

Puducherry Technological University, Puducherry – 605014
(An Autonomous Institution of Government of Puducherry)



Curriculum and Syllabi

MBA

(International Business)

(Effective from the Academic Year 2021– 22)

(Approved in Seventh Academic Council meeting held on 31st July 2021)

CURRICULUM

The curriculum of MBA (International Business) is designed to fulfill the Programme Educational Objectives (PEO) and Programme Outcomes (PO) as listed below:

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO1	To equip the students with requisite knowledge, skills & attitude necessary to provide effective leadership in business organisations operating in a global environment
PEO2	To develop highly adept management professionals with strong ethical values, capable of assuming pivotal roles in the international trade and business with focus on the development of the Indian economy and society, aligned with the national priorities
PEO3	To develop proactive thinking, analytical skills and decision-making abilities among future managers to perform effectively in the dynamic socio-economic and business ecosystem.
PEO4	To inspire the notion of self-employment among young management professionals by encouraging entrepreneurship in the field of Export trade

PROGRAMME OUTCOMES (PO)

PO1	Enable the students to improve their awareness and knowledge about functioning of local and global business organisations and their interaction with the society.
PO2	Help the students to practically apply management concepts in business decision making
PO3	Enhance the students ability to continuously learn, adapt, improvise, excel and evolve amongst a diverse set of variables
PO3	Empower the students to develop creative innovation in thinking and apply the same in real life situations
PO4	Develop a global outlook with respect for diversity and Cross-Cultural understanding.
PO5	Develop strong analytical skills in all functional areas of international business and take up leadership roles in future

PO6	Identify and encourage the entrepreneurial spirit and train the students to plan startups in export sector thereby contributing to self-reliance and economic development of the country
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Teaching Pedagogy

The MBA (IB) programme of PTU being a professional course grooming future managers. Teachers are expected to impart knowledge by adopting traditional teaching methods along with new and innovative pedagogical approaches.

Some of the suggested techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.

Distribution of Credits among the subjects grouped under various categories:

Courses are grouped under various categories and the credits to be earned in each category of courses are as follows:

Sl. No.	Category	Credits	Course Category Code (CCC)
1	Core – Classroom	64	CC
2	Elective – Classroom	18	EC
3	Outside Classroom Segment	06	OC
4	Action Learning Segment	14	AL
	Total	102	

Acronyms used for Types of Periods:

Sl. No.	Category	Acronym
1	Lecture	L
2	Tutorial	T
3	Practical / Business Activity	P/BA

Semester Wise Courses and Credits

Semester I

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB269	Principles of International Management	CC	4	0	0	4
MB270	Business Regulatory Framework	CC	4	0	0	4
MB271	Managerial Economics	CC	4	0	0	4
MB272	Accounts for Managers	CC	4	0	0	4
MB273	Global Business Environment	CC	4	0	0	4
MB274	Managerial Communication	OC	0	0	4	2
MB275	Digital Techniques for Global Managers	OC	0	0	4	2
Total						24

Semester II

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB276	Global Marketing Management	CC	4	0	0	4
MB277	International Financial Management	CC	4	0	0	4
MB278	International Human Resource Management	CC	4	0	0	4
MB279	International Trade Logistics & Shipping	CC	4	0	0	4
MB280	International Trade Laws	CC	4	0	0	4
MB281	Business Research Methods	OC	0	0	4	2
MB282	Summer Internship	AL	0	0	0	2
Total						24

Semester III

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB283	International Business Strategy	CC	4	0	0	4
MB284	FOREX Management	CC	4	0	0	4
MB285	Tax Planning & Management for International Business	CC	4	0	0	4
MB286	Risk Management in International Business	CC	4	0	0	4
MBZNN	ELECTIVE 1	EC	3	0	0	3
MBZNN	ELECTIVE 2	EC	3	0	0	3
MBZNN	ELECTIVE 3	EC	3	0	0	3
MB287	Port Visit	AL	0	0	2	2
Total						27

Semester IV

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB288	Corporate Governance and Business Ethics	CC	4	0	0	4
MB289	International Economics	CC	4	0	0	4
MBZNN	ELECTIVE 4	EC	3	0	0	3
MBZNN	ELECTIVE 5	EC	3	0	0	3
MBZNN	ELECTIVE 6	EC	3	0	0	3
MB290	Project Work	AL	0	0	4	8
MB291	Comprehensive VIVA Voce	AL	0	0	0	2
Total						27

LIST OF CORE SUBJECTS

Course Code	Course
MB269	Principles of International Management
MB270	Business Regulatory Framework
MB271	Managerial Economics
MB272	Accounts for Managers
MB273	Global Business Environment
MB274	Managerial Communication
MB275	Digital Techniques for Global Managers
MB276	Global Marketing Management
MB277	International Financial Management
MB278	International Human Resource Management
MB279	International Trade Logistics & Shipping
MB280	International Trade Laws
MB281	Business Research Methods
MB282	Summer Internship
MB283	International Business Strategy
MB284	FOREX Management
MB285	Tax Planning & Management for International Business
MB286	Risk Management in International Business
MB287	Port Visit
MB288	Corporate Governance and Business Ethics
MB289	International Economics
MB290	Project Work
MB291	Comprehensive VIVA Voce

LIST OF ELECTIVES

Course Code	Course
MBZ51	Export Promotion in India
MBZ52	Export Documentation & Procedure
MBZ53	International Promotion Management
MBZ54	International Marketing Research
MBZ55	Training & Development For Global HR
MBZ56	Performance & Compensation Management
MBZ57	Material Management for International Business
MBZ58	Entrepreneurship in International Business
MBZ59	Accounting for International Business
MBZ60	Trade Analytics
MBZ61	Applied Econometrics
MBZ62	Intellectual Property Management in International Business

HERRY TECHNOLOGICAL UNIVERSITY
MBA (IB) PROGRAMME
SYLLABI FOR CORE SUBJECTS

Department: MBA			Programme: IB					
Semester: I			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB269	Principles of International Management	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Get an overview of the basic functions of Management and the theoretical evolution of Management thought						
	CO2	Learn the process of Planning, types of Plans and Decision Making						
	CO3	Understand the concepts of Organizing and its application						
	CO4	Learn the concepts of Motivation and Leadership as a part of Directing						
	CO5	Understand the techniques used in Managerial Control						
UNIT I	INTRODUCTION TO MANAGEMENT					Periods :12		
Concept, Nature, Process and Significance of Management - Managerial Functions - Skill, Task and Role of Manager - Levels of Management - Scientific Management Theory - Organisational Theory - Behavioural Theory - Integration Theory - Contemporary Issues in Management – American, European and Japanese Approaches - Managing International Business Organisations - Perspectives								CO1
UNIT II	PLANNING					Periods :12		
Planning: Concept and Nature - Process of Planning - Types of Plans - Objectives - MBO, MBE, MBWA – Policies and Procedures – Strategic Planning and its application in international Business - Decision Making: Approaches, Decision Making under Certainty, Uncertainty and Risk - Group Decision Making – Guidelines – Bounded rationality								CO2
UNIT III	ORGANISING					Periods :12		
Organising: Meaning and Importance - Concept of Division of Work – Departmentalization - Concept of Span of Control – Authority - Delegation of Authority - Decentralisation - Power and Authority - Line and staff authority - Coordination: Characteristics, Principles and Techniques - Staffing: Concept - Importance in International Business								CO3
UNIT IV	MOTIVATION & LEADERSHIP					Periods :12		
Motivation: Elements, Importance and methods – Morale - Theories in Motivation (Maslow, McGregor and Herzberg) - Motivational Tools in Organization - Leading and Leadership: Characteristics, importance and functions - Leadership Theories (Tannenbaum & Schmidt) - Role of Leadership in Contemporary Business – Importance of Communication in Directing – Communication process – Effective communication – Cultural issues								CO4
UNIT V	MANAGERIAL CONTROL					Periods :12		
Controlling: Importance and Process - Critical Control Points - Control as a feedback system - Prerequisites of Effective Control - Control techniques: Traditional and Modern - IT Enabled Control and its challenges - Maintenance Vs Crisis Management								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								

1. Luke Ike, International Management: Principles & Practices Kindle Edition, Xlibris UK (6 February 2017)
2. M.SakthivelMurugan, Management Principles And Practices Paperback, New Age International Private Limited; Second edition, 2016
3. Harold Koontz, Heinz Weihrich, Mark V. Cannice, Essentials of Management - An International, Innovation and Leadership Perspective, McGraw Hill; Eleventh edition, 2020

Department: MBA			Programme: IB					
Semester: I			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB270	Business Regulatory Framework	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain conceptual knowledge of legal aspects of creation of Contracts						
	CO2	Understand the legal provisions related to Sale of Goods						
	CO3	Identify and learn legal aspects of using Negotiable Instruments						
	CO4	Learn the major provisions of Partnership Act and LLP Act						
	CO5	Understand the legal means of Consumer Protection in India						
UNIT I	INDIAN CONTRACT ACT 1872					Periods :12		
Contract: Meaning - Essentials of a valid contract - Classification of contracts – Offer and Acceptance – Consideration – Capacity to Contract – Free Consent – Coercion – Undue Influence- Fraud – Misrepresentation – Mistake - Discharge of Contract – Breach of Contract – Remedies for Breach – Contract of Agency: Creation – Types of Agents – Duties and rights of Agent and Principal – Termination of Agency								CO1
UNIT II	SALE OF GOODS ACT 1930					Periods :12		
Essentials of a Contract of Sale – Transfer of Property - Sale and Agreement to Sell – Sale and Hire-purchase Agreement – Classification of Goods – Conditions and Warranties in a Contract of Sale - Delivery of Goods - Rights and Duties of the Seller and Buyer – Unpaid Seller – Rights of an Unpaid Seller								CO2
UNIT III	NEGOTIABLE INSTRUMENTS ACT 1881					Periods :12		
Nature of Negotiable Instruments – Types: Promissory Note – Bill of Exchange and Cheque – Definitions - Holder and Holder in Due Course – Rights and Privileges of Holder in Due Course - Liability of parties and Discharge from Liability – Crossing of Cheques: Types of crossing - Banker's liability for unjustified dishonour of a Cheque – Discharge from Liability								CO3
UNIT IV	PARTNERSHIP ACT 1932 & LLP ACT 2008					Periods :12		
Partnership Act 1932: Registration of a Partnership firm – Partnership deed: Types of Partners – Rights and Duties of Partners – Liabilities of Partners - Limited Liability Partnership Act 2008: Meaning and scope of LLP - Formation and registration of LLP - Liability of LLP and Partners - Contribution - Conversion into LLP - Winding up and Dissolution of LLP - Comparison of LLP with Partnership firm								CO4
UNIT V	CONSUMER PROTECTION ACT 2019					Periods :12		
History and scope of Consumer Protection: - Objectives of the Act - Definitions – Rights of consumers - Consumer Protection Councils - Redressal Machinery under the Act - District forum - State Commission - National Commission - Administrative Control - Procedures for filing complaints - Nature and scope of remedies under the Act - Appeals - Enforcement of orders - Penalties.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
<ol style="list-style-type: none"> 1. N D Kapoor, “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi, 38th rev(2020), ISBN: 9351611561. 2. Rashmi Agarwal and Rajindar Kaur, “Legal Aspects of Business”, Pearson Education, New Delhi, 2020, ISBN 10: 9389552001 ISBN 13: 9789389552003. 3. R.S.N Pillai and Bagavathi, “Business Law”, S. Chand and Co Pvt Ltd. New Delhi, 1999, ISBN: 9788121919272. 								

4. Tejpal Sheth, “Business Law”, Pearson Education, New Delhi, 3rd edition(2017), ISBN: 9789352861231
5. K. R. Balchandani, “Business Law for Management”, HPH, New Delhi, 8th edition, 2020, ISBN: 9789352623679.

