

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

BRIDGE COURSE IN BUSINESS ADMINISTRATION (Under Credit Based Continuous Evaluation Grading System)

Session: 2015–16



GURU NANAK DEV UNIVERSITY AMRITSAR

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BRIDGE COURSE IN BUSINESS ADMINISTRATION

**Post-Graduate Equivalence Bridge Course in Business Administration
(For Students who have completed One Year Post-Graduation study in UK).**

SCHEME OF COURSE

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
UBL – 101	C	Strategic Management	4	--	--	4
UBL – 102	C	International Business	4	--	--	4
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Elective Courses (12 Credits)						
	E	Elective Courses*	12	--	--	12
Total Credits			23	--	--	23

*Any one of the following groups, each having three papers.

Group A: Finance

UBL – 103	E	Case Studies in Finance	2	--	--
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Group B: Marketing

UBL – 104	E	Advertising and Sales Management	4	--	--
UBL – 105	E	Brand and Retail Management	4	--	--
UBL – 106	E	Services Marketing	4	--	--
UBL – 107	E	Case Studies in Marketing	2	--	--

Group C: Human Resource Management

UBL – 108	E	Industrial Relations	4	--	--
UBL – 109	E	International Human Resource Management	4	--	--
UBL – 110	E	Case Studies in Human Resource Management	2	--	--

Group D: International Business

UBL – 111	E	International Marketing	4	--	--
UBL – 112	E	Case Studies in International Business	2	--	--

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UBL – 101: Strategic Management

Credits: 4-0-0

<ul style="list-style-type: none"> • Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. Benefits of Strategic Management: The Secret of Success of Successful Companies(Mckinsey’s 7 S model) • Defining Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement. • Corporate Governance and Social Responsibilities of Business. • External Environment Analysis: Strategically Relevant Components of External Environment.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Industry analysis- Porte’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. • Internal Environment Analysis – SWOT Analysis, Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. • Business Level Strategies – Porter’s Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies. • Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Multi Business Strategies: Portfolio Strategies – BCG Model, G E Business Planning Matrix, Product Life Cycle Matrix, Corporate Parenting. • Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure. • Leadership and Organization Culture. • Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.
Final Examination: Three Hours

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Suggested Readings:

1. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
2. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
3. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
4. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
5. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India

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UBL – 102: International Business

Credits 4-0-0

Text
<ul style="list-style-type: none"> • International Trade and Investment: Concept, Importance and Rationale; Globalization and its Phases. • International Business Environment: Economic; Socio- Cultural; Political and Legal environment facing business. • Case studies: Boeing versus AIRBUS: GATT and Mouse; Nike and China. • The Theories of International Trade: Mercantilism; Absolute Advantage; Comparative Advantage; Factor Proportions Theory; Country Similarity Theory, the Product-Life Cycle; New Trade Theory and National Competitive Advantage ; Porter’s Diamond.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers; Investment Barriers; Subsidies and Other Government Support Programs. Case study of (France) S.A and Soviet Gas Pipeline. • The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade-off between Exchange Rate Stability and Domestic Autonomy: The Bretton Woods System; Creation and Collapse; Contemporary International Monetary Arrangements. • Foreign Exchange Market Mechanism and Determinants • Case Study: European Union and Euro.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Regional Economic Integration: Types of Regional Integration; Factors Influencing Regional Integration. Leading Economic Blocs. • Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications. • General Agreement on Tariffs and Trade (GATT) and Evolution of World Trade Organization (WTO); Agreements at The Uruguay Round: Plurilateral Agreements and Multilateral Agreements: Agreement on Agriculture (AOA); Trade Related Investment Measures (TRIMS); Agreement on Subsidies and Counter Availing Measures; Agreement on Trade Related Aspects of Intellectual Properties Rights (TRIPS) and General Agreement in Trade and Services (GATS). • Ministerial Conferences of the WTO: Impact of WTO on Developing Countries.
Final Examination: Three Hours

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Suggested Readings:

1. Cavusgil, S. Knight Gary and Riesenberger, John R(2009), *International Business- Strategy Management and the New Realities*, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi.
2. Rao, M.B and Guru Manjula (1998), *WTO and International Trade*, Vikas Publishing House Pvt. Ltd, New Delhi.
3. All India Management Association (1998), *Global Trends in Finance and Opportunity for India*, Excell Books , New Delhi.
4. Rao, P. Subba (2008), *International Business, Text and Cases*, IInd edition, Himalaya Publishing House Pvt. Ltd. New Delhi.
5. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
6. Daniel, John D., Radebangh, Lee H. and Sulivan Daniel P., *International Business – Environment and Operations*, 19th Ed., New Delhi.
7. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., *International Business*, 6th Edition, Thomson, South Western, Bangalore, 2005.
8. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.
9. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2nd Edition, Pearson Education, Delhi, 2006.
10. Hill, Charles W.L. and Jain, Arun Kumar, *International Business – Competing in the Global Market Place*, 5th Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.
11. Oatley, Thomas, *International Political Economy*, Pearson Education, 2004.
12. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, *Multinational Business Finance*, Addison Wesley, Pearson Education Asia, Ninth Edition, 2001.
13. World Trade Centre (ed. Arun Goyal), *WTO in the New Millennium*, Academy of Business Studies, 2000.
14. Hill, Charless W.L, *Global Business Today*, MC Graw Hill Education (India), Pvt. Ltd, New Delhi, 2011.
15. Sundaram , Anant K and Black, J. Stewart, 2011, *International Business Environment: Text and cases*, PHI Learning, pvt.ltd, New Delhi, 2012.

