

## BBA (Global Business)

### COURSE STRUCTURE

Year	Semester	Paper Code	Paper	Marks	Credits
<b>1st</b>	<b>1st</b>	<b>BBA – GB 101</b>	Financial Accounting	100	4
		<b>BBA – GB 102</b>	Principles of Management	100	4
		<b>BBA – GB 103</b>	Business Mathematics	100	4
		<b>BBA – GB 104</b>	Communicative English	100	4
		BBA - 104	Economics - I	100	4
		BBA - 106	Computer Applications – I	100	4
					<b>600</b>
	<b>2nd</b>	<b>BBA – GB 201</b>	Business Communication	100	4
		<b>BBA – GB 202</b>	Business Statistics	100	4
		BBA - 204	Economics - II	100	4
		BBA - 206	Computer Applications – II	100	4
		<b>BBA – GB 281</b>	Global Business Project I	200	8
					<b>600</b>
<b>2nd</b>	<b>3rd</b>	<b>BBA – GB 301</b>	Global Regulatory Framework	100	4
		<b>BBA – GB 302</b>	Introduction to Global Business	100	4
		<b>BBA – GB 303</b>	Environment Management	100	4
		BBA - 304	Business Economics	100	4
		<b>BBA – GB 381</b>	Global Business Project II	200	8
					<b>600</b>
	<b>4th</b>	<b>BBA – GB 401</b>	Sales & Marketing Management-I	100	4
		<b>BBA – GB 402</b>	Research Methodology	100	4
		BBA - 403	Financial Management-I	100	4
		BBA - 405	Human Resource Management-I	100	4
		<b>BBA GB- 481</b>	Global Business Project III	200	8
					<b>600</b>
<b>3rd</b>	<b>5th</b>	<b>BBA – GB 501</b>	E Commerce	100	4
		<b>BBA – GB 502</b>	Sales & Marketing Management-II	100	4
		BBA - 501	Financial Management-II	100	4
		BBA - 503	Human Resource Management-II	100	4
		BBA - 504	Fundamentals of Entrepreneurship	100	4
		<b>BBA GB- 581</b>	Global Business Project IV	100	4
					<b>600</b>
	<b>6th</b>	<b>BBA – GB 601</b>	Global Supply Chain Management	100	4
		<b>BBA – GB 602</b>	Global Business Environment	100	4
		<b>BBA – GB 681</b>	Study Paper* & Viva Voce (100 + 100)	200	8
		<b>BBA – GB 682</b>	Dissertation Project	200	8
					<b>600</b>

NB: The courses with codes given in bold are new courses, specific to BBA – Global Business program.

# SYLLABUS OF SUBJECTS

## SEMESTER I

### BBA – GB 101: FINANCIAL ACCOUNTING

#### Course Contents

1. **Meaning and Scope of Accounting:** Need, development and definition of accounting.
2. **Accounting Principles:** GAAP; Accounting as MIS
3. **Accounting Transactions:** Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial Balance; Sub division of journal.
4. **Capital and Revenue:** Classification of Income; Classification of expenditure; Classification of receipts.

**Accounting concept of income;** Accounting concepts and income measurement; Expired cost and income measurement.

**Final accounts;** Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries.

**Rectification of errors:** Classification, Location and Rectification Suspense Account; Effect on Profit.

5. **Depreciation Provisions and Reserves :** Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and reserves.

#### Suggested Readings

1. Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
2. Ashoke Banerjee: Financial Accounting,Excel Books
3. Maheshwari:Introduction to Accounting,Vikas Publishing
4. Monga JR, Ahuja Girish and Sehgal Ashok : Financial Accounting; Mayur Paper Back
5. Shukla, MC, Grewal TS, and Gupta, SC: Advanced Accounts; S. Chand & Co
6. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India.
7. Agarwala, AN, Agarwala KN: Higher Sciences of Accountancy : Kitab Mahal
8. Anthony, RN and Reece, JS : Accounting Principles; Richard Inwin Inc
9. Ramchandran & Kakani : Financial Accounting for Managers; Tata McGraw-Hill

## BBA – GB 102: PRINCIPLES OF MANAGEMENT

### Course Contents

1. **Introduction:** Concept, process and significance of management; Managerial roles; An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches [5L]
2. **Planning:** Concept, process and types. Decision making – concept and process; Management by objectives; corporate planning; Environment analysis; Strategy formulation. [5L]
3. **Organizing:** Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure – forms and contingency factors. [10L]
4. **Directing:** Motivation – Concept & Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom); Financial and non-financial incentives of Motivation, Leadership – Leadership Theories, Leadership styles. Communication – Type, process and barriers.[10L]
5. **Controlling:** Concept and process; Effective control system; Techniques of control.[5L]
6. **Management of Change** : Concept, nature and process of planned change; resistance to change; Management in a changing environment.[5L]

### Suggested Readings

1. Wehrich and Koontz, et al : Essentials of Management; Tata McGraw Hill
2. Stoner J and Freeman RE : Management; Prentice-Hall
3. Daft, RL : Management, Thomson
4. V.S.P Rao & Hari Krishna : Management-Text & Cases, Excel Books
5. Ramaswami T; Principles of Mgmt., Himalaya Publishing
6. Chandan, JS : Management – Concepts and Strategies, Vikas Publishing
7. Robbins, SP : Management, Prentice Hall