Department: MBA				Programme: IB				
Semester: I				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/B A		CA	SE	TM
MB271	Managerial Economics	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the concept of Managerial Economics and its relationship with other disciplines						
	CO2	Explain Demand Analysis and Supply						
	CO3	Classify the types of costs of Production and explain production function						
	CO4	Identify different market situations and Price – output decisions						
	CO5	Understand various microeconomic elements that affect the economy						
UNIT I	BASICS OF MANAGERIAL ECONOMICS					Periods :12		
Managerial Economics - Nature and Scope - ME in relation with other disciplines - Role and Responsibilities of a Managerial Economist - Goals of Corporate Enterprises - Applications of Managerial Economics								CO1
UNIT II	DEMAND ANALYSIS					Periods :12		
Demand Analysis - Demand Determinants - Demand distinctions - Law of Demand - Elasticity of Demand - Factors influencing elasticity of demand – Types of Elasticity of Demand - Demand Forecasting: Purpose and methods – Supply - Law of supply – Factors affecting supply								CO2
UNIT III	COST AND PRODUCTION ANALYSIS					Periods :12		
Cost and production analysis – Cost concepts – Cost and output relationship in short and long run – Cost control – Production functions – Law of Variable proportion – Isoquants and its Properties – Returns to Scale - Break – Even Analysis – Economies of Scale.								CO3
UNIT IV	PRICING AND OUTPUT DECISIONS					Periods :12		
Pricing and output decisions in different market situations – Perfect, Imperfect, Monopoly, Discriminating Monopoly, Duopoly and Oligopoly competition – Pricing Objectives and Methods								CO4
UNIT V	BUSINESS CYCLES					Periods :12		
Business cycles – Meaning – Phases - National Income – Concept – GDP, GNP, NNP, Personal Income, Disposable personal income - Methods of measuring National Income - Problems in measuring National Income - Public Finance and its Sources - Inflation - Causes and effects of inflation - Demonetization - Meaning and effects.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
<ol style="list-style-type: none"> 1. I.P. L. Mehta, “Managerial Economics”, Sultan Chand & Sons, New Delhi, Delhi, 2016, ISBN: 9789351610595. 2. Cauvery, U. K. Sudhanayak, M. Girija, R. Meenakshi, “Managerial Economics”, S. Chand & Co.Delhi, 2010, ISBN-13: 978-8121914611. 3. Geetika, Piyali Ghosh & Purba Roy Choudhury, “Managerial Economics”, Tata McGraw Hill, Noida, 2017, ISBN: 9789387067622. 4. G.S. Gupta, “Managerial Economics”, Tata McGraw Hill, Noida, 2nd edition(2011), ISBN: 9780071067867. 5. Joel Dean, “Managerial Economics”, Prentice Hall India, Delhi, 1951, ISBN-13 : 9780135499726. 								

Department: MBA			Programme: IB					
Semester: I			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB272	Accounts for Managers	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the basic Accounting Principles and how to prepare the Financial Statements						
	CO2	Understand the measures for financial Sourcing, Planning and Controlling						
	CO3	Learn the Financial Management Techniques						
	CO4	Understand the methods for Financial Analysis and Interpretation						
	CO5	Learn the methods for Cost Analysis						
UNIT I	CONCEPTUAL BASICS FOR ACCOUNTS					Periods :12		
Meaning, scope and importance of Financial Accounting; Accounting concepts and conventions; Accounting equations; Capital and Revenue items; Double Entry System of financial accounting: Golden rules of Accounting; Accounting Process: Journals - Ledger accounts - Trial Balance - Preparation of Financial Statements such as Trading and Profit & Loss Account - Balance Sheet Statement								CO1
UNIT II	FINANCIAL PLANNING & CONTROL					Periods : 12		
Financial Planning: Sources of Finance; Long, medium and short term finance - Owned and borrowed capital - Internal and External sources of finance - Budgetary Control: Budget Control as a management tool – Budget Procedure - Fixed and Flexible Budgeting - Classification of Budgets: Sales Budget - Production Budget - Cash Budget - Master Budget; Control Ratios: Activity Ratio – Capacity Ratio – Efficiency Ratio – Calendar Ratio – Capacity Usage Ratio								CO2
UNIT III	MANAGEMENT OF FINANCE					Periods :12		
Capital requirement : Factors affecting fixed and working capital requirements; Capital structure: Factors determining Capital Structure; Capital Budgeting: Importance of Capital Budgeting – Factors affecting investment decisions; Capital Budgeting Appraisal Methods : Pay Back Method – Discounted Cash Flow Method - Net Present Value Method – Present Value Index Method – Internal Rate of Return - Annual Rate of Return Method; Working Capital Management: Techniques for assessing working Capital Requirements - Estimation Method – Percent of Sales Approach – Operating Cycle Approach								CO3
UNIT IV	FINANCIAL ANALYSIS & INTERPRETATION					Periods :12		
Analysis and interpretation of Financial Statements: Steps involved in Financial Analysis – Techniques of Financial Analysis; Ratio Analysis: Profitability Ratio – Turnover Ratio – Liquidity Ratios – Solvency Ratios; Cash Flow Statement: Utility of Cash Flow Analysis – Limitations of Cash Flow Statements – Preparation of Cash Flow Statement as per AS 3 (revised) Accounting Standards; Funds Flow Statements: Meaning – Preparation of Fund Flow Statements – Difference between Cash Flow and Fund Flow Statements								CO4
UNIT V	COST ANALYSIS					Periods :12		

Basics of Cost Accounting: Concept of Cost - Elements of Cost – Components of Total Cost – Cost Sheet; Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Cost Ascertainment: Cost Unit; Cost Centre; Profit Centre; Activity Based Costing; Backflush Costing ; Life Cycle Costing; Marginal Costing; Absorption Costing; Direct Costing; Differential Costing; Segment of Semi Variable Cost; Cost Volume Profit Analysis: Profit Volume Ratio – Break Even Analysis - Break Even Charts – Margin of Safety				CO5
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -	Total Periods: 60	
REFERENCE BOOKS				
<div>1. Atrill, McLaney, Harvey; “Accounting for Business Students”; Pearson, 2017. ISBN: 9781488616570.</div> <div>2. S.N. Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari; “A Textbook of Accounting for Management”; Vikas Publishing House, Noida, 3rd edition(2012), ISBN-13: 978-9325956193.</div> <div>3. S.N. Maheshwari; “Financial Management”; Sultan Chand & Sons, New Delhi, 2019, ISBN: 93-5161-142-4.</div> <div>4. Tulsian and Tulsian; :Financial Reporting”; S.Chand& Co. new Delhi, 2016, ISBN: 978-8121941709.</div> <div>5. Ramachandran &Kakani; “How to analyze Financial Statements”; Tata McGraw Hills, New Delhi, 2nd edition(2017), ISBN-13: 978-9351344858.</div> <div>6. R.S.N. Pillai; “Management Accounting”; S.Chand& Co., New Delhi, 2010, ISBN-13: 978-8121910620.</div> <div>7. Agarwal, M.L & Gupta, K.L; “Cost and Management Accounting”; Sahitya Bhawan Publications. Agra, 2018, ISBN-13: 978-9351734284.</div>				

Department: MBA			Programme: IB					
Semester: I			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	S E	TM
MB273	Global Business Environment	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain an overview about International Business and its environment						
	CO2	Learn about the modes and forms of free trade and protection						
	CO3	Learn about the global framework of International Trade						
	CO4	Learn about International Cartels and Commodity Agreements						
	CO5	Understand the operation of MNCs as vehicles of International Business						
UNIT I	INTRODUCTION TO INTERNATIONAL BUSINESS					Periods :12		
International Trade – Meaning & Importance – Factors affecting a firm for going international - International Business - Nature, importance and scope; Modes of entry into International Business; Framework for analyzing international business environment; Economic, Technological, Socio-cultural, Demographic, Natural, Political and Legal environment							CO1	
UNIT II	GLOBALIZATION AND ECONOMIC INTEGRATION					Periods :12		
Free Trade & Protection – Concepts & Comparative advantages – Regional Economic Integration as a means of Free Trade – SAFTA, ASEAN, BIMSTEC, APEC, GCC, SCO, NAFTA, EU – Membership and Objectives; Modes of Protection - Tariff and Non -Tariff barriers – Forms of Non – Tariff Barriers –State Trading – State Trading Corporations in India.							CO2	
UNIT III	GLOBAL FRAMEWORK FOR INTERNATIONAL TRADE					Periods :12		
World Trade Organization – Origin, Objectives, Functions & Organization – Agreements administered by WTO – GATT Final Treaty – Salient Features – GATS – Developments in International Trade in Services – UNCTAD - Origin, Objectives, Functions & Organization – Role of UNCTAD in International Trade of Developing Countries.							CO3	
UNIT IV	GLOBAL CARTELS & COMMODITY AGREEMENTS					Periods :12		
Cartels – Meaning, Types & Functions – Significant Cartels of the World: Organisation of Petroleum Exporting Countries, American Medical Association, International Rail Makers Association, Quinine Cartel, International Air Transport Association – International Commodity Agreements (ICAs) – Forms & Functions - Significant ICAs of the World: International Wheat Agreement, International Coffee Agreement, International Rubber Agreement, International Cocoa Agreement.							CO4	
UNIT V	MULTINATIONAL CORPORATIONS					Periods :12		
Multinational Corporations (MNCs) - Conceptual Framework of MNCs - MNCs and Host and Home Country relations - Stages in Internationalization of a Firm – Forms and Orientations of MNCs – Types of MNCs - MNCs and Developing Countries - Advantages and disadvantages MNCs – Regulation of MNCs - MNCs and International Business – Evolution of Indian MNCs.							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -			Total Periods: 60	
REFERENCE BOOKS								

1. Aswathappa, K, “International Business”, McGraw Hill Education, India, 6th edition (2017), ISBN-13: 978-9339222581.
2. Subba Rao P, “International Business: Texts & Cases”, Himalaya Publishing House, India, 2019, ISBN-13: 978-9353670115.
3. Bhalla, V.K & Shiva Ramu, “International Business”, Anmol Publications (P) Ltd., India, 2005, ISBN-13: 978-8126118403.
4. Anant, K.S & Black, S.J, “International Business Environment”, Prentice Hall of India, India, 1995, ISBN: 9780131864382.
5. Cherunilam, Francis, “International Business: Text and Cases”, Prentice-Hall of India, India, 5th edition, ISBN-13: 978-8120342149.

Department: MBA			Programme: IB					
Semester: I			Course Category Code: OC			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB274	Managerial Communication	-	-	4	2	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the conceptual issues in Business Communication						
	CO2	Learn the written communication practices in business						
	CO3	Understand and practice the Reporting Systems of Communication						
	CO4	Learn and apply methods of oral communication in business						
	CO5	Apply the methods of Business Communication through new generation media						
UNIT - I CONCEPTUAL ISSUES IN BUSINESS COMMUNICATION								CO1
Objects and importance of Communication - Process of communication - Barriers of communication - Techniques to overcome communication barriers - Listening skills: Types of listening - Problem and solutions in listening - Aspects of verbal and non - verbal communication - Cross culture communication 1. Observation and discussion on listening skills videos								
UNIT - II WRITTEN COMMUNICATION PRACTICES IN BUSINESS								CO2
Principles of written business communication: Deductive, Inductive and AIDA approaches to writing business communication - Business writing: Types of written business communication - Steps in business writing 1. Workshops on how to prepare business documents such as Brochures, Newsletters, Technical Manual, Sales promotion pamphlets, Advertisement posters; 2. Workshops for writing business correspondences such as bank related correspondences, insurance related correspondences, marketing promotion correspondences, correspondence relating to introduction of new products, special offers related correspondences, HR related correspondences, office memos, Tender related correspondences								
UNIT - III REPORTING SYSTEMS IN BUSINESS COMMUNICATION								CO3
Report writing: Long and short Business Reports - Business proposals reporting - Types of Reports - Steps in Report Writing - Report Structure 1. Workshop on how to write Technical reports, Progress reports, Events reports, New business proposals, Financial Planning reports, HR planning reports, Introduction of new product reports, Project proposals								
UNIT - IV BUSINESS RELATED ORAL COMMUNICATION								CO4
Meaning, scope and importance of oral communication; Characteristics of oral communication; Types of oral communication; One to one communication - Meeting - Group Discussions - Speeches - Presentations - electronic mode communications; Strategies and tactics in negotiation; Negotiation process; 1. Workshop on conducting business meetings / Board meetings: Mock Board Meetings with agenda, discussion on agenda, writing minutes etc.; Mock Business Meeting for analyzing over all company performances/ for analyzing financial performances 2. Workshop on how to conduct problem solving meetings (give a conflict situation and ask the students to sort out a solution through group discussion) 3. Workshop for conducting a negotiation team meeting (use Role Play method) 4. Workshop using Public Speaking in business meetings: (Instruct the students as to how to prepare and present a speech) Conduct a mock public speaking on various business related								

topics such as Marketing issues / HR issues / Financial crisis				
UNIT - V IT MEDIA AND BUSINESS COMMUNICATION				CO5
Types of IT media used in business communication: Web portal - E -mail - Facebook - Twitter - Linkedin - Skype - YouTube - Blog creation - Video conferencing - Usage of IT communication to drive sales, to find employees, to create brand - to gather market intelligence - Advertising in social media; 1. Workshop on creating a web portal for B2B and B2C - To create YouTube for business promotion –t o create a Blog for a Business enterprise 2. Workshop on using Video Conferencing technique for sales drive, promoting a new brand – To use webinar for internal business communication among targeted groups in the organization				
Lecture Periods:	Tutorial Periods: -	Practical Periods: - 60	Total Periods: 60	
REFERENCE BOOKS				
1. Murphy, H.A, & Hildebrandt, W, “Effective Business Communication”; McGraw Hill, New Delhi, 7 TH edition, ISBN: 978-0070187757. 2. Chaturvedi P. D, Chaturvedi, M, “Business Communication: Concepts, Cases and Applications”. Pearson Education India; 2 nd edition (2011), ISBN: 978-8131718728. 3. Pal, Rajendra and Korlahalli, J.S, “Essentials of Business Communication”. Sultan Chand & Sons. New Delhi, 2012, ISBN-13: 978-8180547294. 4. Kaul, Asha, “Effective Business Communication”; PHI Learning Pvt. Ltd. 2 ND edition(2015), ISBN-13: 978-8120350724. 5. Sharma, R & Mohan, K, “Business Correspondence and Report Writing"; McGraw Hill, New Delhi, 5 TH edition, ISBN-13: 978-9385965050.				

