J.Jaworski: *Introduction to E-commerce*, TMH, 2003
- Kalakota, R & Winston, C: *Frontiers of E-commerce*, Pearson Education, 2002.
- Mai-Lan Tomsen, *Killer Content-Strategies for Web Content and E-commerce*, Pearson Education, 2001
- David Whiteley: *E-Commerce- Strategy Technologies and Applications*, Tata Mac-Graw Hill, New Delhi, 2000
- Donald A.Marchand, Thomas H. Davenport and Tim Dickson; *Mastering Information Management, (Financial Times series)*Pearson Education, 2001

International Finance
MIB2C07
Credits: 4

Course Description: This course deals with foreign exchange markets and risk management by firms operating in the global markets

Course Objectives

- To provide an understanding of financial environment of global business
- To familiarise with the mechanics of foreign exchange markets.
- To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments

Course Contents

Unit I: Environment of international Finance

Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments

Unit II: The Foreign Exchange Markets

The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting

Unit III: Currency Derivatives

Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV: Foreign Exchange Risk and management

Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure.

Unit V: Global Financial management

International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Text and References

1. Shapiro, A. C. (2010). *Multinational Financial Management*, 8th ed., John Wiley and Sons
2. Apte, P.G. (2014). *International Financial Management*, 7th ed., Tata McGraw Hill.
3. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2013). *Multinational Business Finance*, 13th ed., Pearson Education India.
4. Madura J. (2012). *International Corporate Finance*, 10th ed., Cengage Learning.
5. Sharan V. (2010). *International Financial Management*, 6th ed., Prentice Hall India.

Supply Chain Management
MIB2C08
Credits: 04

Course Objectives

- To understand the evolution and basic elements of supply chain management.
- To learn the use of various inventory models in supply chain management.
- To develop ability to analyze and solve supply chain network related problems.
- To learn how to design supply chain networks and make use of IT.

Unit I: Introduction to Supply Chain Management

Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC performance measurement.

Unit II: Inventory Management in SC

Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit III: Designing a Supply Chain Network

Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities;

Unit IV: Distribution and Transportation Networks

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit V: Information Technology and SCM

Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs.

Suggested Readings

1. Chopra, S., Meindl, P., and Kalra, D.V., Supply Chain Management: Strategy, Planning, and Operation, ed.vi, 2016, Pearson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.
4. Shah, J., Supply Chain Management: Text and Cases, 2009, Pearson.

Sustainability in Business
MIB2C09
Credit: 2

Course Description

Sustainability is, at its core, the balance of environmental, social, and economic goals in a way that does a better job of taking account of future needs and risks than current social systems do. It is increasingly clear that business and environmental professionals need to understand these issues and that the investment community will be increasingly looking to identify companies that demonstrate the ability to understand, anticipate and potentially manage themselves profitably in this quickly evolving landscape.

Course Objectives

- To help the students to gain an insight into the aspects of sustainability
- To understand the different mindset that business has with respect to other parts of civil society
- To develop an appreciation for the relationship between business and the environment

Course Contents

Unit 1: Sustainability: A Competitive Strategic Advantage

Concept of sustainability; Definitions; sustainability frameworks; Types of sustainability; Sustainability as a business model

Unit 2: Sustainability and Business Organizations

Issues of sustainability in Manufacturing organization, Sustainable financing, Shaping consumer and societal perception; Environmental Sensibility; Level of Compliance in various industries

Unit 3: Strategic Options

Strategic approaches; Modes of Response; Environmental Interest Groups; Differences across industries and around the world; Green taxes and carbon pricing

Text and References

1. Mike Rosenberg ^[L]_[SEP] (2015). Strategy and Sustainability: A Strategic Logic for Engagement with the Environment, Palgrave Communications .
2. Mike Rosenberg (2015). A Hard-Nosed and Clear-Eyed Approach to Environmental Sustainability for Business, The Palgrave Macmillan IESE Business Collection, Springer ISBN: 978-1-349-57334-9 (Print) 978-1-137-50175-2 (Online)
3. Sustainability—The Only Strategy: Harvard Business Review, Interview of Adam Werbach, global CEO of Saatchi & Saatchi S and author of Strategy for Sustainability: A Business Manifesto. This course is supplemented with insights from case studies, scholarly articles, and recent corporate practices.