## BBA GB 103: BUSINESS MATHEMATICS

### Contents:

**1. Set Theory** – Introduction; Representation of sets; Subsets and supersets; Universal and Null sets; Basic operations on sets; Laws of set algebra; Cardinal number of a set; Venn Diagrams; Application of set theory to the solution of problems. [3]

**2. Permutations and Combinations** – Fundamental principle of counting; Factorial notation. Permutation: Permutation of  $n$  different things; of things not all different; restricted permutations; circular permutations. Combination: different formulas on combination; complementary combination; restricted combination; Division into groups. Mixed problems on permutation and combination [6]

**3. Determinants:** Determinants of order 2 and 3; minors and cofactors; expansion of determinants; properties of determinants; Cramer's rule for solving simultaneous equations in two or three variables. [6]

**4. Matrices:** Different types of matrices; Matrix Algebra – addition, subtraction and multiplication of matrices; Singular and non-singular matrices; adjoint and inverse of a matrix; elementary row / column operations; Solution of a system of linear equations using matrix algebra. [6]

**5. Limits:** Notation and meaning of limits; Fundamental theorems on limits; Evaluation of limits of algebraic, exponential and logarithmic functions. [Excluding Trigonometric Functions] Continuity: Continuity of a function at a point  $x = a$  and in an interval. [Excluding Trigonometric Functions] [5]

**6. Differentiation:** Meaning and geometrical interpretation of differentiation; Differentiation from first principles; [ Excluding Trigonometric Functions], Standard derivatives; Rules for calculating derivatives; Logarithmic differentiation; Derivatives of composite [ Excluding Trigonometric Functions] functions, implicit functions and functions defined parametrically [ Excluding Trigonometric Functions] [8]

**7. Indefinite Integrals:** Integration as the inverse of differentiation; Standard integrals; Integration by substitution, by parts and by the method of partial fractions [excluding trigonometric functions] [6]

### **Suggested Readings**

1. H. S. Hall & S. R. Knight – Higher Algebra ; Radha Publishing House
2. Sancheti & Kapoor – Business Mathematics; Sultan Chand & Company
3. Dowling – Introduction to Mathematical Economics ; Schaum's Outline Series
4. R. S. Soni – Business Mathematics – Pitambar Publishing House
5. Holden – Mathematics for Business & Economics; Macmillan India, New Delhi.
6. R.G.D Allen – Basic Mathematics; Macmillan, New Delhi

## **BBA-GB 104: COMMUNICATIVE ENGLISH**

### **Contents:**

1. **Grammatical Focus** : Grammatical & Structural aspects covering Partys of Speech, Tense, Voice, Clause, Preposition, Degrees of Comparison, Synonyms & Antonyms, etc; Identifying & Analysing Grammatical Errors including errors in Spelling & Punctuation. [6 L, 8 P ]
2. **Reading** : Vocabulary Building; Comprehension; Interpretation; Summarising [1 L, 5 P]
3. **Writing** : Letter Writing – Formal, Informal; Accepting & Declining Invitations; Paragraph Writing, Precise Writing, Essay Writing [ 2 L, 5 P]
4. **Speaking** : Interactive Communication like Introducing Self, Greetings, Conversations, etc; Pronunciation : appropriate stress, intonation, clarity [2 L, 6 P]
5. **Listening** : Understanding – Spoken English, Formal English; Exercises [ 5 P ]  
[ L = Lecture Session, P = Practice Session ]
6. **Application of Communication Skills Group Discussion-**  
Decision-Making - Conflict and Negotiations - Presentation and Interviews - Speeches - Customer Care/Customers Relations - Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type). 12 Topics Prescribed for workshop/lab  
i) Group Discussion-2L, ii) Mock Interview-2L, iii) Interview-2L, iv) Public Speech-2L

### **Suggested Reading**

1. Leo Jones, Richard Alexander : New International Business English (Communication Skills in English for Business Purposes), Cambridge University Press.
2. NCERT, Knowing about English – A Book of Grammar & Phonology
3. NCERT, Working with English – A Workbook,
4. A.E. Augustine & K.V. Joseph : Macmillan Grammar – A Handbook, Macmillan
5. Krishna Mohan & N.P. Singh : Speaking English Effectively, Macmillan

## BBA – 104: ECONOMICS – I

1. **Introduction:** Basic problems of an economy; Working of price mechanism and Resource allocation. [2L]
2. **Elasticity of Demand:** Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. [4L]
3. **Production Function:** Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns of scale; International and external economies and diseconomies; Ridge lines. [6L]
4. **Theory of Costs:** Short-run and long-run cost curves – traditional and modern approaches. [4L]
5. **Market Structures:** Market structures and business decision; Objectives of a business firm.
  - (a) Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications. [4L]
  - (b) Monopoly: Determination of Price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications. [4L]
  - (c) Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition. [4L]
  - (d) Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve. [4L]
6. **Factor Pricing – I:** Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent – concept; Ricardian and modern theories of rent; Quasi-rent. [4L]
7. **Factor Pricing – II:** Interests – concept and theories of interest; Profit – nature, concepts, and theories of profit. [4L]

### Suggested Readings

1. A. Koutsoyianni : Modern Micro-Economics, Macmillan
2. R. Dutta and K.P.M. Sundaran : Indian Economy, S. Chand
3. A.N. Agarwal : Indian Economy, Vikash

4. R.G. Lipsey : An Introduction to Positive Economics, ELBS, Oxford
5. JP Gould Jr. and E.P. Lazer : Micro-Economic Theory
6. S.Mukherjee, M. Mukherjee & A. Ghose : Microeconomics, Prentice-Hall

## **BBA- 106: COMPUTER APPLICATIONS – I**

### **Course Contents**

1. Basic Computer Concepts – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages; Problem solving and algorithms; Basic computer applications; General idea of information and communication technologies; Information system development process. [3L]

2. Computer Hardware – Input and Output devices; Memory (or storage) devices; Central Processing Unit. Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc.

Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory.

Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations. [10L]

3. Computer Software – Meaning of software; broad classification of software; system software and application software; utilities.

Systems software – Operating systems: Basic idea of an OS; OS as a resource manager – memory management, input/output management, secondary storage management, processor management, program management, network management; Brief introduction to different types of operating systems like DOS, Windows, Unix, Linux etc.

Application software – System development tools, Utilities, Application packages, User-written programs. [10L]

4. Programming languages and Algorithms – The concept of programming; pseudo-code and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; editing tools.

5. Algorithms – Basic concept; Some typical algorithms – Finding the sum of a series, solving a quadratic equation, generating Fibonacci sequence, checking whether a number is prime or not, creating an array

of numbers and displaying the largest element in the list, sorting a given set of numbers, multiplying together two matrices etc. (The algorithms may be implemented using either pseudo-code or a high level programming language).

Computer networks and Internet – Basic concepts of computer networks; local area networks and wide area networks; switches hubs, routers, idea of distributed systems; the Internet and the World Wide Web. [6L]

6. Computer Applications: Essential features of computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, networking, parallel processing and neural networks. [4L]

### **Suggested Readings**

1. Mano – Computer System Architecture; Pearson Education
2. Tanenbaum – Structured Computer Organization, Pearson Education
3. Martin & Powell – Information Systems: A Management Perspective; McGraw-Hill
4. Laudon & Laudon – Management Information Systems: Pearson Education
5. Comer: Computer Networks and the Internet: Pearson Education
6. Graham Curtis – Business Information Systems: Addison Wesley.



## **SEMESTER II**

### **BBA – GB 201: BUSINESS COMMUNICATION**

#### **Course Contents**

1. Introduction Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience Analysis.
2. Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.
3. Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication; Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing; Principles of Effective Communication.
4. Writing Skills: Planning business messages; Rewriting and edition; the first draft; Reconstructing the final draft; Business letters and memo formats Appearance request letters; good news and bad newsletters; Persuasive letters; Sales letters; Collection letters; Office memorandum.
5. Report Writing: Introduction to a proposal, short report and formal report, report preparation.  
Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentations skills.
6. Non-Verbal Communication: Body languages: meanings
7. Effective Listening: Principles of effective listening; Factors affecting listening exercises.
8. Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.

#### **Suggested Readings**

1. Monipally: Business Communication , Tata McGraw Hill
2. Ronald E. Dulek and John S. Fielder : Principles of Business Communication; Macmillan
3. Madhukar : Business Communications; Vikas Publishing House
4. Rai & Rai: Business Communication, Himalaya Publishing
5. Kaul : Business Communication; Prentice Hall
6. Sengun J : Business Communication; Allied Publishers
7. Robinson, Netrakanti and Shintre : Communicative Competence in Business English; Orient Longman

## BBA – GB 202: Business Statistics

### **Contents:**

**1. Introduction:** Statistics as a subject; Functions, Importance and Limitations of Statistics; Planning and Execution of a statistical investigation; Census and sample investigation; Descriptive and Inferential statistics. [2L]

**2. Collection, Editing and Presentation of Data:** Primary data and secondary data; Methods of collection; Scrutiny of data. Presentation of data: textual and tabular presentations; Construction of a table and the different components of a table. Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams. [3L]

**3. Frequency Distributions:** Attribute and variable; Frequency distribution of an attribute; Discrete and continuous variables; Frequency distributions of discrete and continuous variables; Bivariate and Multivariate Frequency Distributions. Diagrammatic representation of a frequency distribution: case of an attribute; case of a discrete variable: column diagram, frequency polygon and step diagram; case of a continuous variable: histogram and ogive. [4L]

**4. Measures of Central Tendency:** Definition and utility; Characteristics of a good average; Different measures of average; Arithmetic Mean; Median; Other positional measures – quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean. Choice of a suitable measure of central tendency. [6L]

**5. Measures of dispersion:** Meaning and objective of dispersion; Characteristics of a good measure of dispersion; Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation; Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation, Combined mean and standard deviation[6].

**6. Correlation and Regression:** Analysis of Bivariate data. Correlation Analysis – Meaning of correlation; Scatter Diagram; Karl Pearson's coefficient of linear correlation; Calculation of the correlation coefficient from grouped data; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Idea of rank correlation; Spearman's rank correlation coefficient. Regression Analysis – Two lines of regression; Some important results relating to regression lines. Correlation Coefficient and the two Regression Coefficients; Coefficient of determination. Analysis of Time Series: Objective of time series analysis; Causes of variations in time series data; Components of a time series; Decomposition – Additive and Multiplicative Models; [7]

**6. Concepts of Probability theory:** Probability as a concept; Basic probability rules; Tree diagrams; Conditional probability; Mutually exclusive events and independent events; Bayes' Theorem or Inverse probability rule. **[6L]**

**7. Probability distribution of a Random Variable:** Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Marginal and joint probability distributions. **[6L]**