Department: MBA			Programme: IB						
Semester: I			Course Category Code: OC				Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	S E	TM	
MB275	Digital Techniques for Global Managers	-	-	4	2	40	60	100	
Course Outcome	On completion of the course the learner will be able to								
	CO1	Create a website, YouTube channel & using Adsense							
	CO2	Create online forms & mobile marketing							
	CO3	Create videos & design pamphlets							
	CO4	Understand the practical usage of CRM & SEO tools							
	CO5	Understand the practical usage of different kinds of marketing							
Design a business website – YouTube channel creation & Monetization Money Making with AdSense - get Ads on your Blog/YouTube								CO1	
Creating online Forms for surveys Creating profiles and using Video conferencing tools Mobile Marketing								CO2	
Creating pitching videos using Digital Storytelling tools Designing Business pamphlets, brochures using Graphics & Multimedia Tools								CO3	
Customer Relationship Management (CRM) tools - Online Advertising - Social Media - Search Engine Optimization (SEO) - Content Creation and Design								CO4	
Video Marketing - Event Marketing - Lead Generation - Lead Capture and Conversion - Lead Nurturing and Email Marketing – Bulk SMS and Bulk Email - Marketing Automation Data								CO5	
Lecture Periods:		Tutorial Periods: -		Practical Periods: - 60			Total Periods: 60		
REFERENCE BOOKS									
1. Appel, Andrew;Pradeep, A. K.;Sthanunathan, Stan “AI for marketing and product innovation: powerful new tools for predicting trends, connecting with customers, and closing sales”, Wiley, USA, 2019, ISBN-13: 978-1119484066. 2. Dr Steven Struhl, “Artificial Intelligence Marketing and Predicting Consumer Choice: An Overview of Tools and Techniques”, Kogan page, 2017, ISBN-13: 978-0749479558. 3. Michael Alexander, Jared Decker, Bernard Wehbe, “Microsoft Business Intelligence Tools for Excel Analysts”, Wiley Publishers, 2014, ISBN-13: 978-1118821527. 4. Donna Baker, “How to Do Everything with Google Tools”, McGraw-Hill Osborne Media, 2007, ISBN-13: 978-0071496261.									

Department: MBA			Programme: IB					
Semester: II			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB276	Global Marketing Management	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Learn the fundamental ideas of Marketing and evolution of Global Marketing						
	CO2	Understand the development of competitive strategies in global markets						
	CO3	Learn the concepts of global product management						
	CO4	Gain knowledge on pricing and distribution in Global marketing						
	CO5	Understand the concepts in global promotion						
UNIT I	INTRODUCTION TO GLOBAL MARKETING					Periods :12		
Marketing: Definition and importance – Basic concepts of Marketing - Marketing Mix- Domestic and Global Marketing – Evolution and scope of Global Marketing – Global Marketing Environment – Consumer Behaviour and cultural issues in International Marketing								CO1
UNIT II	DEVELOPING COMPETITIVE STRATEGIES					Periods :12		
Global Marketing Research: Importance and scope – Steps in Global MR – Issues in Overseas MR - Market segmentation – Meaning and Bases – International Positioning: Meaning and Strategies – E-marketing strategies – Market entry strategies – Exit strategies – Marketing in emerging global markets								CO2
UNIT III	PRODUCT MANAGEMENT IN GLOBAL MARKETING					Periods :12		
Product: Meaning and classification – New product development for global market: Steps – Standardization Vs. Adaptation - Managing Product Line - Global Branding: Approaches – Product and Brand Life Cycle - Packaging – Marketing of services – Dealing with Piracy								CO3
UNIT IV	PRICING & DISTRIBUTION IN INTERNATIONAL MARKETS					Periods :12		
Pricing: Meaning – Drivers of Foreign Market Price – Pricing Approaches – Currency issues – Transfer pricing – Dumping – Physical Distribution: Meaning & Functions – International Distribution Channels – Modes of Transportation – Global Retailing – Warehousing: Global trends								CO4
UNIT V	INTEGRATING MARKET COMMUNICATION					Periods :12		
Promotion: Meaning and importance in Global Marketing – Promotion Mix – Global Advertising Strategies – Cultural issues in global advertising – Creative approaches – Global media decisions – Regulations in global promotion – Other communication methods – Globally Integrated Marketing Communications (GIMC)								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
<ol style="list-style-type: none"> 1. Kotabe, M. &Helsen, K, “Global Marketing Management”, Wiley India (P) Ltd., Bengaluru, 8TH edition, ISBN: 978-1-119-56310-5. 2. Daniels J. D, Radebaugh L. H, Sullivan D. P and Salwan P, “International Business Environments and Operations”, Pearson, London, 15th edition(2016), ISBN-13: 9789332548220. 3. Cherunilam, F, “International Business”, Wheeler Publishing, Allahabad 4. Terpstra, V. &Sarathy, R, “International Marketing”, Thomson Learning, Inc., Boston, 10th edition(2012), ISBN-13: 978-0-9817293-5-0. 								

5. Philip Kotler, “Marketing Management Analysis, Planning, Implementation and Control”, Prentice-Hall of India, New Delhi, 1990, ISBN-13: 978-0135524800.

Department: MBA			Programme: IB					
Semester: II			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA			CA	SE
MB277	International Financial Management	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the concept of Financial Management						
	CO2	Understand the different sources of finance in international market						
	CO3	Evaluate the Risk and Return from Foreign Equity Investment						
	CO4	Analyses the Long-Term borrowing Global Capital Markets						
	CO5	Interpret the Project Appraisal in the international Context						
UNIT I	INTRODUCTION TO FINANCIAL MANAGEMENT					Periods :12		
Financial Management in a Global Context: Introduction - The finance function - The emerging challenges - Recent changes in Global Financial Markets - Objectives of firm - Risk Management and Wealth Maximization.								CO1
UNIT II	SOURCES OF INTERNATIONAL FINANCE					Periods :12		
International Money Markets: Features and Operations - ECBs – International Credit Syndication - Euro-currency markets – International Capital Market: Features and Operations - International Merchant Banking: International issues - Euro issues - ADRs/GDRs – International Bonds: Types - Euro Bonds: Types								CO2
UNIT III	SHORT-TERM FINANCIAL MANAGEMENT					Periods :12		
Short-Term Financial Management in a Multinational Corporation: Introduction - Short-term borrowing and Investment – Holding of surplus cash - Centralized Versus Decentralized Cash Management - Cash Transmission – Introduction - Risk and Return from Foreign Equity Investment - The International Capital Asset Pricing Model - Equity Financing in the International Markets.								CO3
UNIT IV	LONG -TERM FINANCIAL MANAGEMENT					Periods :12		
Long-Term borrowing in the Global Capital Markets: Introduction - The major Market Segments - International Financing Decision - Nature and scope – Objectives and Importance of International Financial decision.								CO4
UNIT V	INTERNATIONAL PROJECT APPRAISAL					Periods :12		
International Project Appraisal: Introduction - Review of the NPV Approach - The adjusted present Value (APV) framework - Project appraisal in the international Context - Exchange rate risk and cost of capital - Options approach to project appraisal - The practice of cross-border direct investment appraisal - International joint ventures.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
1. Prakash G Apte, “International Financial Management”, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2010, ISBN: 9780070221161. 2. Maurice D. Levi, “International Finance”, Tata McGraw–Hill publishing Company Ltd., New Delhi. 3. V. K. Bhalla, “International Financial Management”, Anmol Publication, 2007, ISBN: 9788126131457. 4. P. K. Jain, “International Financial Management”, Macmillan India ltd, 1998. 5. C. Jeevanandam, “Foreign exchange and risk Management”, Sultan Chand & sons, 2020, ISBN: 93-5161-160-8.								

Department: MBA				Programme: IB				
Semester: II				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB278	International Human Resource Management	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Understand models and functions of IHRM						
	CO2	Understand the manpower planning and staffing with reference to IHRM						
	CO3	Learn performance management in HRD with reference to IHRM						
	CO4	Understand the maintenance and retention of manpower in IHRM						
	CO5	Understand the Organizational Behavior of HR including the cross culture behaviours in IHRM						
UNIT I	INTRODUCTION TO IHRM					Periods :12		
Introduction to Human Resource Management: Objectives and functions of HRM- Characteristics and importance of HR policy - IHRM: Concept and approaches - Models of IHRM: Matching Model - Harvard Model - Contextual Model - 5P Model - European Model- Models of SHRM in multinational companies - Challenges in IHRM								CO1
UNIT II	MANPOWER PLANNING & STAFFING					Periods :12		
HR Planning (HRP): Characteristics and importance of HRP - Process of HRP - Factors affecting HRP - Barriers in HRP - Job analysis and Design - Recruitment & Selection: Factors governing recruitment - Process of recruitment - Selection process; Promotion and Transfer policies - Orientation programs - International selection and recruitment methods: Cross national advertisements - E-recruitments - Hiring and sourcing of international human resource power - Selection strategies for overseas assignments - Hiring HCN,TCN and PCN's - International Transfers - Expatriate Management - Problems of repatriation of overseas expatriates and strategies to tackle them								CO2
UNIT III	PERFORMANCE MANAGEMENT & HRD					Periods :12		
Job evaluation: Process and method of job evaluation - Performance appraisal methods - Performance and appraisal in IHRM - Appraisal of expatriate - Country specific performance management practices - Human Resource Development (HRD) Systems: Training - Career planning - Job enrichment - Job rotation - Training and Development of international staff: Types of expatriate training - HCN training - Knowledge transfer in multinational companies								CO3
UNIT IV	MAINTENANCE & RETENTION OF MANPOWER					Periods :12		
Compensation management: Importance of ideal Remuneration System - Business strategy for remuneration Planning and Incentive System: Pre requisites for an effective incentive system - Types of incentive systems - Key components and approaches to international compensation - Global compensation - Social security systems across the countries - Emerging issues								CO4
UNIT V	ORGANISATIONAL BEHAVIOUR AND HR					Periods :12		
Organizational behavior and HR Management - Basic behavioral Process: Cognitive functions - intelligence, Creativity, Problem solving, Learning process - Attitudes and Values; Personality theories - Perception and its implications - Importance and relevance of counseling - Group dynamics: Emergence of informal leaders and working norms – Group decision making techniques - Team building - Cultural factors in HR policies								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								

1. K. Aswathappa; "Human Resource Management"; McGraw Hill, New Delhi, 2007, ISBN-13: 978-0070660205.
 2. Kesho Prasad; "Strategic Human Resource Management"; Prentice Hall India, 2011, ISBN: 978-8120344303.
 3. K. Aswathappa and Sadhna Das; "International HRM"; McGraw Hill, New Delhi, 2008, ISBN: 978-0-07-065612-3.
 4. P.L. Rao; "International HRM"; Excel Books, 2008, ISBN-13: 978-8174465962.
- Monir H Tayeb; "International HRM"; Oxford University Press, 2005, ISBN: 978-0199277278.
5. Evans, Pucik, Barsoux; "The Global Challenges and Frame work for IHRM"; McGraw Hill, Irwin, 2002, ISBN-13: 978-0072397307.
 6. Peter J Dowling & Denice E Welch; "International Human Resource Management"; Cengage Learning, 2004, ISBN-13: 9781844800131.

