

**DEPARTMENT OF INTERNATIONAL BUSINESS STUDIES**  
**ACHARYA NAGARJUNA UNIVERSITY :: NAGARJUNA NAGAR 522 510**

**5 YEAR MBA SYLLABUS**

**FIFTH YEAR**

**FIRST SEMESTER**

**PAPER – 1: INTERNATIONAL BUSINESS NEGOTIATIONS**

**UNIT I : Nature of International Business Negotiations** : Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

**UNIT II** : Cultural aspects of International Business negotiation- Hofstede's dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in International Business negotiation – The role of atmosphere in negotiations.

**UNIT III** : Negotiating sales, export transaction and agency agreements – negotiating licensing agreements – Negotiating international joint venture – project negotiations – Cooperative negotiation for mergers and acquisitions.

**UNIT IV** : Investment negotiations – Negotiating with Europe, China and other East Asian countries - Business Negotiations between Japanese and Americans – General Guidelines for negotiating international business.

**UNIT V** : Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

**Reference**

International Business Negotiations, Second Edition - Pervez.N.Ghauri (Editor), Jean-Claude Usunier (Editor), Pergamon, 2003.

Global Business Negotiations: A Practical Guide - Subhash Jain (Author) Claude Cellich, South-Western Educational Publishing.

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**FIFTH YEAR**

**FIRST SEMESTER**

**PAPER – 2 : INTERNATIONAL COMMODITY MARKETS**

**UNIT I** : Physical commodity market: An overview – Characteristics of Physical commodity market – world physical markets and derivatives markets for commodities – Commodity futures : Forwards and Futures - Organization of futures exchanges – Basis and effective hedging – Relationship between spot and commodity futures prices – Hedging strategies – Inventory management – Speculation and spreading – Relationship between futures and spot prices.

**UNIT II** : Options : Characteristics and markets – valuing options – Binomial approach to option pricing – The continuous time futures option model – futures option management tools – Hedging with options – Exotic options and other over-the-counter products – forwards and swaps – caps – floors – collars – swap options- Exotic options.

**UNIT III** : International commodity markets : managing commodity market information – forecasting commodity markets – commodity price forecasting for traders and market participants – commodities, market finance and corporate finance: Hedging and cash flow management – commodities and corporate finance.

**UNIT IV** : Management of physical commodity contracts – specific characteristics of commodity markets – Participants in physical commodity contracts– the attributes of commodity contracts – contracts attributes and risk sharing – Example of Commodity Contract – Example of Letter Of Intent (LOI).

**UNIT V**: Participants of commodity trading – international trading companies – problems and prospect in international commodity trading .

Reference

1. "International Commodity Trading: Physical and derivative markets", Ephraim Clark, Jean Baptiste Lesourd, Wiley Publishers, 2001.
2. Commodity market review, FAO, 1991.
3. "Agriculture and Commodity markets and trade, Alexander Sarris, David Hallam , FAO, 2006.

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**FIRST SEMESTER**

**PAPER – 3 : GLOBAL SOURCING AND BUSINESS DEVELOPMENT**

**UNIT I :** Global Sourcing – procuring from all over the world: meaning , Opportunities and challenges in Global Sourcing – Differences between Global Sourcing and other sourcing strategies - Global Sourcing process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

**UNIT II :** The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market : China, India, Eastern Europe.

**UNIT III:** Global Sourcing as a profit booster – products suitable for Global sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Market research for finding optimal supplier – supplier information for Global Sourcing – Visits to suppliers for deciding foreign partner – final selection of supplier – procurement controlling – purchasing organization.

**UNIT IV :** Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Agreements on default – payment terms – securities – Enforcement of claims in international business – Assessment of country and debtor risk.

**UNIT V :** Profitable growth and increasing the shareholder value through Global Sourcing – Impact of Global Sourcing on profit and loss statement - Global Sourcing as a growth booster - Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

Reference

“Global Sourcing – Opportunities for the future”, Gerd Kerkhoff, Wiley publishers, 2006.

“Global Sourcing”, Pol Antras, Elhanan Helpman, national Bureau of Economic Research , 2003

“Global Sourcing – Strategic Reorientation of purchasing”, Wolfgang Schneid, Grin Verlag Pub., 2004

“Global Sourcing”, Gerhard Trautmane, Gabler Edition Wissenschaft, 2008

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**FIRST SEMESTER**

**PAPER – 4 : INTERNATIONAL BUSINESS LAW AND TAXATION**

**UNIT I :** Legal Environment of International business: International Law and the world's legal system – Resolving international commercial disputes – International sales, credits and commercial transaction: sales contracts and excuses for nonperformance - the documentary sale and terms of trade – the carriage of goods and the liability for air and sea carriers – Bank collections, trade finance and letters of credit – UN convention on contracts for international sale of goods.

**UNIT II :** Basic principles of WTO – Laws governing access to foreign markets – regulating import competition and unfair trade – Imports, customs and Tariff law – the regulation of exports – Northern American free trade law – The European Union and other regional trade areas.