#### **Suggested Readings**

1. R.I. Levin & D.S. Rubin: Statistics for Management: Pearson Education
2. Amir D. Aczel & Jayavel Sounderpandian – Complete Business Statistics: Tata McGraw- Hill
3. R.S Bhardwaj, Business Statistics, Excel Books
4. S P Gupta & M.P. Gupta: Business Statistics: Sultan Chand & Sons
5. G. C. Beri – Statistics for Management: Tata McGraw- Hill
6. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press.
7. Hoel & Jessen: Basic Statistics for Business and Economics; John Wiley & Sons, New York.
8. Anderson, Sweeney and Williams – Statistics for Business and Economics, West Publishers

## BBA – 204: ECONOMICS - II

### Course Contents

1. Monetary Economics : Evolution of money, Functions of money, Bank and its functions, Indian money market, Commercial banks – need and functions, Reserve Bank of India – need and functions, Price indices – uses and limitations, Inflation – cost push, demand pull, causes, effects and control, Devaluation, Quantity theory of money [ 8 L ]
2. National Income : Concepts and definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors that determine size of National Income [8 L ]
3. Public Finance : Public Revenue, Public Expenditure, Public Debt, Fiscal Policy, Deficit Financing, Indian Public Finance – sources of central and state government revenues, importance of public expenditure in India, heads of public expenditure, budget : need and types, VAT, MODVAT [ 8 L ]
4. International Trade and Finance : Need for international trade, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank, World Bank, Balance of Payments, Exchange Rate Mechanism, Gains from international trade, India and World Trade Organization. [8 L ]
5. Economic Development and Welfare : Characteristics of underdeveloped economics and developed economics, Development Planning in India, Pre and Post Liberalization Planning, The Indian Capital Market, Welfare [ 8 L ]

### Suggested Readings:

1. R. Dornbusch & S. Fisher : Macroeconomics, McGraw-Hill
2. Dipankar Dasgupta : The Macroeconomy, OUP
3. A.N. Agarwal : Indian Economy, Vishaw Prakashan
4. R. Dutta and K.P.M. Sundaram : Indian Economy, S. Chand
5. N.G. Mankiw : Macroeconomics, Macmillan

## **BBA- 206: COMPUTER APPLICATIONS - II**

### **COURSE CONTENTS**

1. Word processing software: Microsoft Word – The different functionalities in the Microsoft Word software; Creation of a new document; Editing an existing document; Saving and printing a file; Use of the different tools; Handling tables in MS Word. [6L]

2. Spreadsheet software: Microsoft Excel – Creating a new spreadsheet document and editing an existing document; Using the different tools available in MS Excel. Performing mathematical calculations using MS Excel including various types of statistical measures. Reference Operators, Functions, Typing a Function. Creating a column chart; Changing the size and position of a chart. Saving a file in Microsoft Excel; Closing a Microsoft Excel worksheet. [10L]

3. Database Management System: Data Modeling; The Relational Model; Database design and Query Languages; File organization, indexing and hashing; Transaction Processing and Concurrency Control; Database backup and recovery.

DBMS Software: Microsoft Access - Creating New and Opening Existing Databases, Creating a database using a wizard and without using a wizard; Tables – Introduction and advanced features. Relationships - How to link multiple tables together; Forms and Reports; Creating Mail Merge Labels using a Wizard. [10L]

4. Presentation Software: Microsoft PowerPoint – The different functionalities of Microsoft PowerPoint. Creating a PowerPoint presentation; Creating and inserting a new slide; Creating a title slide; Applying a design template; Creating a hierarchy, Using a two-column text; Slide Sorter view; Running the slide show; Printing the slides. [6L]

5. Project Management Software: MS Project – Getting started with a project; Developing a timeline; Displaying and Printing the schedule; Assigning resources and costs to the tasks and resolving resource allocation problems; Finalizing and Publishing the Project Plan; Managing and Tracking the Project; working with multiple projects, using MS Project in workgroups. [8L]

### **Suggested Readings**

1. Introduction to Computers with MS-Office, Leon, TMH
2. A First Course in Computers 2003, Saxena, VIKAS
3. Windows '98 in easy steps, Harshad Kotecha, Wiley Dreamtech
4. Office 2000 in easy steps, Stephen Copestake, Wiley Dreamtech
5. Windows and MS Office 2000, Krishnan, SCITECH
6. Microsoft Project 2000 in 24 hours, Tim Pyron, Techmedia
7. An Introduction to Database Systems - C.J. Date, Pearson Education

## SEMESTER III

### BBA – GB 301: Global Regulatory Framework

#### Introduction:

This course is designed to equip students with international business law concepts, i.e. legal issues arising out among businesses in the cross-border context. The class will examine such topics as international contract law, conflict of laws, international private dispute resolution, choice of foreign law, international transportation and carriage of goods, and so on.

The course will help international affairs and other non-law students to have a general understanding in international business law so that they are better placed to understand the underlying legal environment in international economic affairs.