Department: MBA				Programme: IB				
Semester: II				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB279	International Trade Logistics & Shipping	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain an overview of the fundamentals of Logistics Management						
	CO2	Learn the basics of managing Inventory and Warehousing						
	CO3	Gain knowledge regarding global shipping practices						
	CO4	Understand the application of Information Technology in Logistics						
	CO5	Get a fair understanding of Port Systems						
UNIT I	INTRODUCTION TO LOGISTICS					Periods :12		
Nature, Concept, Evolution and Components of Logistics Management - Logistics Functions - Supply chain management - Concept of 3PLs - 4PLs - Green Logistics - Reverse Logistics - Contemporary trends in International Logistics – Issues in Global Logistics Management								CO1
UNIT II	INVENTORY MANAGEMENT, MATERIAL HANDLING & WAREHOUSING					Periods :12		
Concept, types and functions of Inventory in Logistics - Elements of Inventory costs - Just In Time system - Quick response Logistics – Warehousing: Concept and Types - Warehouse Strategies - Recent Trends - Material Handling: Concept, Guiding Principles and Devices – Containerization: Introduction - History - Classification - Container Standards								CO2
UNIT III	TRANSPORTATION & SHIPPING					Periods :12		
Global Transportation – Introduction – Importance - Elements of transportation cost - Multi Modal Transport – Forms of Shipping: Liner, Conference and Chartering - Freight Structure and Practices - Types of Ships - Inland Container Depot/ Dry Ports - World Seaborne Trade - Recent trends in shipping – Overview of Indian Shipping Industry								CO3
UNIT IV	LOGISTICS INFORMATION SYSTEM & DESIGN					Periods :12		
Logistics Information System (LIS) – Characteristics of an operational LIS - IT Solutions for Logistics - Emerging technologies in Logistics Customer Service – Concept and Components - Customer service costs- Gap Analysis for customer service measurement- Customer service management - Logistics Network Design: Concept - Design options for a distribution network - Impact of distribution network design - Bar Coding and RFID - Various distribution networks								CO4
UNIT V	PORT SYSTEM					Periods :12		
Introduction - Major Ports in India – IPA - Port Community System - Traffic handled at Indian Ports - Major developments and issues with Indian ports - Policy initiatives for development of ports - Dredging policy - International Maritime Bureau – Major ports of the world								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
1. Sudalaimuthu and Anthony Raj: “Logistics Management for International Business - Text and cases”, Prentice Hall of India, New Delhi, 2009, ISBN-13: 978-8120337923. 2. Dornier, Ernst and Fender: “Global Operations and Logistics - Text and cases”, Wiley India, Bengaluru, 1998, ISBN: 9780471120360. 3. David Grant, et al, “Fundamentals of Logistics Management”, McGraw Hill Higher Education, 2006, ISBN: 0077108949								

4. Vinod V. Sople, "Logistic Management", Pearson Limited, 3rd edition, ISBN: 9788131768624
5. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), 1997, ISBN: 9780256141177.

Department: MBA			Programme: IB					
Semester: II			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB280	International Trade Laws	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain knowledge about public & private International law						
	CO2	Learn about the International Organizations related to International Trade						
	CO3	Learn about the law of seas and Maritime Transport						
	CO4	Learn about drafting of International Contracts for Sale of Goods						
	CO5	Learn about dispute settlement avenues in International Business						
UNIT I		INTRODUCTION TO INTERNATIONAL LAW				Periods :12		
Introduction – Evolution of international law – Sources, Treaties, Customs, General Principles of International Law - Decisions and opinion of the publicists – Other sources of International law - Law making through international organizations – Codification and progressive development – Public International Law & Private International Law.								CO1
UNIT II		INTERNATIONAL TRADE ORGANIZATIONS				Periods :12		
United Nations Organization (UNO): Origin, Structure & Functions – UNO & International Trade - UNCTAD, UNIDO, UNDP, ITC, FAO, WTO, UNEP, ILO, UNCITRAL, UNOPS – WTO administered Treaties: Organization and Functions – Dispute Settlement Mechanism - Dispute Settlement Board - Process of settlement - Balancing of rights and obligation.								CO2
UNIT III		LAW OF SEAS AND MARTIME TRANSPORTION				Periods :12		
Introduction to Law of the Sea - Baselines and Island and Marine spaces under National –Jurisdiction - Marine spaces beyond National Jurisdiction - Maritime Delimitation - Dispute Settlement Procedure – IMO – Origin and Functions – UNCLOS: An overview - Ships, Shipping and Cargo – Charter party and Bill of Lading - Conventions on Carriage of Goods by Sea - Carriage of Passenger and luggage by Sea - Shipping Law in India.								CO3
UNIT IV		INTERNATIONAL SALE OF GOODS				Periods :12		
Introduction - Convention on Contracts for International Sale of Goods – Formation, Validity and performance of contracts – INCO Terms - Principles of International Contracting - Indian perspective on International Commercial law – UNCITRAL Model Law on International Sale of Goods.								CO4
UNIT V		INTERNATIONAL LITIGATION & ARBITRATION				Periods :12		
Introduction – Dispute Settlement in International Trade – Litigation, Conciliation, Mediation, Arbitration – International Court of Justice – Origin & Functions – International Commercial Arbitration - The Agreements of Arbitration - Laws Governing International Commercial Arbitration - The Arbitral Tribunal - The procedure to conduct the proceedings - Foreign awards – Recognition and enforcement – International Arbitration Centers.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
1. Myeni, S. R, “International Trade Law”, Asia Law House, India, 2017, ISBN: 978-0819028679. 2. Chaterjee, I, “International Trade Law”, Central Law Publications, India, 2019, AISN: B0836BZWMC 3. Ahuja, V.K, “Public International Law”, Lexis Nexis, India, 2015, ISBN: 978-9351437277. 4. Rajyalakshmi, V, “International Organizations”, Eastern Book Company, India, 2018, ISBN: 9789388206143 5. Harrington, A, “International Organizations and the Law”, Routledge, UK, 2018, ISBN:9780815375319								

Department: MBA			Programme: IB					
Semester: II			Course Category Code: OC			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB281	Business Research Methods	-	-	4	2	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Learn basics of business research and formulate research problems						
	CO2	Understand and apply various Sampling techniques for data collection						
	CO3	Apply the statistical software tools used in research						
	CO4	Analyze the various measures of Central Tendency and Correlation						
CO5	Draw inferences based on test of significance							
UNIT I	INTRODUCTION TO BUSINESS RESEARCH					Periods :12		
Business Research - Meaning - Scope and Significance - Utility of Business research - Qualities of a good researcher - Types of research - Research process – Identification, Review of Literature, Selection and formulation of research problems - Hypothesis - Research design. 1. Workshop on Identifying and formulating a research problem, Preparing a suitable research design and formulating hypothesis								CO1
UNIT II	SAMPLING & DATA COLLECTION METHODS					Periods :12		
Sampling - Methods and techniques - Sample size - Sampling error - Data collection - Methods of data collection – Interview schedule - Questionnaire - Observation, interview and mailed questionnaire - Pilot study. 1. Training/Workshop on Sampling and Questionnaire preparation 2. Workshop on Survey Methods and Field work								CO2
UNIT III	SCALING TECHNIQUES					Periods :12		
Measurement and scaling techniques - Processing and analysis of data - Editing and coding - Transcription and Tabulation - Statistical tools used in research - Interpretations and report writing - Types, contents and style of reports - Footnotes and Bibliography. 1. Workshop on application of Software for processing, tabulation and report writing								CO3
UNIT IV	STATISTICAL ANALYSIS – I					Periods :12		
Measures of Central tendency: Mean median and mode - Standard deviation - Correlation - simple, partial and multiple correlations – Regression models- Garrett Ranking analysis. 1. Workshop on application of Software for Data Analysis and interpretation								CO4
UNIT V	STATISTICAL ANALYSIS – II					Periods :12		
Test of significance –‘t’ Test - large sample and ‘F’ test, Analysis of Variance (ANOVA) - Chi-square test. 1. Workshop on application of Software for Data Analysis and interpretation								CO5
Lecture Periods: -		Tutorial Periods: -		Practical Periods: - 60		Total Periods: 60		
REFERENCE BOOKS								
1. Cooper Donald. R and Pamela.S, “Business Research Methods”, Tata Mc Graw Hill, 12 TH edition (2013),ISBN: 978-0073521503. 2. C.R. Kothari, “Research Methodology and Techniques”, Vishwaprakashan, 1985, ISBN: 9788122415223 3. S P Gupta &C.P.Gupta, “Statistical methods”, Sultan Chand & Sons, 2021, ISBN: 9351611760 4. Srivastava, T. N. and Rego, Shailja, “Business Research Methodology”, Tata McGraw Hill, 2017, ISBN-13: 978-9351340089.								

5. P. Saravanel, "Research Methodology", Kitab Mahal Publication, 2018, ISBN-13: 978-8122500103

Department: MBA			Programme: IB						
Semester: II			Course Category Code: AL			Semester Exam Type: Project Report & Viva			
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	SE	TM	
MB 282	Summer Internship	-	-	-	2	-	100	100	
Course Outcome	On completion of the activity the learner will be able to								
	CO	<ul style="list-style-type: none">• ‘Learn by doing’ the managerial aspects involved in international business operations of an organization.• Understand and relate the theory with the practice of international business.							
<p>Internship for three weeks (at the end of first year): The Students are expected to do the following activities:</p> <p>Pre-internship: Collect information about the firm in which they would undergo the internship on the aspects of the type of the firm, its management, business operations etc.</p> <p>During the internship: Observe and (if permitted) participate in the various functions of the firm related to international business operations. Collect information about the types of business: whether they produce goods for international markets, whether they sell their services internationally, whether they are service provides for international business (For example, whether they are C&F Agents, Shipping Companies, Logistics Provider, FOREX division of a Bank, etc.,). Gain thorough experience in the business operations from start to end with respect to one of its transactions. (For example, if chosen an Export Unit, Production, Quality Control, Packaging and Documentation for Exports).</p> <p>Post-internship: Prepare a report, about their observation and experience on the international business operations of the firm during their internship. The report shall not exceed more than 25 pages.</p> <p>Suggested Types Business Organizations for undergoing internships:</p> <ul style="list-style-type: none">• Export Firms• Import Firms• Trading Houses• Export Promotion Organizations• Service Providers: C&F Firms; Shipping/Airline Companies; Logistics Providers for Exports and Imports; Contract Manufacturers for Exports; Authorized Dealers in Forex (Commercial Banks).									CO
Lecture Periods: -		Tutorial Periods: -		Practical Periods: - three weeks (at the end of first year):		Total Periods: Three weeks			

Department: MBA				Programme: IB				
Semester: III				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB283	International Business Strategy	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand environment analysis as a part of strategy building						
	CO2	Gain insight into development of a global business strategy						
	CO3	Learn the use of competitive advantage for strategy building						
	CO4	Comprehend the meaning of collaborative strategies						
	CO5	Recognize the use of Mergers and Acquisitions in global business strategy						
UNIT I	GLOBAL BUSINESS ENVIRONMENT ANALYSIS					Periods : 12		
Global Business: Modes of international business - Evolution of strategy in the internationalization process - The impact of Multinational Enterprise - Cultural, Political, Technological and Legal Environment facing business – Behavioural practices affecting business - Evolution of legal and political strategies in the internationalization process - The Government influence on trade - Rationale for governmental intervention - Forms of trade control.								CO1
UNIT II	DEVELOPING GLOBAL STRATEGY					Periods : 12		
International Business Strategies: Global Strategic Plan – Organizing strategy - International business negotiations - Government versus company strength - Evolution of negotiations and diplomacy in the internationalization process - Home country involvement in asset protection - Multinational agreements and settlements								CO2
UNIT III	NATIONAL COMPETITIVENESS					Periods :12		
Corporate Strategy and National Competitiveness - Determinants and external variables in Porter's diamond model of national competitiveness - 'Double Diamond Model'- Benefits and effects of free trade agreements - Importance of globalization and national competitiveness to MNE strategies throughout the world – Role of innovation in competitiveness								CO3
UNIT IV	STRATEGIC COLLABORATIONS					Periods : 12		
Collaborative Strategies – Strategic Alliances: Motives for collaborative arrangements -Types of collaborative arrangements - Collaborative strategies in the internationalization process								CO4
UNIT V	MERGERS & ACQUISITIONS					Periods : 12		
Mergers, Acquisitions & Corporate Restructuring - Reasons for mergers and acquisitions – Acquisition process - Managing acquisition - Regulation of takeovers -Takeover defenses - Forms of corporate restructuring - Control Strategies: Planning - Organizational structure - Location of decision making control in the internationalization process - Control mechanisms								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
1. Alan M. Rugman, Richard M. Hodgetts International Business: “A Strategic Management Approach”, McGraw Hill Inc. New York, 2 nd Edition 2000, ISBN 9780070549159 2. John Child and David Faulkner, Strategies of Co-operation: “Managing Alliances – Networks and Joint Ventures”, Oxford University Press. New Delhi, 3 rd Edition 2019, ISBN 9780198814634 3. Patrick A. Gaughan, Mergers: “Acquisitions and Corporate Restructuring”, John Wily & Sons, Inc. New York, 7 th Edition 2017, ISBN 9781119380764 4. Tony Grundy: “Breakthrough Strategies for Growth”, Financial Times. London, 12 th Edition 1995, ISBN-13 9780273620464								