**UNIT III :** Regulations of the international market place : international marketing law – sales representatives, advertising and ethical issues – licensing agreement and the protection of Intellectual property rights – host country regulation :Corporate law, taxation and currency risk – Nationalization – Expropriation and Privatization – Labour and employment discrimination law – Environmental law – Regulating the competitive environment.

**UNIT IV:** International Taxation Theory - The evolution of international taxation; description and extensions of the capital income effective tax rate literature - Empirical modeling of spatial interdependence in tax competition - Labor mobility and income tax competition - Optimal International Taxation in Practice- Innovations and the EU; Taxable asset sales in securitization - Globalization, multinationals and tax base allocation: advance pricing agreements as shifts in international taxation; Documentation of transfer pricing.

**UNIT V :** Corporate tax competition and coordination in the European Union - Corporate taxation in Europe: competitive pressure and cooperative targets - The economics of taxing cross-border savings income: an application to the EU savings tax - Tax misery and tax happiness: a comparative study of selected Asian countries.

Global Challenges and Global Innovations; The ethics of tax evasion: lessons for transitional economies - Money laundering: every financial transaction leaves a paper trail - Tax effects in the valuation of multinational corporations: the Brazilian experience - The economic impacts of trade agreements and tax reforms in Brazil: some implications for accounting research

Reference

1. International Taxation Handbook : Policy, Practice, Standards and Regulation, Greg Gregoriou, Colin Read, CIMA Publishing, 2007
2. International business law: A transactional Approach “, Larry Dimatto, Lucien. J. Dhooge.
3. International Business Law 5<sup>th</sup> Edition , Ray .A.August, Don Mayer, Michael Bixby,
4. International Business Law and Environment, Richard Schaffer, Filiberto August, Lucien. J. Dhooge, Beverley Earle, 7<sup>th</sup> Edition, South Western Cengage Learning, 2009.

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**FIRST SEMESTER**

**PAPER – 5 : INTERNATIONAL BUSINESS STRATEGY**

**UNIT I :** Strategic Planning and management in International firm – Definition of strategy – Need for strategic management and planning – International strategic management process – Competitive environment and industry characteristics – strategic group analysis – Internal resource analysis – Value chain analysis – Strategy formulation : Strategic options - Conceptual foundation of international business strategy – Critical role of firm-specific advantages (FSAs) – Nature of home country location advantages – Combining firm-specific advantages and location advantages in multinational network.

**UNIT II :** International Business Strategy – Generic and grand strategy and competitive advantages – Global industries and multidomestic industries – Reasons for globalization – critique of globalization thesis – Empirical measurement of global integration – International generic strategy – International value chain – Configuration and co-ordination of international activities – Configuration of operations and productions – the transnational strategy epoch.

**UNIT III :** Implementation of internal business strategy – strategic alliances and joint venture – types of joint ventures and strategic alliances – reasons for use of joint venture strategic alliance – the continuing role of joint ventures – disadvantages and costs of international collaboration – the balance of advantage – international acquisition – problems and disadvantages of international acquisitions – foreign market entry and development – export entry modes – contractual entry modes - Investment entry modes – Determinants of foreign market entry mode

**UNIT IV :** Semi-Globalization and strategy – Difference across country - Global value creation - Strategies for global value creation — Adaptation – Aggregation – Arbitrage – Strategies for better future - The strategic implications of Economic, Legal and Religious Institutions of International Business

**UNIT V :** Dynamics of Global Strategy : Entry mode dynamics 1: foreign distributors - Entry mode dynamics 2 : Strategic alliance partners – Entry mode dynamics 3 : Mergers and acquisitions – The role of emerging economies – International strategies of corporate social responsibility – International strategies of corporate environmental sustainability - Functional Issues: International innovations – International sourcing and production – International financing – International marketing – Managing managers in the multinational enterprise.

Reference

1. “International Business Strategy - Rethinking the foundation of Global corporate success”, Alain Verbeke, 2009, Cambridge University press.
2. “Redefining Global Strategy – Crossing borders in a world where difference still matter”, Pankaj Ghemawat, 2007, Harvard Business School press, Boston.
3. “International Business : Strategy and multinational company”, John.B.Cullen, K. Praveen Parboteeah, 2010, Taylor and Francis.
4. “International Business Strategy”, John Ellis, David Williams, 1995, Financial Times, Pitman Publishing.
5. “Global Business Strategy”, Robin John (Ed.), 2002, International Thomson Business press.
6. “Global Strategic Management”, kamel Mellahi, J.George Frynas, Paul Finlay, Oxford press, 2007.
7. “International Strategic Management”, Mike W.Peng, CENGAGE Learning, 2003

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**FIRST SEMESTER**

**PAPER – 6 : SAP**

**UNIT I :** Introduction to ERP – Evolution, Integrated Management Information, Business Model, Integrated Data Model, ERP related Technologies, ERP Market – SAP, BAAN, ORACLE, people soft, JDE awards world solution, SSA and QAD Introduction to SAP – overview of SAP – SAP business applications – SAP modules and business transaction – SAP technical architecture and web AS – SAP and service oriented architecture – SAP basis: SAP project basics - SAP system basics – SAP business roadmap – Infrastructure technology basics : hardware, operating systems and data bases – developing a technical roadmap for deploying SAP.