#### Objectives:

The objective is to equip the students with the following:

- understand general concepts of international business law
- identify and locate main sources and authorities of international business law
- understand the nature and rationale of the legal regulation of international economic affairs among businesses in the cross-border context

#### Course Content:

1. Introduction - International Business - Nature and Scope, Globalization - Meaning, Levels, Merits, Limitations and irreversibility of Globalization - Need to go global - Internationalization Decisions (entry modes) - SEZ features [5 L]
2. International Business Environment - Meaning of Environment - Dimensions - PEST to STEEPLE - Internal Environment and External Environment - SWOT Analysis - Various approaches to Assess competitiveness including Michael Porter's 5- Forces Model - Global Competitiveness Index [5 L]
3. Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) - Meaning and Characteristics - Role of MNEs in host economy - Trends in Global FDI - Trends in FDI with reference to India - Issues with MNEs - Taxation, Restrictive Trade Practices, Currency, Jurisdiction and Technology Transfer [5 L]
4. Introduction to Foreign Trade Policy - Institutional Framework for Export Promotion - Export Incentives and Facilities - EPZ/FTZ/100% EOUs - Quality Control for Exports - Export Prospects for Select Products and Services - International Commercial Arbitration- Shipment and Post Shipment Finance - SEZ-Incentives and Benefits - Method of Realizing Export Payments and Ensuring Guaranteed Export Payment - Central Excise Clearance Formalities - Customs Regulations and Clearance Formalities for Exports & Imports - Duty Draw Back Claims Procedure - Foreign Trade Financing - Export & Import - Foreign Exchange Risk Management - International Credit Management [10 L]
5. International Trade and Regional Economic Integration - Theory - Mercantilism, absolute advantage and comparative advantage - Trends in Global Trade - Trends in India's Trade - Types of Regional Economic Integration - Free Trade Area, Custom Union, Common Market, Economic Union, Monetary Union and Political Union etc. - Trading Blocks- ASEAN, SAFTA, SAARC, NAFTA, EU [10 L]

6. Institutional Environment - Pre WTO Scenario, difference between GATT and WTO - Trade Related Institutions - WTO and UNCTAD - WTO - Basic Principles, various agreements, Functions and Areas of Operations, Dispute Settlement Mechanism (rules and procedures) - IMF, IBRD, ADB - Commodity Agreements [5 L]

Suggested Books:

Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge. International Business Law and Its Environment. 9th edition. 2014. ISBN 978-1285427041.

August, Ray, Mayer, Don, and Bixby, Michael. (2013). International Business Law: Text, Cases, and Readings Sixth Edition. Upper Saddle River, NJ: Pearson Education, Inc.

Other materials: various legal texts, such as laws, distributed during the semester.

**BBA – GB 302: Introduction to Global Business**

Introduction:

This introductory course focuses on the core concepts and techniques for entering the international marketplace. Emphasis is on the effect of socio-cultural, demographic, economic, technological, and political-legal factors in the foreign trade environment. As an introductory survey course, we will cover a variety of topics to illustrate the unique nature of international business including the patterns of world trade, currency exchange and international finance, globalization of the firm, international marketing, and operating procedures of the multinational enterprise.

Objective: The course demonstrates how international business variables affect the trade process. It aims to highlight the realities of international business; some of its advantages and its problems that come when business is conducted on the international stage.

Detailed Contents:

1. Background for International Business - the definition international business - the rise of globalization – India’s position in international trade [4L]
2. Theories of International Trade & Investment - the advantages of specialization - the concept of comparative advantage [4L]
3. The International Monetary System - the role of the International Monetary Fund (IMF) - fixed and floating exchange rates - the impact of European currency (EURO) and US Dollar [2L]
4. International Financial Markets - how a foreign exchange market functions [2L]
5. Economic Integration among Countries - the levels of economic integration - the various arguments of economic integration [2L]
6. Trade and Investment Policies - the role of foreign aid in international trade and investment - the goals and function of WTO [4L]
7. Politics and Laws - the reasoning behind the regulation of international business behavior - the Foreign Corrupt Practices Act - the role of international law in the conduct of international business [4L]

8. The Cultural Challenge - the role of culture in international business - identify various elements of culture [2L]
9. Starting International Operations - various entry strategies used by firms to initiate international business activity - indirect exporting and importing - advantages and disadvantages of licensing [4L]
10. International Logistics - international logistics - the usefulness of free trade zones [4L]
11. International Marketing - how a foreign target market is selected - the pricing strategy for export items - analysis for estimating market potential [4L]
12. International Human Resources - the objectives of human resource management in an international firm - how the HR function changes as a firm goes global - differences and similarities of training employees in different countries [4L]

Suggested Reading: Charles W. Hill, *International Business: Competing in the Global Marketplace*, 11th Edition, McGraw-Hill Custom Publishing, North Ryde.

### **BBA – GB 303: Environment Management**

#### Course Contents

1. Fundamentals of Environment Management: Definition, principles and scope; Types and components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.
2. Natural Resources – Awareness: Eco-System, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.
3. Environmental Protection – Policies & Legislations: National environmental policy, Environmental Legislations, International Conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.
4. Environmental Management System: ISO – 14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.
5. Environmental Impact Assessment (EIM) : EIM – Methods and tools, Appraisal and clearance for Industry, Evaluation System.
6. Environment Management – Case Studies

#### Suggested Readings

1. N.K. Oberoi : Environmental Management, Excell Books
2. G.N. Pandey : Environmental Management, Vikas
3. K.M. Agrawal & P.K. Sikdar: Text Book of Environment, MacMillan
4. L.W. Canter : Environmental Impact Assessment, McGraw Hill



## **BBA – 304: BUSINESS ECONOMICS**

### **Course Contents**

1. Introduction: Concepts, Economics **Business Management**, Business Decisions.[5L]
2. Managerial Economics: Profit Management, Nature & Measurement of Profit; Profit Planning and Control; Policies on Profit and Maximization. [5L]
3. Fiscal and Monetary Policies: IS-LM Framework; Theory of Business; Cycle-Stabilization policy. [5L]
4. Business and Economic Models: Forecasting Methods, Regression Analysis and Model Building; Point and Interval Estimates, Non-Linear Regression Model; Game Theory, Inventory Models. [5L]
5. Optimization: Concept of Slope, Derivatives, Constrained Optimization. [5L]
6. Marginal Analysis: Break-Even analysis for managerial decision making. [5L]
7. Economic Concepts for Managers: Competitive Advantage; Exchange Rates; Trade Restrictions, BOP, WTO. [5L]
8. Indian Economic Overview [5L]