5. Porter, M. E: "Competitive Strategy", Simon & Schuster. New York, 1st Edition 2004, ISBN 9780743260886

Department: MBA				Programme: IB					
Semester:				CourseCategoryCode: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	SE	TM	
MB284	FOREX Management	4	-	-	4	40	60	100	
Course Outcome	On completion of the course the learner will be able to								
	CO1	Learn the basics of Foreign Exchange							
	CO2	Understand FOREX market and its operations							
	CO3	Gain knowledge about exchange rates and learn their computation							
	CO4	Understand FOREX risks and their management							
	CO5	Understand the legal framework of FOREX operations in India							
UNIT I	BASICS OF FOREIGN EXCHANGE					Periods :12			
Foreign Exchange: Concepts, Meaning & Definition– Need for Foreign Exchange - Convertibility of Rupee on Current Account Transactions & Capital Account Transactions - Clearing Agreements & Payment Agreements - Payments in Indian Rupees - Escrow Accounts in Indian Rupees – ‘Rupee–Ruble Agreement’ – ‘Rupee–Riyal Agreement’ – Asian Clearing Union (ACU) – AMU Dollar, AMU Euro, AMU Yen								CO1	
UNIT II	FOREX MARKET					Periods :12			
FOREX Market: Nature & Structure – Major participants of FOREX market - Types of FOREX markets: Inter-bank segment & Merchant segment; OTC market & ETC market – FOREX Operations in Commercial Banks: NOSTRO, VOSTRO & LORO Accounts - FOREX Transactions - Inter-bank Transactions & Merchant Transactions – FOREX Quotations – Interpreting Quotations - Volume of intra-day FOREX transactions – Settlement of Transactions – SWIFT, CHIPS, CHAPS, FEDWIRE.								CO2	
UNIT III	EXCHANGE RATE					Periods :12			
Exchange Rate: Concept & Meaning – Factors affecting Exchange Rate – Types of Exchange Rate System – Fixed, Flexible & Floating (concepts only) – Purchase & Sale Transactions - Inter-bank Rate & Merchant Rates – Types of Merchant Rates – TT Rates & Bills Rates – Computation of TT Rates & Bills Rates – Cross Currency Rates – Forward Rates - Factors affecting Forward Rate – Computation of Forward Rates.								CO3	
UNIT IV	FOREX RISK MANAGEMENT					Periods :12			
FOREX Risk management: types of FOREX risk - transaction risk, translation risk & operating risk - internal hedging strategies- shifting of risk - sharing of risk - exposure netting & offsetting - External strategies – hedging with currency derivatives- Forward Exchange Contracts: Relevance-types - Currency Futures: features – Futures Vs Forward contracts –Currency Options: Types and trading mechanisms in India - Money market hedge.								CO4	
UNIT V	LEGAL FRAMEWORK OF FOREIGN EXCHANGE OPERATIONS IN INDIA					Periods :12			
Legal framework of FOREX operations in India: Foreign Exchange Management Act, 1999 (FEMA) - Features of FEMA - Role of RBI – Role of Central Government – Role of FEDAI - Exchange Control – Tools of Control - FOREX Reserves: Composition & Recent Trends - Impact of Monetary and Fiscal policy on FOREX reserves								CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60			
REFERENCE BOOKS									

1. Jeevanandam, C, “Foreign Exchange: Practice, Concepts & Controls”, Sultan Chand & Sons, India, 2016, ISBN-13 978-9351610571
2. Jeevanandam, C, “Foreign Exchange & Risk Management”, Sultan Chand & Sons, India, 2016, ISBN-13 978-9351610588
3. Garg, R, “Foreign Exchange Management”, Vrinda Publications, India, 2010 ISBN-13 978-8182813526
4. Apte, P.G, “International Financial Management”, Tata McGraw Hill Publishing, India.2006, ISBN-13 978-0070610552
5. Chaudri, B.K & Agarwal O.P., “Foreign Trade & Foreign Exchange”, HPH, India.2015, ISBN-13 978-9352028405

Department: MBA				Programme: IB				
Semester: III				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB285	Tax Planning & Management for International Business	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the concept of corporate tax planning and management						
	CO2	Understand the principles underlying Indirect Taxation Statutes with reference to Central Excise Law						
	CO3	Understand the principles underlying the Indirect Taxation Statutes with reference to Customs Law						
	CO4	Learn the principles underlying the Indirect Taxation Statutes with reference to Goods and Services Tax Laws						
	CO5	Overview of International Tax concepts, Cross border business transactions and international Transfer Pricing						
UNIT I	DIRECT TAX PLANNING & MANAGEMENT					Periods : 12		
Corporate tax planning: Meaning of tax planning and management - Nature, scope and jurisdiction of corporate tax planning and management - Tax evasion and tax avoidance - Computation of income from business – Depreciations – MAT - Dividend Distribution Tax - Tax liability of companies: Concept and application of Minimum Alternate Tax - Carry forward and set off of losses in the case of certain companies - Tax on distributed profits of domestic companies and on income distributed to unit holders - Tax benefits and incentives for corporate decisions in respect of setting up of a new business, location of business and nature of business - Capital structure decisions - Dividend Policy - Bonus Share - Investment and Capital Gains - Tax planning to specific management decision: Make or Buy - Own or Lease - Repair or Replace - Tax planning for insurance compensation - Tax planning for amalgamation or de - merger of companies								CO1
UNIT II	INDIRECT TAX - CENTRAL EXCISE DUTY					Periods : 12		
Central Excise Law: Introduction - Excisable goods - Manufacture and Manufacturer – Registered Dealer - Classification of Excise Duty - Valuation of Excise Duty - Related persons - Captive Consumptions - CENVAT credit - Assessment under Central Excise Law								CO2
UNIT III	INDIRECT TAX - CUSTOMS DUTY					Periods :12		
Customs Law: Types of Custom Duties - Valuation under Customs Law - Import and Export procedures - Drawbacks								CO3
UNIT IV	INDIRECT TAX - GST					Periods : 12		
Goods and Service Tax Laws: Scope of supply of goods; Time, Value and Place of goods; Input Tax Credit; Persons liable for registration: Procedure for registration; Payment of tax; TDS and TCS; E-Waybills; Reports and Assessment under GST Law								CO4
UNIT V	INTERNATIONAL TAXATION					Periods : 12		
International Taxation: Foreign Collaboration and incidence of taxation on domestic companies - Methods to alleviate international taxation - Exemptions, Tax Credit Method, Bilateral tax treaty, Multinational Tax Treaty - OECD Model & United Nations Model Tax Convention - International Tax evasion and avoidance: Causes and consequences of tax evasion - Provision for relief in respect of double taxation - Double Taxation Avoidance Agreement with different countries like USA, UK, Mauritius, Singapore etc. - Indian Law on double tax relief - Transfer pricing, tax treaty shopping and tax havens - Methods to curb international tax evasion and avoidance - Average Pricing								CO5

Agreement			
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -	Total Periods: 60
REFERENCE BOOKS			
<ol style="list-style-type: none"> 1. Ahuja, G & Gupta, R: “Corporate Tax Planning and Management”, Bharat Law House Delhi. India, 21st Edition 2020, ISBN 9389859026 2. Singhanian, V.K: “Direct Tax Planning and Management”, Taxman Publication Delhi. India, 24th Edition 2021, ISBN-10 9390831156 3. Singhanian, V.K; Direct Taxes: “Law and Practice”, Taxman Publication, Delhi. India, 65th Edition 2021, ISBN-10 9390831768 4. Gaur and Narang: “Income Tax Law and practice”, Kalyani Publication. India, 48th Edition 2020, ISBN - 10 8194675006 5. Baker, Philip: “Double Taxation Conventions and International Tax Law”, Sweet & Maxwell. London, 36th Edition 2009, ISBN 9780421493704 6. Rohatgi, Roy: “Basic International Taxation”, BNA International. London, 2nd Edition 2005, ISBN 9781904501343 7. Ogley, Adrian: “Principles of International Taxation - a multinational perspective”, Interfisc Publications. London, ISBN 9780952044208 8. Prof. Jayakumar Sithanandam: “Textbook on GST Laws”, White Falcon Publishing, Hariyana (also refer Amazon portal), 1st Edition 2019, ISBN 9789388459570 9. Dr. V. Balachandran:”Indirect Taxation”, Sultan & Sons, New Delhi, 7th Edition 2002 			

Department: MBA				Programme: IB				
Semester: III				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB286	Risk Management in International Business	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain knowledge on inevitability of risk in business and understand its types						
	CO2	Learn how to manage risk by measuring it						
	CO3	Understand the types of financial risks and their management						
	CO4	Understand the types of non-financial risks and their management						
	CO5	Understand the types of risk in International Business and their management						
UNIT I	INTRODUCTION TO RISK					Periods : 12		
Risk & Uncertainty : Concept - Differences – Classification of Risks based on Nature – Opportunities and Threats – Classification of Risks based on Categories – Pure, Fundamental, Particular, Dynamic, Control & Speculative Risks – Types of Risks: Financial Risk, Credit Risk, Liquidity Risk, Market Risk, Operational Risk, Strategic Risk, Regulatory Risk, Technology Risk, Fraud Risk, Price Risk, Process Risk, Security Risk & Governance Risk.								CO1
UNIT II	RISK MANAGEMENT					Periods : 12		
Risk Management: Concept, Objectives, Process & Approaches - Risk Reporting and Risk Organisation: Sources & Identification of Risks - Measurement of Risk: Qualitative Assessment Vs Quantitative Assessment - Tools for Quantification of Risk: Expected Value (EV), Value at Risk (VaR) & Maximum Probable Annual Loss (MPAL) - Standard Deviation, Correlation & Covariance, Skewness & Kurtosis; Capital Asset Pricing Method (CAPM), Sharpe Ratio, Sortino Ratio, Treynor Ratio & Calmer Ratio.								CO2
UNIT III	MANAGEMENT OF FINANCIAL RISKS					Periods :12		
Measuring & Managing Interest Rate Risks – Discounted Cash Flow, Time Value of Money, Yield to Maturity, Fixed Term Annuities & Present Value of Basis Point - Measuring & Managing Market Risk – Risk/Return Trade-off, Systematic Risk, Idiosyncratic Risk, Modern Portfolio Theorem & Risk Adjusted Return on Capital (RAROC) - Measuring & Managing Liquidity Risk: Forecasting cash requirements from Cash Flow Analysis - Working Capital Management – LIBOR and OIS Money market Spreads as indicators of global liquidity market								CO3
UNIT IV	MANAGEMENT OF NON-FINANCIAL RISKS					Periods : 12		
Measuring & Managing Operational Risk - Brainstorming, SWOT, Root Cause Analysis & Assumption Analysis - Measuring & Managing Credit & Counterparty Risk – Syndication of Credit, Netting of Payments (Cross Collateralization), Third Party Guarantees (Banks) & Credit Derivatives - Measuring Systemic & Sovereign Risk – Assessing Debt/GDP, Debt/Revenue, Debt Servicing, BoP Position and FOREX Reserves & Demographic Profile.								CO4
UNIT V	MANAGEMENT OF RISKS IN INTERNATIONAL BUSINESS					Periods : 12		
Introduction to Global Risk Management - Types of Risks: Credit Risks, Political Risks, Regulatory Risks, Compliance Risks, Ethics Risks, Shipping Risks & Exchange Risks - Country and Currency Risk Analysis - Managing Risks in IB: Credit & Political Risks - Commercial & Political Covers - Shipping Risks: Marine & Air Cargo Insurance - Regulatory & Compliance Risks: Letters of								CO5

Credits and Credit Guarantees - Exchange Risk: Forwards, Futures & Options, SWAPS.			
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -	Total Periods: 60
REFERENCE BOOKS			
<ol style="list-style-type: none"> 1. Indian Institute of Banking and Finance (IIBF): “Risk Management”, Macmillan Education, India. 1st Edition 2005, ISBN 9781403926661 2. D. Basu & D. K. Sinha: “Risk Management – Contemporary Trends and Practices”, Jaico Publishing House, India, 2001, ISBN 9788184950991 3. Reddy K.R: “Risk Management”, Discovery Publishing Pvt. Ltd., India, 2000, ISBN 9788171415465 4. Yilmaz, K, A & Flouris, Corporate Risk Management for International Business, Springer Singapore, 2017, ISBN 9789811042669 			