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Group- A: Finance
UBL–103: Case Studies in Finance

Credits 2-0-0

Text
<ul style="list-style-type: none"> • Alpha Chemical Industries :(source: Year-2009,By Madhu Vij, Management Accounting, Macmillan India Ltd,pp-238.) • Variance Analysis-Case Study-2(source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-422.) • McDonald’s Corp.: (source: Year-2009, By Donald E. Fischer & Ronald. J. Jordan, Security Analysis and Portfolio Management, Pearson, pp-547-549.) • No Pain, No gain: (source:2013, By Punithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-181)
First Minor Test: One Hour
<ul style="list-style-type: none"> • Sonal Company Scenario(Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1131) • Mahavir Fasteners Private Ltd:(source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1136) • Mehta Leather Craft: (source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1145) • To Pharma or Not to Pharma: (source:2013, By Punithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-228)
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Wal-Mart Stores, Inc. (source: By Robert Anthony & Govindaranjan, Management Control Systems, Tata Mc Graw Hill Publications,pp-31) • Cisco Systems (B) (source: By Robert Anthony & Govindaranjan, Management Control Systems, Tata Mc Graw Hill Publications,pp-91) • Daichi Sankyo & Ranbaxy: (source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-271) • Introduction of Managed Floating Exchange Rate Regime in India: (source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-100)
Final Examination : Three Hours

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Group-B: Marketing
UBL – 104: Advertising and Sales Management

Credits: 4-0-0

Text
<p>Introduction to Advertising</p> <ul style="list-style-type: none"> • Nature and Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives; • Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; • Message Structure – Appeals, Copy, Layout; • Advertising Media – Media Planning, Media Selection and Scheduling; • Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; • Advertising Budget –Factors influencing budget setting, Methods for determination advertising budget. • Advertising Agencies – Types, Role and Functions;
First Minor Test : One Hour
<p>Managing an Advertising Program</p> <ul style="list-style-type: none"> • Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising . • Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising Economic Effects Advertising. • Sales Promotion: Definitio, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme. • Online and Mobile Media- The Internet as a Communication Medium , Traditional Tools of Online Communication, Social Media, Mobile Marketing.
Second Minor Test: One Hour
<p>Sales Management</p> <ul style="list-style-type: none"> • Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process • Sales Force Organization – Nature and Types; • Managing Sales Training Programs – Need, Objectives, Methods. • Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; • Designing Sales Territories and Sales Quotas – Objectives and Types; • Developing and Managing Sales Evaluation Program.
Final Examination : Three Hours

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Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Shah, Kruti,”Advertising and Inegrated Marketing Communications”, Mc Gram Hill Education (India) Pvt. Ltd., New Delhi.
4. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
5. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition
6. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition

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Group–B: Marketing
UBL – 105: Brand and Retail Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity. • Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty. • Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance. • Brand Positioning: Identifying and Establishing Brand Positioning; • Concept of brand personality
First Minor Test: One Hour
<ul style="list-style-type: none"> • Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement. • Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions. • Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image. • Brand Valuation Methods.
Second Minor Test: One Hour
<p>Retail Management</p> <ul style="list-style-type: none"> • Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages. • Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area. • Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments. • Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy; • Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising. • Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.
Final Examination : Three Hours

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Suggested Readings:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Sinha, P.K and Uniyal, D.P. : Managing Retailing(Oxford University Press), Second Edition, New Delhi.
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Swapna Pradhan: Retailing Managemnt (Tata McGraw Hill: New Delhi) Third Edition, 2009
6. Berman, Barry and Joel R. Evans 2006, Retail Management- A Strategic Approach, Pearson Education, 9th Edition.