**UNIT II :** SAP products and components : SMB and enterprise products – SAP net weaver – SAP ERP Modules financials, human capital management, Manufacturing and ERP operations, Corporate services – SAP business suite : SAP SCM – SAP CRM – SAP product lifecycle management – SAP supplier relationship management – SAP manufacturing – SAP service and asset management

**UNIT III :** Implementing SAP – Project management perspective - business and functional perspective – technical perspective – development tools and methodologies – SAP and enterprise SOA

**UNIT IV :** SAP technical considerations – technical installation of SAP – Integration of SAP with Microsoft office – System administration and operations – SAP upgrades and enhancement - Using SAP : Logon, session and SAP GUI basics – SAP GUI screen and printing basics – customizing SAP display – reporting and query basics

**UNIT V :** SAP Security Introduction - Authorization Concept and Security Mechanics - Security Administration and Parameter - Security: Authorization Documentation and Tracing - Transaction Security - Table Security - Program Security - Profile Generator - Interfaces and Conversions - Systems Monitoring and Management - System Profiles - Job Scheduling; Programming - Database management and monitoring - Technical Infrastructure - Identity and Access Management - Data Protection; Platform/Operating System Security - Vulnerability Management - Secure Change Management - Disaster Recovery - Regulatory Compliance, Auditing, Governance & Risk Compliance, ERP Case Studies.

Reference

1. SAP Security Configuration and Deployment: The IT Administrator's Guide to Best Practices Joey Hirao, SYNGRESS, 2008
2. Sams teach yourself SAP in 24 hours, 3rd edition, 2009, George. Anderson, Tim Rhodes, Jeff Davis, Pearson Educational Inc.

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**FIRST SEMESTER**

**PAPER – 7: E - BUSINESS**

**UNIT –I:** Introduction to E – Commerce - Advantages categories, Global trading Environment, E-Commerce architecture Business models B2B, B2C, C2B & B2G, EDI Technologies, EDI standards, EDI infrastructure, E-marketing.

**UNIT –II:** Business Applications of e-commerce - SCM of porter's value chain model e-procurement, porters competitive advantages e- commerce application in manufacturing, whole sale, retail, imports and exports, service sector.

**UNIT–III:** E- Commerce Technology - IT Infrastructure, Internet technologies – WWW, DNS, Client – Server architecture, TCP/IP, web page, HTML , Data transfer on the Internet, web server HTTP & FTP, Intranet & Extranet, VPN Hypertext & Media, HTML, Web site design, e-market place, website strategies, design principles on line marketing, e-mail, Internet Service provider, web browsing. -

**UNIT–IV:** Electronic Payment System - Mechanism types of payments –problems & risks in implementing EPS, Payment gateway, Issues of EPS Technology – security of EPS payment cards, open & closed loop system, Merchant bank, payment processing cards online, E-Cash, ACH, Pay pal, SCRIP,ECS, check free, click share, P2P, E-wallet, client – side electronic wallet, MS net passport, Yahoo! Wallet, W3C Micro- payment standard development activity, ECML, stored value cards, Internet Banking- Payment thefts and phishing attacks.

**UNIT–V:** Mobile Commerce & WAP - GSM, GPRS, 3G Network legal and e-commerce security – cryptography, Digital signature & certificates security threats/vulnerabilities to e-commerce Business, Security for web server, database encryption concepts, enterprise network security – Fire walls, Current trends in electronic world e-waste, e-surveillance e-governance & e – care, ethical issues – Privacy, Taxation IPR's, Gambling cyber laws – IT –ACT 2000 & 2008.

**REFERENCE BOOKS:**

1. Pandey US & Shukla Er.S, E-Commerce & M-Commerce Technology S. Chand & company, New Delhi, edition - 2010
2. Gary P. Schneider e-commerce strategy Technology & Implementation cengage learning, New Delhi, edition – 2009
3. Trepper e-commerce strategies PHI edition - 2006

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**FIRST SEMESTER**

**PAPER – 8 : Report on Industry/ Country Analysis**

1. Each student must prepare and submit a report on Industry Analysis or Country Analysis or Commodity Analysis relating to India's exports or imports. The report shall be evaluated for maximum of 50 marks.
  
2. Each student must give a seminar presentation for 50 marks based on the above report with power point presentation.

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**FIFTH YEAR**

**SECOND SEMESTER**

**PAPER – 1 : APPRENTICESHIP AND PROJECT REPORT**

1. During the second semester each student is expected to undergo the practical training /internship in a Company with international business activities or in an MNC, preferably directly under the guidance of executive assistants of C.E.O.s
  
2. It should be a period of 16 weeks and an attendance during the period is compulsory and should be certified by Project Guide from the organization.
  
3. Each student should also submit a day wise project diary certified by the Project Guide in the organization.
  
4. The student should be in touch with the internal Academic Guide by way of e-mails.

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**SECOND SEMESTER**

**PAPER – 2: VIVA-VOCE EXAMINATION**

Each student has to attend for comprehensive Viva Voce examination for 100 marks.