Department: MBA			Programme: IB					
Semester: III			Course Category Code: AL			Semester Exam Type: Project Report & Viva		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA			CA	SE
MB287	Port Visit	-	-	-	2	-	100	100
Course Outcome	On completion of the activity the learner will be able to							
	CO	<ul style="list-style-type: none">• ‘Learn by observing’ the cargo handling in sea ports and airports along with an understanding about the procedures and documentation involved in Clearing and Forwarding (C&F) of cargo.• Get an opportunity to visit the cargo ships/planes and understand different types storage places (decks) for different types of cargo.						
<div><div>Visit to an Air/Sea Port The Students are expected to do the following activities: Pre-visit: Collect information about the port they visit on the aspects of, when the port was established, what are the types of cargo handled, what is the ship/air traffic and the facilities available in the port. During the visit: Observe the various functions associated with the entry and exit of ships/planes to and fro the berths/ports; the entry and exit of cargo to and fro the port; the various yards; the warehouses inside the ports; the various cargo handling facilities and devices; EDI Documentation System of C&F, (if the port is an EDI port); the types of ships/planes they saw at the time of the visit; the types of cargo handled during the time of their visit; if gaining access to visit on board the ship/aircraft, the storage area of cargo (decks) and its types and any other aspect related to cargo loading and unloading to and from the ship/plane, during the visit. Post-visit: Prepare a report, with photographs (if permitted to be taken inside the ports) about their observation on C&F of cargo in sea port / airport they visited. The report shall not exceed more than 15 pages.</div><div>CO</div></div>								
Lecture Periods: -		Tutorial Periods: -		Practical Periods: -		Total Periods: 30		
				30				

Department: MBA				Programme: IB				
Semester: IV				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB288	Corporate Governance and Business Ethics	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Get an overview of the concept of Corporate Governance						
	CO2	Understand the role of Board of Directors in Corporate Governance						
	CO3	Know ways and means to check misgovernance						
	CO4	Understand the concept of ethics in Business						
	CO5	Gain knowledge on ethical issues in business functional areas						
UNIT I	INTRODUCTION TO CORPORATE GOVERNANCE					Periods : 12		
Introduction to the concept of extended view of corporate citizenship - Owners and stakeholders: Rights and privileges - Ownership structures and Corporate Governance - Need for investor protection - Perspectives on Corporate Governance - Theoretical background - Global Corporate Governance Practices: American, German and Japanese Models - Landmarks in Emergence of Corporate Governance								CO1
UNIT II	ROLE OF BOARD OF DIRECTORS					Periods : 12		
Board of Directors as an Instrument of Governance - Types of Directors - Importance of Independent Directors - Board Committees and Chairman - Separation of CEO & Board Chairman - Nomination Committee - Board Selection - Boards Performance Evaluation - Executive Compensation - Role of Remuneration Committee								CO2
UNIT III	MECHANISMS FOR REDUCING MISGOVERNANCE					Periods : 12		
Human Side of Governance - Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI - Governance and Risk Management - Corporate Misconduct & Misgovernance: Reasons - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices - Corporate Governance Rating								CO3
UNIT IV	CONCEPT OF BUSINESS ETHICS					Periods : 12		
Ethical considerations in business - Costs of being unethical - Purpose of business: Profit maximization versus Corporate Social Responsibility - Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories								CO4
UNIT V	ETHICAL ISSUES IN FUNCTIONAL AREAS					Periods : 12		
Workplace ethics in HRM: Hiring, promotions, discipline, discharge and discrimination related to gender, caste and class - Sexual harassment - Marketing ethics: Price, packaging & labeling problems - Issues related to ethical advertising - Consumer protection and product safety - Financial issues: Insider trading, transparent financial statements - Ethical choices facing employees: Obligation & loyalty to the firm, Abuse of official position, Bribes & kickbacks –Implementation of Ethical Policy in the organisation								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								
1. C. Fernando: "Business Ethics and Corporate Governance" New Delhi: Pearson, 1 st Edition 2010, ISBN 9788131734629								
2. Sanjay Mohapatra: "Case Studies in Business Ethics and Corporate Governance", New Delhi: Pearson.2012, ISBN 9789332577961								
3. Griseri, P. & Seppala N, Business Ethics and Corporate Social Responsibility, South-Western Cengage Learning, 2010, ISBN 9781408007433								

4. A. C, Fernando et al: "Corporate Governance: Principles, Policies and Practices", Pearson. Delhi, 2nd Edition 2011, ISBN 9788131758458
5. Ashish Kumar Srivasthava and Vikesh Ram Tripathi: "Corporate Governance: Emerging Dimensions", Thomson Reuters, 2021, ISBN 978930529933

Department: MBA			Programme: IB					
Semester:			Course Category Code: CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB289	International Economics	4	-	-	4	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain knowledge about International Economics and International Trade						
	CO2	Understand the working of International Monetary System						
	CO3	Learn about the theory of international investments						
	CO4	Learn about Balance of Payments and its significance in international trade						
	CO5	Learn about the theories of Exchange Rate						
UNIT I	THEORETICAL FOUNDATIONS OF INTERNATIONAL TRADE					Periods : 12		
Subject matter of International Economics - International Trade and Economic Development - Theory of Absolute Advantage - Theory of Comparative Advantage - Opportunity Cost Theory - Standard Theory of International Trade - Demand and Supply - Offer Curves and the Terms of Trade - Factor Endowments Theories: Heckscher Ohlin, Samuelson, Stopler-Samuelson, Rybczynski - New Trade Theories: Intra-Industry Trade Model, Technological Gap Model, Product Cycle Model and Theory of Unequal Exchange.								CO1
UNIT II	INTERNATIONAL MONETARY SYSTEM					Periods : 12		
Evolution of the international monetary system: Bimetallism, Gresham's Law - Classical Gold Standard: Its strengths and weaknesses - Inter-war period - Bretton Woods System – IMF & IBRD - Triffin's Paradox - Special Drawing Rights (SDRs) - Evolution of Flexible Exchange Rate and Floating Exchange Rate regime - Present arrangements including dollarization - The European Monetary Union and its costs and benefits – Regional Development Banks – ADB, NDB: Structure and Functions.								CO2
UNIT III	INTERNATIONAL INVESTMENTS:THEORY & PRACTICES					Periods :12		
Foreign Direct Investment (FDI): Its patterns - Foreign Portfolio Investments (FPI): Its patterns – International Investments and External Debt – Theories of FDI: Ownership Advantage Theory, Internationalization Theory, Eclectic Theory – Theories of FPI: Opportunity Cost of Investment Theorem, Hymer's Theory of Foreign portfolio Investments, Dornbusch Overshooting Model.								CO3
UNIT IV	BALANCE OF PAYMENTS					Periods : 12		
Balance of Payments – Structure, Disequilibrium in Balance of Payments – Causes and Measures - Adjustment Mechanisms - The Price Adjustment Mechanism and Income Adjustment Mechanism - Open Economy - Macroeconomic Adjustment Policies: Expenditure Change and Expenditure Switching Policies, Monetary and Fiscal Policies - Prices and Output in Open Economy.								CO4
UNIT V	EXCHANGE RATE ECONOMICS					Periods : 12		
Theories of Foreign Exchange Rate Determination: Mint Parity Theory, Interest Rate Parity Theory, Purchasing Power Parity Theory, Balance of Payments Theory, Monetary Approach, Portfolio Balance Model - Foreign Exchange Rate Policy - Flexible vs. Fixed Exchange Rate Systems – Comparative advantages - Adjustable Peg and Floating – Devaluation Vs Revaluation of Domestic Currency – Depreciation Vs Appreciation of Domestic Currency.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS								

1. Jingham, M.L, International Economics, Vrindha Publications, India
2. Bhatia, H.L, International Economics, Vikas Publishing House Pvt. Ltd., India
3. Achariya, R, International Economics: Theory & Practice, Oxford University Press, India.
4. Salvatore, D, International Economics: Trade & Finance, Wiley Student Edition.
5. Krugman, Paul, International Trade: Theory & Policy, Saylor Foundation, USA.

Department: MBA			Programme: IB						
Semester: IV			Course Category Code: AL			Semester Exam Type: Project Report & Viva			
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	SE	TM	
MB290	Project Work	-	-	4	8		100	100	
Course Outcome	On completion of the activity the learner will be able to								
	CO	<ul style="list-style-type: none">• ‘Learn by doing’ international business either real-time or simulation, through international business research.• Gain deeper understanding about the micro and macro level issues concerning international business and learn to overcome the issues in a research paradigm.							
Activity: Preparation of Project Report The Students are expected to do the following activities under the guidance of the faculty members: <ul style="list-style-type: none">• Identify and formulate a research problem on any aspect of International Business• Develop hypotheses• Collect data• Analyze data using statistical tools• Test the hypothesis with the results of the analysis and• Conclude the Research Project A Project Report needs to be submitted at the end of the project. The report shall not exceed 50 pages.									CO
	Lecture Periods: -	Tutorial Periods: -	Practical Periods: 60			Total Periods: 60			

Department: MBA				Programme: IB						
Semester: IV				Course Category Code: AL			Semester Exam Type: Viva - Voce			
Course Code	Course Name			Periods / Week			Credi t	Maximum Marks		
				L	T	P/BA			CA	SE
MB291	Comprehensive Viva-voce			-	-		2	-	100	100
Course Outcome		On completion of the activity the learner will be able to								
		CO	<ul style="list-style-type: none">• Learn by recollecting the knowledge gained in an interrogative manner.• Test the level of knowledge gained by the student while exiting the degree program and instill a sense of confidence in them to face the real world at the end of the program.							
		TAKE AN ORAL TEST FROM A PANEL OF EXPERTS								
Activity: The Students are expected to answer the questions posed by a panel of faculty members on all the courses, including the activity courses, by expressing their theoretical and practical knowledge in international business.										CO
Lecture Periods: -			Tutorial Periods: -			Practical Periods:			Total Periods:	

ELECTIVES

Department: MBA			Programme: IB					
Semester:			Course Category Code: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ51	Export Promotion in India	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Get an overview of India's trade composition and direction						
	CO2	Understand the overall institutional framework for export promotion						
	CO3	Gain specific knowledge on service institutions in trade promotion						
	CO4	Gain specific knowledge on service institutions in trade promotion						
	CO5	Learn the provisions of latest Foreign Trade Policy of India						
UNIT I	PATTERN & DIRECTION OF INDIA'S EXTERNAL TRADE					Periods :10		
An overview of India's External Trade – Ancient Trade: Historical perspective - Trade before and after independence: Trends and Commodity Composition – Direction of Trade - Key Trading Partners: USA, EU, China and Middle East: Features of India's Trade with these partners - Future of Trade: Direction and Commodities - Issues bothering India's export sector								CO1
UNIT II	INSTITUTIONAL FRAMEWORK FOR EXPORT PROMOTION					Periods :10		
Need for Export Promotion - Ministry of Commerce & Industry as the apex institution for Export Promotion - Department of Commerce: Divisions and Functions – DGFT: Organisational set-up - Trade Facilitation services – IEC No - Hand Book of Procedures - ITC (HS) - Board of Trade: Composition and Role								CO2
UNIT III	SERVICE INSTITUTIONS FOR TRADE PROMOTION - I					Periods :10		
Commodity Specific Organisations and their role in Export Promotion - Commodity Boards: Objectives and Functions - Export Promotion Councils (EPCs): Operations – Issue of RCMC - Financial Service institutions: ECGC, EXIM Bank, RBI and Commercial Banks – Brief overview of export promotional activities								CO3
UNIT IV	SERVICE INSTITUTIONS FOR TRADE PROMOTION - II					Periods :10		
Role of other Service Institutions such as FICCI, FIEO, ITPO, CII, ICA, IIFT, IIP, EIC, MPEDA and APEDA in Trade Promotion – Concept of State Trading and Canalization: Objectives and Scope – Role of State Trading Corporation and its subsidiaries – MMTC and PEC - State level organizations for export promotion in India								CO4
UNIT V	FOREIGN TRADE POLICY OF INDIA					Periods :10		
Past Trade Policies of India – Changes in Trade Policy formulation after 1991 - Major Provisions of the current FTP – Specific Schemes for Export Promotion - Financial and Non-financial incentives – Recognition of Export Firms - 100% EOUs: Benefits – Evaluation of the Foreign Trade Policy - SEZ – EHTP – STP – India Trade Portal								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS								
1. Francis Cherunilam, “International Business, Himalaya Publishing House”, Mumbai 8 th Edition, 2019 2. Badi N V, International Business”, Vrinda Publications, New Delhi, ISBN 978-81-8281-537-7 3. P.K. Khurana, “Export Management”, Galgotia Publishing Company, New Delhi, ISBN-13 978-8185989570 4. T A S Balagopal, “Export Management”, Himalaya Publishing House, Mumbai, 22 nd Edition, 2016,								