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Group-B: Marketing
UBL – 106: Services Marketing

Credits 4-0-0

Text
<p>Marketing in Services Economy: conceptual framework of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services- a process perspective, the traditional marketing mix applied to the services, the extended services marketing mix of managing the customer interface, marketing & its integration with other management functions, developing effective service marketing.</p> <p>Consumer Behavior in a Service Context: three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.</p> <p>Positioning Services in Competitive Markets: need for positioning services effectively, achieving competitive advantage, marketing segmentation, forms the basis for focused strategies, service attributes and levels, positioning distinguishes a brand from its competitors, developing an effective positioning strategy, positioning maps for plotting competitive strategy, changing competitive positioning.</p>
First Minor Test: One Hour
<p>Designing and Management Service Processes: flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.</p> <p>Crafting the Service Environment: purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.</p> <p>Managing People for Service Advantage: service employees are crucially important, frontline work is difficult and stressful, cycle of failure, mediocrity, and success, human resource management-how to get it right, service leadership and culture.</p>
Second Minor Test: One Hour
<p>Managing Relationships and Building Loyalty: concept of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategy for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management.</p> <p>Complaint Handling and Service Recovery: customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.</p> <p>Improving Service Quality and Productivity: integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, measuring and improving service quality of different services (retailing services, banking services and online services), learning from customer feedback, hard measure of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.</p>
Final Examination : Three Hours

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Suggested Readings:

1. Lovelock, Christopher, Wirtz Jochen, Chatterjee, “*Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
3. Payne, Adrian, “*The Essence of Services Marketing*”, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., “*Services Marketing–A Strategic Approach*”, Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, “*Services–Marketing, Operations Management*”, Oxford University Press, New Delhi.
7. Srinivasan, R., “*Services Marketing–The Indian Context*”, Prentice Hall of India, New Delhi.

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Group-B: Marketing
UBL–107: Case Studies in Marketing

Credits 2-0-0

Text
<p>Case 1: “Relationship between Employee Satisfaction, Customer Satisfaction and Market Share: The Case of Hewlett- Packard” .pp 336-339 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p> <p>Case2: “Service Failure and Recovery Strategies in the Restaurant Sector. An Indo-US comparative Study”. Pp: 279-285 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p> <p>Case 3: Physical Evidence: A Case of KFC”.pp: 236-238 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p>
First Minor Test: One Hour
<p>Case4:Mortein Vaporizer: What lies Beneath Brand Positioning? Vikalpa Vol. 38.3-2013 Debasis Pradhan & Divya Agarwal</p> <p>Case5: HCL: Facing the Challenge of the Laptop Market Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012</p> <p>Case6: Harvert Gold: Delhi’s No. 1 Brand Noria Farooqui Vol 37 No.2 April- Dec 2012</p>
Second Minor Test: One Hour
<p>Case7: Food World- A Market Entry Strategy in Managing Retailing. Sinha, P.K and D.P Uniyal(2012) Oxford University Press, Second Edition,pg. 15-27.</p> <p>Case8: Planet Health in Managing Retailing. Sinha, P.K and D.P Uniyal (2012) Oxford University Press, Second Edition,pg. 145-162.</p> <p>Case9: Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167</p>
Final Examination : Three Hours

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Group–C: Human Resource Management
UBL – 108: Industrial Relations

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Labor Force in India: Growth, Composition and Trends. • Industrial Relations: Concept and Importance; HRM-IR-HRD Integration; Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations and Technological Change; The role of government in Industrial Relations; ILO Declaration on Fundamental Principles and Rights at works • Problems of Labour Management Relations; Causes of poor Industrial Relations; Necessary Pre-requisites for Harmonious Industrial Relations. • Recommendations of 2nd National Commission on Labour
First Minor Test : One Hour
<ul style="list-style-type: none"> • Trade Unions: Concept, Trade Unions in India: Structure and Characteristics, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India. • Dispute Settlement Machinery Conciliation: Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. • Grievance: Concept, Nature, Causes, Grievance Redressal Procedure. • Discipline: Misconduct, Various approaches to deal with indiscipline. • Case study: Supreme Court Judgment in the case of Tamil Nadu government employees strike.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Collective Bargaining: Concept, Features and importance, Pre-requisites of successful Collective Bargaining; Levels of Collective Bargaining, Process of Collective Bargaining. • Workers Participation in Management: Concept, Evolution, Objectives, Forms of Worker’s Participation. • Labor Welfare: Concept, Features, Need, Approaches, Statutory and Non- Statutory Labour Welfare for Standard Work Life; Labour Welfare Fund.
Final Examination : Three Hours

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Suggested Readings:

1. Venkata Ratnam, C.S. “Industrial Relations”, Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. “Industrial Relations and Labour Laws”, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “Industrial Relations, Trade Unions, and Labour Legislation”, Pearson Education, New Delhi, 2004.
4. Sen Ratna, “Industrial Relations in India”, MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, “Industrial Relations”, Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010.