### **Suggested Readings**

1. Adhikary, M. : Business Economics, Excel Books
2. Keat, P and Philips KYY : Managerial Economics, Prentice Hall
4. Keating, B and Wilson, JH : Managerial Economics, Biztantra
5. Milgrom, & Roberts J.: Economics, Organization and Management, Prentice Hall
6. Mithani D.M: A course in Business Economics, Himalaya Publishing
7. Dubedi, Principles of Economics, Vikas Publishing

# SEMESTER IV

## BBA – GB 401: Sales and Marketing Management 1

### Course Contents

1. **Introduction:** Nature and scope of marketing; Importance of marketing as a business function and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.

2. **Consumer Behaviour and Market Segmentation:** Nature, scope and significance of consumer behaviour; Market segmentation – concepts and importance; Bases for market segmentation.

3. **Product:** Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trade mark; After sales service; Product life cycle concept.

4. **Price:** Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

5. **Distributions Channels and Physical Distribution:** Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

6. **Promotion:** Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement;

7. **Personal selling;** Selling as a career; Classification of a successful sales person; Functions of salesman.

Nature and importance; Functions of a salesman: Types of selling; Personal selling as a career.

8. **Salesmanship and Qualities of Salesman:** Buyer-seller dyads; Product knowledge; Customer Knowledge – buying motives and selling points.

### Suggested Readings

1. Kotlar Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Arun Kumar: Marketing Management, Vikas
3. Saxena, Rajan : Marketing Management, Tata McGraw Hill
4. Gandhi, J.C. : Marketing, Tata McGraw Hill
5. Tapan Panda: Marketing Management, Excel Books
6. Ramaswamy, V.S. and S. Namakumari : Marketing Management, Macmillian.
6. B. Ghosh : Fundamentals of Marketing Management, Books & Allied
7. Condiff, Still and Govani et.al: Sales Management; Prentice Hall of India

## BBA – GB 402: Research Methodology

### Course Contents

1. **Terminology:** Data and Information, Validity and Reliability, Deduction and Induction, Quantitative and Quantitative Methods.
2. **Research Project:** Choice of Topic, Writing a Research Proposal – Objective, Hypothesis, Methodology, Timeframe.
3. **Survey Methods:** Survey Design – Sampling, Qualitative Data, Quantitative Data, Scaling Technique.
4. **Research Methods:** Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Documentary Sources.
5. **Data Analysis:** Types of Research Data, Frequency Distributions, Bar Charts, Histograms, Pareto Charts;

**Statistical Tools of Data Analysis:** Mean, Median, Mode, Correlation, and Regression.

6. **Report Writing:** Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.
7. **Presentation of Report:** Skills and Methods, Practice Sessions on Assignments

### Suggested Readings

1. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
2. Trochim, W.M.K. : Research Methods, Biztantra
3. D.K. Bhattacharjee: Research Methodology, Excel Books
4. Kumar, M.S. & Prakash, M. : Project Work – Guidelines, Himalaya
5. Kothari, C.R. : Research Methodology – Methods and Techniques, Wiley Eastern.
6. Sadhu, A.N. & Singh, A : Research Methodology for Social Sciences, Sterling.

## BBA – 403: FINANCIAL MANAGEMENT – I

### Course Contents

1. **Financial Management:** Financial goals; Profit vs. Wealth maximization; financial functions – investment, financing, and dividend decisions; financial planning.
2. **Capital Budgeting :** Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.
3. **Cost of Capital:** Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.
4. **Operating and Financial Leverage:** Measure; Effects on profit, analyzing alternate financial plans, and combined financial and operating leverage.
5. **Capital Structure:** Theories and determinants.
6. **Dividend Policies:** Issues in dividend policies; Walter's model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.
7. **Management of Working Capital :** Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

### Suggested Readings

1. S.Bhatt: Financial Management, Excel Books
2. Van Horne, J.C.: Fundamentals of Financial Management; Prentice Hall of India.
3. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems; Tata McGraw Hill.
4. Prasanna Chandra : Financial Management - Theory and Practice; Tata McGraw Hill.
5. Pandey I.M. : Financial Management : Vikas Publishing House.

## **BBA – 405: HUMAN RESOURCE MANAGEMENT – I**

### **Course Contents**

- 1. Human Resource Management** – Overview : Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager, Role of Line Managers in Managing Human Resources.
- 2. Human Resource Planning** : Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.
- 3. Employment Administration** : Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques; Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; Wage & Salary Administration.
- 4. Industrial Relations in India** : Concepts, Theory, Approaches, Context of IR; Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act, Collective Bargaining; Worker’s Participation in Management; Labour Welfare.