ISBN 978-93-5142-270-9

5. S. Bhashyam, “Export Promotion in India: The Institutional Infrastructure”, Commonwealth Publishers 1998, ISBN-13 978-8190006613

Department: MBA				Programme: IB							
Semester:				Course Category Code: EC			Semester Exam Type: TY				
Course Code		Course Name		Periods / Week			Credit	Maximum Marks			
				L	T	P/BA		CA	SE	TM	
MBZ52		Export Documentation & Procedure		3	-	-	3	40	60	100	
Course Outcome		On completion of the course the learner will be able to									
		CO1	Get an overview of International trade documentation								
		CO2	Learn about Auxiliary Commercial documents in Export Trade								
		CO3	Learn about Principal Commercial documents in Export Trade								
		CO4	Learn the use of Regulatory documents in Export Trade								
		CO5	Understand the step by step process involved in Export & Import								
UNIT I		INTRODUCTION TO TRADE DOCUMENTATION						Periods :10			
Need/Importance of Trade Documentation - Standardisation of Trade Documents – History: Role of UN - Aligned Documentation System (ADS): Advantages – Master Documents I & II: Formats and Entries - Classification of Export Documents: Commercial Documents & Regulatory Documents: Overview and Comparison – Documentation softwares									CO1		
UNIT II		AUXILIARY COMMERCIAL DOCUMENTS						Periods :10			
Proforma Invoice: Significance of Proforma invoice and major entries – Shipping Instruction – Insurance Declaration – Shipping Order – Mate’s Receipt: Significance and preparation - Application for Certificate of Origin – Letter to Bank for Negotiation									CO2		
UNIT III		PRINCIPAL COMMERCIAL DOCUMENTS AND L/C						Periods :10			
Commercial Invoice – Packing List – Certificate of Inspection – Insurance Policy - Bill of Lading: Types - Air Way Bill – Certificate of Origin: Types – Bill of Exchange – Shipment Advice – L/C: Importance – Parties to L/C – Contents of L/C – Doctrine of Strict Compliance - Types of L/C									CO3		
UNIT IV		REGULATORY DOCUMENTS						Periods :10			
Exchange Declaration Form (GR form) – Central Excise Clearance using ARE: Options available – Customs Clearance using Shipping Bill / Bill of Export: Steps in Customs Clearance – Dock Challan- Freight Payment Certificate – Insurance Premium Payment Certificate – Receipt for Payment of Port Charges – Vehicle Ticket – Other Certificates									CO4		
UNIT V		EXPORT AND IMPORT PROCEDURES						Periods :10			
Steps in Export Procedure – Import Procedure - Documents used for Imports: Bill of Entry – e Processing of Export Documents - Electronic Data Interchange (EDI) : Meaning – Advantages – Indian Customs EDI System (ICES) – Indian Customs and Excise Gateway (ICEGATE): Features									CO5		
Lecture Periods: 50			Tutorial Periods: -			Practical Periods: -		Total Periods: 50			
REFERENCE BOOKS											
1. Jain Khushpat. S, “Export Import Documentation and Procedure”, Himalaya Publishing Company, Mumbai, 8 th edition, 2021, ISBN 978-93-5299-664-3											
2. Jignesh Vidani, “Export Import Procedures – A guide to International Business”, Educreation Publishing, ISBN 978-1-5457-2998-4											
3. Sudhir Kochhar, “IBO-4 Export Import Procedures & Documentation”, Gullybaba Publishing Pvt. Ltd., ISBN 978-93-82688-06-8											
4. Justin Paul and Rajiv Aserkar, “Export Import Management”, Oxford University Press, ISBN-13 9780198089407											
5. Parul Gupta, “Export Import Management”, Mc-Graw Hill Education, ISBN 9789387067592											

Department: MBA				Programme: IB							
Semester:				Course Category Code: EC			Semester Exam Type: TY				
Course Code		Course Name		Periods / Week			Credit	Maximum Marks			
				L	T	P/BA		CA	SE	TM	
MBZ53		International Promotion Management		3	-	-	3	40	60	100	
Course Outcome		On completion of the course the learner will be able to									
		CO1	Learn the basics of Global Marketing Communication								
		CO2	Gain knowledge on International Advertising								
		CO3	Understand the role of media and ad agencies in Advertising								
		CO4	Learn other elements of Global Promotion								
		CO5	Know methods of measuring advertising effectiveness								
UNIT I		INTRODUCTION TO GLOBAL MARKETING COMMUNICATION						Periods :10			
Introduction to Integrated Marketing Communication – Global Promotion Mix – Understanding Marketing Environment: Segmentation, Targeting and Positioning – Comprehending Buyer Behaviour – Communication Process - Global Brand Promotion - Promotion Budget										CO1	
UNIT II		INTERNATIONAL ADVERTISING						Periods :10			
International Advertising Environment: Cultural, Ethical and Legal aspects – Global Advertising objectives and strategy: Approaches – Creativity in Global Advertising: Emerging trends: Digital advertising - Coordinating and Controlling International Advertising – Barriers in International Advertising – Corporate Advertising										CO2	
UNIT III		ROLE OF MEDIA & AD AGENCIES						Periods :10			
International Media options: Merits and Demerits of each Media – Global Media Strategy – Criteria for media selection: Readership Surveys and TRP – Pitfalls in global media selection - Use of Social Media – Role of Advertising agency in Promotion – Functions of an Ad Agency in Global Promotion – Functional areas of an ad agency – Management of Global Promotional campaign										CO3	
UNIT IV		OTHER TECHNIQUES OF GLOBAL PROMOTION						Periods :10			
Scope of Direct Marketing in International Business – Sales Promotion and Point of Purchase Materials – Stores Promotion – Influencer Marketing – Role of Trade Fairs and exhibitions: Types of fairs – Public Relations - Sponsorship										CO4	
UNIT V		MEASURING EFFECTIVENESS						Periods :10			
Measurement of Advertising effectiveness – Techniques: Pre and Post Testing – Issues in measuring International advertising effectiveness										CO5	
Lecture Periods: 50			Tutorial Periods: -			Practical Periods: -		Total Periods: 50			
REFERENCE BOOKS											
1. Terence Shimp and J. Craig Andrews, “Advertising Promotion and Other Aspects of Integrated Marketing Communications”, South-Western College Publishing, 9 th edition, ISBN 978-1111580216											
2. Kirti Dutta, “Integrated Marketing Communications”, Oxford University Press, 2016, ISBN-13 978-0199464852											
3. Belch, “Advertising and Promotion – An Integrated Marketing Communications Perspective”, McGraw Hill Education, 12 th Edition, ISBN 978126079696452											
4. Kruti Shah, “Advertising and Integrated Marketing Communications”, McGraw Hill education, July 2017, ISBN 978-1259026058											

5. Kenneth Clow and Donald Baack, “Integrated Advertising, Promotion and Marketing Communications”, Pearson, 6th Edition, ISBN 978-0133126242

Department: MBA				Programme: IB							
Semester:				CourseCategoryCode: EC			Semester Exam Type: TY				
Course Code	Course Name			Periods / Week			Credit	Maximum Marks			
				L	T	P/BA		CA	SE	TM	
MBZ54	International Marketing Research			3	-	-	3	40	60	100	
Course Outcome		On completion of the course the learner will be able to									
		CO1	Get basic idea on nature and scope of Global Marketing Research								
		CO2	Understand and evaluate the various primary and secondary data sources								
		CO3	Develop an understanding of sampling techniques								
		CO4	Analyze hypotheses testing and apply various univariate data analysis techniques								
		CO5	Understanding various ethical issues in marketing research								
UNIT I	INTRODUCTION TO GLOBAL MARKETING RESEARCH						Periods :10				
Nature and scope of Marketing Research - Marketing Research in international context - Importance, complexities and issues - Organizational framework for international marketing research - International Marketing Information System (IMIS) - Framework for International Marketing research – Scope of International MR: Product research; Advertising research; Behavioral and Motivational research									CO1		
UNIT II	INTERNATIONAL MARKETING RESEARCH PROCESS						Periods :10				
An overview - Problem identification and setting objectives - Preparing research proposal - Exploratory, descriptive and experimental research designs - International secondary data sources - Primary data collection methods and complexities of data collection in International Marketing Research - Online data sources and Marketing Research									CO2		
UNIT III	MEASUREMENT INSTRUMENTS AND SAMPLING						Periods :10				
Measurement scales - Four levels of measurement; Ranking and Rating scales- Attitude measurement and scaling techniques - Likert scale, Semantic differential scale and Stapel scale - Reliability and validity in measurement - Questionnaire Design - Sampling techniques: Probability and non-probability Sampling Techniques and sample size determination.									CO3		
UNIT IV	MULTI-COUNTRY DATA ANALYSIS AND INTERPRETATION						Periods :10				
Data editing and coding - Preliminary data analysis - Univariate and multivariate data analysis techniques – Analyzing differences and associations (‘t’-test and Chi-square test) - Analysis of variance and Analysis of Covariance, Multiple Regression analysis, Discriminant analysis, Factor analysis (using statistical software) - Issues in multi-country data analysis - Report preparation and presentation.									CO4		
UNIT V	ETHICAL ISSUES IN INTERNATIONAL MARKETING RESEARCH						Periods :10				
International market opportunity analysis - Ethical issues in International Marketing Research- Marketing Research Applications and Ethical Considerations - Consumer research, Marketing and sales forecasting; Sales analysis									CO5		
Lecture Periods: 50			Tutorial Periods: -			Practical Periods: -		Total Periods: 50			
REFERENCE BOOKS:											

1. Malhotra N. K., and Dash, S., “Marketing research: An applied orientation”, Pearson Education, Delhi, 7th Edition 2019, ISBN 9789353433291
2. Burns, A. C., Veeck, A.F. & Bush, R. F, “Marketing Research” (8thed.).New Delhi: Pearson 8th Edition 2017, ISBN 9780134167404
3. Churchill, G., Iacobucci, D., & Israel, D, “Marketing Research: A South Asian Perspective”, Delhi: Cengage. 2010, ISBN 9788131510193
4. Hair, J.F., Black, W.C. et al., “Multivariate data analysis”, Pearson Education, New Delhi, 7th Edition 2010, ISBN 9781292035116
5. Aaker, A. D, “Marketing Research”, New Delhi: Wiley, 13th Edition, ISBN 9781119497493

Department: MBA			Programme: IB					
Semester:			CourseCategoryCode: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ55	Training & Development for Global HR	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO 1	Learn the fundamentals of Training and Development in HR management						
	CO 2	Understand the Training Needs and Training Plan						
	CO 3	Explain various Training Methods of an organization						
	CO 4	Understand the process of implementing training and the need for evaluating the training programs						
	CO 5	Understand the training and development activities in international context						
UNIT I	INTRODUCTION TO TRAINING AND DEVELOPMENT					Periods :10		
Training and Development: Meaning, scope and role of Training and Development; Importance of Training and Development; Development of Training Strategy; Human Recourse Development (HRD): Meaning and Nature of HRD; Integrated approach of Organizational Development (OD)								CO1
UNIT II	TRAINING NEEDS AND ANALYSIS					Periods :10		
Introduction: Training Need Analysis (TNA) - Types - Assessment of Knowledge, skill and Abilities; Need Assessment Techniques; Organization and Task Analysis - Process of TNA - Types of training; Identifying and examining training constraints; Annual Training Plan: Designing Training Plan; Career opportunities in Training; Instructional Designing								CO2
UNIT III	TRAINING METHODS					Periods :10		
Training Methods: Selection of Training Methods; Employees Training Methods; Training Delivery Methods; Traditional Training Methods: Types - Instruction led training - Interactive Method - Hands on Training - Computer based Training - On line / E- Learning - Simulation / Game based learning Methods - On Job and Off Job Training Methods								CO3
UNIT IV	IMPLEMENTATION AND EVALUATION OF TRAINING					Periods :10		
Implementation of Training: Process of implementing training; Management Development Program; Transfer of Training: Factors determining Transfer of Training; Practices and approaches to Transfer of Training; Employee Orientation Training; Diversity Training Program; Training Evolution: Purpose and benefits of Training Evolution; Rational Evolution; Resistance to Training Evolution;								CO4
UNIT V	TRAINING AND DEVELOPMENT IN INTERNATIONAL CONTEXT					Periods :10		
International Training: Role of Expatriate Training; HCN training; Process of repatriation; Repatriate Training; Pre Departure and Post Arrival Training; Development of International staff and multinational teams								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS								
1. Dipak Kumar Bhattacharyya, "Training and Development"; Sage Texts Publishing, New Delhi, May 2015, ISBN-13 978-9351501404 2. Raymond A Noe and Amitabh Deo Kodwani, "Employee Training and Development"; McGraw Hill Education, Bengaluru, Jul1 2017, ISBN-13 978-1259004728 3. G Pandu Naik "Training and Development - Text, Research and Cases"; Excel Books, New Delhi, 2008, ISBN-13 978-8174465658 4. Dayal, Ishwar, "Management Training in Organisation"; Prentice Hall New Delhi, ISBN 9780876920039								