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Group–C: Human Resource Management
UBL – 109: International Human Resource Management

Credits 4-0-0

Text
<p>International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.</p> <p>Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates, Role of the Corporate HR function.</p> <p>Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples.</p> <p>Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</p>
First Minor Test: One Hour
<p>International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.</p> <p>International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.</p> <p>Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees.</p>
Second Minor Test: One Hour
<p>Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.</p> <p>International Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Issue of Social Dumping.</p> <p>National Context of HRM: HRM Practices in Japan, United States, India and China.</p>
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Suggested Readings:

1. P. Suba Rao (2009) International Human Resource Management, Himalaya Publishing House, Mumbai.
2. Peter J. Dowling, Marion Festing and Allen D. Engle (2008), International Human Resource Management, Cengage Learning, New Delhi.
3. S.C.Gupta (2006) Text Book of International HRM, MacMillan, New Delhi.
4. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
5. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
6. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

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Group–C: Human Resource Management
UBL–110: Case Studies in Human Resource Management

Credits 2-0-0

Text
<ol style="list-style-type: none"> 1. Global Human Resource Management at Coca-Cola (Source : Aswathappa, K. and Dash, S., International Human Resource Management, 2013, McGraw Hill Education, pp. 23-25.) 2. Mahavir Polyester Limited (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 295-301.) 3. The Dish Ends Ltd. (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 3-6.) 4. Novais Laboratory Pvt Ltd (Source : Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 666-668).
First Minor Test: One Hour
<ol style="list-style-type: none"> 5. The Office Equipment Company (Source : Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 850-851.) 6. Restructuring at Flexco (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 366-368.) 7. Going Home (Source : Aswathappa, K. and Dash, S., International Human Resource Management, 2013, McGraw Hill Education, pp. 295-297.) 8. Seiko Instruments ((Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 392-395.)
Second Minor Test: One Hour
<ol style="list-style-type: none"> 9. Performance Management at Jet Food Services (Source : Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 533-535.) 10. A Case of Complicated Multi – union Manoeuvres (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 7-8.) 11. Innovative HRM at Span Outsourcing Pvt Ltd (Source : Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 658-660). 12. A Virtual Team at Nanawati Associates (Source : Robbins, Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 396-397).
Final Examination : Three Hours

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Group–D: International Business
UBL-111: International Marketing

Credits 4-0-0

Text
<ul style="list-style-type: none"> International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing -Fiscal and Non-Fiscal Barriers, Non-Tariff Barriers; Trading Partners.
First Minor Test : One Hour
<ul style="list-style-type: none"> Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.
Second Minor Test: One Hour
<ul style="list-style-type: none"> Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit -Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.
Final Examination : Three Hours

Suggested Readings:

- Bhattacharya, B., *Export Marketing: Strategies for Success*. New Delhi, Global Business Press, 1991.
- Johri. Lalit M., *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies ,1980.
- Keegan, Warren, *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
- Onkvisit, Sak and Shaw, J J, *International Marketing: Analysis and Strategy*. New Delhi Prentice Hall of India, 1995.
- Terpstra, Vern and Sarathy. R, *International Marketing*. Orlando, Dryden Press, 1991.
- Walter, I and Murray, T, *Handbook of International Business*. New York, John Wiley, 1988.

NOTE: The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Bridge Course in Business Administration
(Under Credit Based Continuous Evaluation Grading System)

Group–D: International Business
UBL–112: Case Studies in International Business

Credits 2-0-0

Text
<p>Case1: Globalisation of Production and Markets of Indian Motion Pictures-A Case of <i>Krrish</i> Source: John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 27-33).</p> <p>Case2: Hollywood and the Rise of Cultural Protectionism Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 145-146)</p> <p>Case3: Dell Growth Strategy: International & Indian Source: John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 437-446).</p> <p>Case4: AUTOLATINA: A Failed International Partnership Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 419-420)</p>
First Minor Test: One Hour
<p>Case 1: Airbus Versus Boeing: When Intervention Not Intervention? Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 205-206).</p> <p>Case2: Euromanage Inc. Source: Riad A. Ajami & G. Jason Goddard, “International Business- A Course on the Essentials”, 2014, JAICO Publishing House, (pp 88-91).</p> <p>Case3: Caslos Ghosan & Renault-Nissan: Leading for Global Success Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 318-320).</p> <p>Case4: Advanced Biomedical Devices: Assessing Readiness to Export Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 352-354).</p>
Second Minor Test: One Hour
<p>Case1: Subway & the Challenges of Franchising in China. Source: S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, & the New Realities”, 2011, Pearson, (pp 449-451).</p> <p>Case2: Getting Airline Alliances off the Ground. Source: John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 570-573).</p> <p>Case3: The P&G Fiasco Source: K Aswathappa, “International Business”, 2012, Tata McMraw Hill Education Pvt Ltd, (pp 450-451).</p> <p>Case4: Unfair Protection or Valid Defense? Source: K Aswathappa, “International Business”, 2012, Tata McMraw Hill Education Pvt Ltd, (pp 521-522).</p>
Final Examination : Three Hours