### **Suggested Readings**

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press

## **SEMESTER V**

### **BBA – GB 501: E-COMMERCE**

#### Detailed Contents:

1. Business Process Re-Engineering
2. Electronic commerce Policy and Theory
3. Supply Chain Management
4. Customer Relationship Management
5. International trading network & communication protocols
6. Electronic payment standards
7. E-Commerce strategy, Marketing and Business Processes
8. E-Commerce Technology

#### Suggested Books:

1. E-Commerce, P.T. Joseph, PHI
2. Multimedia Systems Design, Andleigh, PHI
3. E-Commerce Mgmt.- Text & Cases, Krishnamurthy, VIKAS
4. Multimedia & Web Create, Coorough, VIKAS
5. Streaming Multimedia Bible with CD, Steve, Wiley Dreamtech
6. E-Commerce, Oka, EPH.
7. Beginning E-Commerce, Reynolds, SPD/WROX

## BBA – GB 502: Sales and Marketing Management II

### Course Contents

1. **Scientific Selling Process:** Basic steps in personal selling – prospecting, pre-approach, and qualifying.
2. **Approach and Presentation:** Methods of approaching a customer; Presentation process and styles; Presentation planning.
3. **Objection Handling:** Types of objections; Handling customer objections.
4. **Closing Sales and Follow up:** Methods of closing sale; Executing sales order – Follow-up-importance and process.
5. **Communication Process :** Basic communication process, role of source; Encoding and decoding of message, media, audience, feedback and noise
6. **Advertising and Communication Mix :** Different advertising functions; Types of advertising; Economic aspects of advertising; Advertising process – an overview; Setting advertising objectives and budget.
7. **Creative Aspects of Advertising :** Advertising appeals, copy writing, headlines, illustration, message, copy types; Campaign planning.
8. **Advertising Media :** Different types of media; Media planning and scheduling.
9. **Impact of Advertising :** Advertising Agency roles, relationship with clients, advertising department; Measuring advertising effectiveness; Legal and ethical aspects of advertising.
10. **Sales Promotion:** Meaning, nature, and functions; Limitation of sales promotion; Types of sales Promotion schemes; Consumer and trade, sales promotion.

### Suggested Readings

1. Aaker, David and Myers John G., et.al : Advertising Management; Prentice Hall of India.
2. Kazmi & Batra: Advertising & Sales Promotion,Excel Books
3. Arun Kumar: Marketing management,Vikas
4. Border W.H. : Advertising; John Wiley
5. Sengupta Subroto : Brand Positioning Strategies for Competitive Advantage; Tata McGraw Hill.
6. Coundiff Still and Govani : Sales Management; Prentice Hall
6. Sundage, Fryburger, Rotzoll : Advertising Theory and Practice: AITBS
7. Condif, Still and Govani et.al: Sales Management; Prentice Hall of India
8. Sahu: Salesmanship & Sales Management,Vikas

## **Course Contents**

1. Introduction : Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.
2. Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.
3. Accounting for Labor: Labour cost control procedure; Labour turnover; idle time and overtime; Methods of wage payment-time and piece rates; Incentive schemes.
4. Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; under and over absorption, and its treatment.
5. Cost Ascertainment: Unit costing; job, batch and contract costing; Operating costing; Process costing – excluding inter-process profits, and joint and by-products.
6. Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

## **Suggested Readings**

1. Arora M.N. : Cost Accounting Principles and Practice; Vikas
2. Jain SP and Narang K.L. : Cost Accounting; Kalyani, New Delhi
3. Homgren, Charles, Foster and Datar : Cost Accounting – A Managerial Emphasis; Prentice Hall of India.
4. Tulsian P.C : Practical Costing; Vikas
5. Maheshwari S.N. : Advanced Problems and Solutions in Cost Accounting; Sultan Chand.
6. Bhabatosh Banerjee, Cost Accounting: Theory & Practice , Prentice Hall of India Ltd., New Delhi, 12th Ed., 2008



## **BBA – 503: HUMAN RESOURCE MANAGEMENT – II**

### **Course Contents**

1. Training in Industry: Objectives & Need, Policy, Types – Induction, Supervisory, Managerial; Methods, Evaluation Systems, Budget, Apprenticeship, Worker Education – Schemes and Program.
2. Management Development Programme : Objectives, Steps, Calendar, Process, Methods & Techniques, Auditing MDPs, Budget, In-Company Training Schemes for Managers, Trainer Development, Role of Trainer.
3. Specialized Training: Managerial Grid Training, Sensitivity Training, Personality Development Programmes, Out-Bound Training, ISO Training.
4. Training and Career Development: Career Planning, Succession Planning, Career Management.
5. Training in Indian Industries: Practices in PSUs, Private Sectors and MNCs.
6. Emerging Areas : Concept of Human Capital/ Asset, Competency Mapping, Multi-Skilling, Coaching, Mentoring, HRD Audit, Knowledge Employee, Learning Organization.

### **Suggesting Readings**

1. R. K.Sahoo: Training for Development,Excel Books
2. R.P.Lynton & U. Pareek : Training for Development
3. R. Buckley & J. Caple : Theory and Practice of Training
4. Peter Sheal : The Art of HRD (Vol 6 : Staff Development)
5. TV Rao: HRD Audit
6. D.M. Silvera : Human Resource Development – The Indian Experiences

## **BBA – 504: FUNDAMENTALS OF ENTREPRENEURSHIP**

### **Course Contents**

1. Entrepreneurship: Theories of Entrepreneurship, Role and Importance of Entrepreneur in Economic Growth.
2. Entrepreneurial Behaviors: Entrepreneurial Motivation, Need for Achievement Theory, Risk- taking Behavior, Innovation and Entrepreneur.
3. Entrepreneurial Traits: Definitions, Characteristics of Entrepreneurial Types, Functions of Entrepreneur.
4. Entrepreneurial Development in India: History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI's.
5. Project Feasibility Analysis: Business Ideas – Sources, processing; Input requirements, Sources of Financing, Technical Assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

### **Suggested Readings:**

1. Lall & Sahai : Entrepreneurship,Excel Books
2. McClelland, D.C. & Winter, W.G. : Motivating Economic Achievement, Free Press.
3. Pareek, U & Venkateswara Rao, T : Developing Entrepreneurship – A Handbook on Learning Systems, Learning Systems, New Delhi.
4. Desai, A.N. : Entrepreneur and Environment, Ashish, New Delhi.
5. Druckar, Peter : Innovation and Entrepreneurship, Heinemann.
6. Chakraborty, Tridib : Introducing Entrepreneurship Development, Modern Book Agency.
7. Manimala, M.J. : Entrepreneurial Policies and Strategies,TMH

## SEMESTER VI

### BBA – GB 601: GLOBAL SUPPLY CHAIN MANAGEMENT

#### Contents:

1. Global Trade & Global Supply Chains, Emerging Markets & Global Supply Chains
2. Strategic Global Supply Chain Management - Locating Global Activities, Important Definitions & Distinctions, Integration of Global Supply Chain Functions, Strategic Benefits of Global Supply Chains
3. Market Globalization Drivers and its implications for Supply Chains – Effect of Cost, Government, Competitors.
4. Global Supply Chain Infrastructure - Transportation, Communication, Utilities & Technology Infrastructure, Supply Chain Security, Risks & Value, Legal Considerations, International Contracts & Insurance Issues, Commercial Documents & Customs Clearance, Terms of Payment & Currency of Payment, International Commerce Terms (Incoterms), Harmonized System & the World Customs Organization
5. Logistics in Global Supply Chains- Global Logistics Strategy, Global Distribution Centers, Global Inventory Management, Global Packaging & Materials Handling, Ocean Transportation, Air Transportation, Land & Intermodal Transportation, Reverse Logistics
6. Purchasing in Global Supply Chains - Global Purchasing Strategy, From International to Global Purchasing, Types of Global Purchasing Strategy, Outsourcing & Off-shoring, Global Customers & Channels, Order Fulfillment & Delivery, Global Supplier Selection, Global Supplier Networks
7. Operations in Global Supply Chains- Global Operations Strategy, Make or Buy Decision in Global Supply Chains, Global Production & Manufacturing, Competitive Priorities in Global Supply Chains, Total Cost Analysis in Global Supply Chains, Process-Based Quality Standards, Supply Chain Operations Reference Model
8. Market Channels in Global Supply Chains- Global Market Channels Strategy, Customer Value-Creating Global Processes, International Market Entry Modes, International Wholesaling, Retailing & Franchising, Exporting & Importing, Going Global Online, Place & the Other 3Ps
9. Managing Global Supply Chains- Value of Managing Global Supply Chains, Importance of Coordination in Global Supply Chains, Coordination Mechanisms in Global Supply Chains, Inter-organizational Relationships in Global Supply Chains, Value Propositions in Global Supply Chain Relationships, Stakeholders & Global Supply Chain Sustainability, Guidelines for Managing Global Supply Chains, Wrap-Up of the Intriguing World of Global Supply Chain Management

#### **Suggested Readings:**

1. Long Douglas, (2003). International Logistics: Global Supply Chain Management , Springer ed.
2. Flynn Barbara and Zhao Xiande (2014), Global Supply Chain Quality Management- Product Recalls and their Impact, CRC Press.( ISBN 9781439815540)

## **BBA – GB 602: Global Business Environment**

Introduction: This course examines key global environmental factors and issues impacting on the development of international business. Major topics include: globalization of business; national differences in the political, social and legal environment, political and country risk; cultural differences and their impact on international business; ethical issues in international business; international trade issues; theory and politics of foreign direct investment; international competitiveness; the internationalization of business activities and the development of multinational enterprises; foreign exchange markets; the international monetary system and development of the global capital market.

Objectives: Upon successful completion of the requirements for this course, students will be able to:

1. Identify the main features of the international business environment and its main institutions;
2. analyse the political, social, economic, technological and other configurations that support cross-border trade;
3. apply an understanding of the nature of the multinational firm as an institutional structure for the conduct of cross-border trade and investment;
4. analyse the key decisions that multinational firms make in relation to the choice of markets and entry strategies;
5. apply an understanding of the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural and other environments in which expanding companies operate;
6. research international business issues and apply theoretical insights to the analysis of such issues in the context of a complex international business environment; and,
7. communicate effectively in oral and written forms using the concepts, logic and rhetorical conventions of the subject.

### Detailed Contents:

1. Globalisation & Governance – Discuss globalisation and its drivers, merits and drawbacks. Address also globalisation's impact on income, growth & development policies and discuss possible governance solutions [10L]
2. Global Political Economy – Discuss country differences and how they affect country competitiveness, growth & business-friendly policies. Consider also international relations to discuss the current geopolitical environment as well as Portuguese foreign policy [8L]
3. Global Trade & Investment – Review international trade and investment theories, and discuss their implications for global business [8L]
4. Global Monetary System – Review exchange rate theories, monetary policies and the international monetary system, and discuss their implications for global business [8L]
5. Global Business Strategy – Discuss global business strategy in light of international opportunities and trends, as well as Portugal's competitiveness [6L]

Suggested Books: 1. Janet Morrison, The Global Business Environment: Meeting the Challenges, Palgrave Macmillan, 2011 (3<sup>rd</sup> edition)