Department: MBA		Programme: IB		
5. P.L. Rao, “International Human Resource Management – Text and Cases”; Excel Books, New Delhi, 2012				
Semester:		CourseCategoryCode:		Semester Exam Type:
		EC		TY
Course	Course Name	Periods / Week	Credit	Maximum Marks

Code		L	T	P/BA		CA	SE	TM
MBZ56	Performance and Compensation Management	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Understand the concept of Compensation Management						
	CO2	Understand Job evaluation and Compensation structure						
	CO3	Gain knowledge about wages and incentive schemes.						
	CO4	Learn the concept of Employee Benefits						
	CO5	Understand the concept of Voluntary Retirement Scheme						
UNIT I	COMPENSATION MANAGEMENT					Periods :10		
Introduction: Compensation Management - Compensation and Non-compensation Dimensions - 3-Ps Concept in Compensation Management - Compensation as Retention Strategy - Compensation for Special Groups - Significant Compensation Issues – Specific issues related to International Business								CO1
UNIT II	JOB EVALUATION AND COMPENSATION STRUCTURE					Periods :10		
Compensation Strategy at Micro Level - Concept of Equity - Job Evaluation - Methods of job evaluation and System of job evaluation - Process of Job Evaluation - Problems Involved in Job Evaluation - Concept of Salary Structure, Salary Progression and Methods of Payment - Limitations of Job Related Compensation and Competency based Compensation (Broad pay bands and 360 degree feedback).								CO2
UNIT III	WAGES AND INCENTIVE SCHEMES					Periods :10		
Wage Concept - Wage Policy - Institutional Mechanisms for Wage Determination - Pay Commission - Wage Boards - Public Sector Pay Revision - Role of Unions in Wage and Salary Administration - Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans - Pre-requisites of Effective Incentive Scheme - Merits and Demerits of Incentives								CO3
UNIT IV	BENEFITS AND SERVICES					Periods :10		
Concept and Nature of Benefits - Classification of Employee Benefits - Employee Benefit Programs - Long term Incentive plans - Strategic Perspectives on Benefits - Factors Influencing Choice of Benefit Program - Administration of Benefits and Services - Employee Services – Designing a Benefit Package								CO4
UNIT V	VOLUNTARY RETIREMENT SCHEME					Periods :10		
Concept of Voluntary Retirement Scheme (VRS) - Approaches to Deal with Workforce Redundancy - Costs and Benefits to the Company - VRS for Public Sector Employees - The Worker Adjustment and Retraining Notification Act (WARN).								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS								
1. Dr. Surbhi Jain, “Performance & Compensation Management”, Arcler Education Inc, 2020, ISBN -13 978-1774076248								
2. Dewakar Goel, “Performance Appraisal and Compensation Management”. Prentice Hall India Learning Private Limited, Delhi. 2 nd Edition ISBN 9788120345652								
3. Dewaka Goel, “Performance Appraisal and Compensation Management”, PHI Learning, Delhi. eBook ISBN : 9789354430749								
4. Richard.I. Henderson, “Compensation Management in Knowledge based World”, PHI, Delhi. 1999, ISBN 978-0130866820								
5. B. D. Singh, “Compensation And Reward Management”, Excel Books, Delhi. 2017, ISBN 978-9350626313								
6. Tapomoy Deb, “Compensation Management-Text and Cases”, Excel Books, Delhi. 2008; ISBN-13: 978-8174466907								

Department: MBA				Programme: IB					
Semester:				CourseCategoryCode: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA			CA	SE	TM
MBZ57	Material Management for International Business	3	-	-	3	40	60	100	
Course Outcome	On completion of the course the learner will be able to								
	CO 1	Learn the fundamentals of Material Management							
	CO 2	Understand the management process of purchase activities							
	CO 3	Gain the techniques of Inventory Management							
	CO 4	Understand the various activities of Stores Management							
	CO 5	Learn the global sourcing and distribution of materials							
UNIT I	INTRODUCTION TO MATERIAL MANAGEMENT					Periods :10			
Introduction: Meaning, objectives and scope of Material Management; Significance of Material Management; Functions of Material Management; ABC Analysis: Meaning, objectives and purpose of ABC Analysis; Simple numerical of ABC Analysis; Codification and Standardization: Basis of Codification; Characteristics of good Coding Systems; Types of Coding and standardization;								CO1	
UNIT II	PURCHASE MANAGEMENT					Periods :10			
Purchase Department: Objectives and functions of Purchase Department; Purchase Policy; Purchase Negotiations; Purchase of High Capital Equipment; Implementation of Supply Chain management; Supplier’s selection; Vendor Rating Techniques; Vendor’s Development; Vendors Relationship;								CO2	
UNIT III	INVENTORY MANAGEMENT					Periods :10			
Inventory Systems: Differential Costs of inventory; Optimal Order Quantity; EOQ Inventory Method; Buffer Stocks; Fixed Order Period Model; Safety Stocks; Optimum level of Safety Stocks; Inventory Control; Elements of Inventory Control; Efficient Inventory Control Systems; VED Analysis - SDF classification; FSN Analysis; XYZ Analysis; Logistics Management linked with Inventory Control;								CO3	
UNIT IV	STORES MANAGEMENT					Periods :10			
Stores Functions: Objectives and Purpose of Stores Management; Classification of Stores; Location and layout; Centralized Storage system; Functions of Stores Department; Stores Records; Stores Accounting; Costing of Material; Stock verification; Value Analysis; Waste Management;								CO4	
UNIT V	GLOBAL SOURCING AND DISTRIBUTION OF MATERIALS					Periods :10			
Global Sourcing of material: Global Supply Chain Management - Impact on global business contexts - Perspectives for global business and legal environment; Methods of sourcing internationally; Types of intermediaries, channel selection and management of global supply chain systems; Global Distribution of materials: Strategies of logistics in global marketing; logistic operation design; factors influencing distribution of global logistics; logistics information system								CO5	
Lecture Periods: 50			Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS									

1. Dr. Kasande, "Materials & Logistics Management"; NiraliPrakashan Publisher, Pune;
2. A. K. Datta, "Materials Management: Procedures", Text & Cases; PHI Learning Pvt. Ltd;
3. New Delhi; 1998, ISBN-13 978-8120312517
4. Gopalakrishnan, "Purchasing & Materials Management"; Tata McGraw Hill (TMH) India;
5. New Delhi;
6. Sahni, "Supply Chain Management for Global Competitiveness"; MacMillan India Ltd,
7. Chennai;2012, ISBN-13 978-1403922878
8. Branch, A. E, "Global Supply Chain Management & International Logistics"; Routledge
9. Publishing, New Delhi; 8th Edition ISBN 978-0-415-36286-3

Department: MBA			Programme: IB					
Semester: III			Course Category Code: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ58	Entrepreneurship in International Business	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to:							
	CO1	Gain knowledge about International Entrepreneurship						
	CO2	Learn to formulate a strategy for venturing into global business						
	CO3	Learn market selection strategies and product positioning in global market						
	CO4	Understand the importance of R&D for International Entrepreneurship						
	CO5	Gain knowledge about financing International Entrepreneurship						
UNIT I		INTRODUCTION TO INTERNATIONAL ENTREPRENEURSHIP					Periods : 10	
Introduction – Domestic Entrepreneurship Vs International Entrepreneurship – Motivations to go Global – Strategic effects of going Global - Importance of International Business - Traits of an International Entrepreneur - Cultures and International Entrepreneurship - 7 Cultural determinants of International Entrepreneurship.								CO1
UNIT II		STRATEGY FOR INTERNATIONAL ENTREPRENEURSHIP					Periods : 10	
Introduction – Global Strategic Planning - Developing a Global Business Plan – Opportunity Assessment Plan - Entering Global Market - Formulating the Global Strategy - Entry Strategies - Timing of Market Entry - Scale of Entry - Foreign Market Entry Modes - Entrepreneurial Partnering - Global Organizational Structure and Controlling Global Venture.								CO2
UNIT III		MARKETING FOR INTERNATIONAL ENTREPRENEURSHIP					Periods :10	
Introduction - Global Market Analysis - Foreign Market Selection Model - Developing Foreign Market Indicators - Primary Vs Secondary Foreign Market Data - Sources of Country Market Data - Competitive Positioning - International Competitive Information - Product Policy and Quality - Developing the Global Marketing Mix.								CO3
UNIT IV		GLOBAL R&D FOR INTERNATIONAL ENTREPRENEURSHIP					Periods : 10	
Introduction - Research & Development (R&D) – Public R&D Vs Private R&D – Intellectual Property (IP) System and R&D – IP System: Opportunity and Threat for International Entrepreneurship – Global Technological Environment – Technological Classification of Countries & Industries.								CO4
UNIT V		FINANCE FOR INTERNATIONAL ENTREPRENEURSHIP					Periods : 10	
Introduction – International Finance for Private Ventures - International Finance Corporation (IFC): Functions – Euro Money Market – Euro Capital Market – International Private Equity Financing and International Merchant Banking – International Venture Financing – Islamic Financing.								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS								

1. Robert D.Hisrich, International Entrepreneurship: “Starting, Developing, and Managing a Global Venture”, Sage Publications,Inc. USA, 3rd Edition 2015, ISBN-10 1483344398
2. Antonella Zucchella, Giovanna Magnani, International Entrepreneurship: “Theoretical Foundations and Practice”, Palgrave Macmillan Publication. UK, 2nd Edition 2020, ISBN -13 9781349563708
3. Varma, Sumathi: “Fundamentals of International Business”, Pearson Education India, 4th Edition 2018 ISBN-10 9788131761298
4. Sharan, V, International Business: “Concepts, Environment & Strategy”, Pearson Education. India, 3rd Edition 2010, ISBN-10 8131732517
5. Dachs, B, Stherer,R and Zahradnik, G (Eds.): “The Internationalization of Business R&D”, Edward Elgar Publications. UK, 2014, ISBN 9781783470907

Department: MBA			Programme: IB					
Semester:			CourseCategoryCode: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ59	Accounting for International Business	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO 1	Learn the basics of international accounting and auditing						
	CO 2	Understand the issues relating to International Financial Accounting						
	CO 3	Understand the issues relating to International Management Accounting						
	CO 4	Learn the basics of International Accounting Standards and Financial Reporting						
	CO 5	Understand the techniques of Financial Performance Evaluation Systems in MNCs						
UNIT I	INTRODUCTION TO INTERNATIONAL ACCOUNTING AND AUDITING					Periods :10		
Introduction: Universal or World Accounting; Comparative International Accounting; Pragmatic or Operational International Accounting; Politicized International Accounting; Scope and importance of International Accounting; International Audit Environment; Evolution of International Auditing; Objectives and Types of International Auditing; Factors influencing the creditability of International Auditing;								CO1
UNIT II	INTERNATIONAL FINANCIAL ACCOUNTING ISSUES					Periods :10		
Foreign Currency Translation: Need for Translation; International transactions; Pronouncement and Practices of Foreign Currency Transaction in selected countries: USA - Australia - Canada - UK - China - Japan - India; Business Combination: Accounting Treatment of Combination; Consolidated Financial Statements: Consolidation techniques; Treatment of Consolidation; Mechanics of Consolidation; Accounting for Price Level Changes; Nature and suggested Adjustment Methods; Accounting for Foreign Inflation								CO2
UNIT III	INTERNATIONAL MANAGEMENT ACCOUNTING ISSUES					Periods :10		
Multinational Transfer Pricing: Objectives and Approaches to Transfer Pricing; Length Principle; Transfer Pricing for Intangibles, Services and Cost Sharing Arrangements;								CO3
UNIT IV	INTERNATIONAL ACCOUNTING STANDARDS AND FINANCIAL REPORTING					Periods :10		
Overview of International Accounting Standards (IAS); International Financial Reporting System (IFRS) and IFRS Interpretation Committee; Significant difference vis-a-vis Indian Accounting Standards and IFRS; Understanding of US GAAP; Application of IFRS and US GAAP								CO4
UNIT V	FINANCIAL PERFORMANCE EVALUATION IN MULTINATIONAL FIRMS					Periods :10		
Financial Performance Evaluation: Objectives of Evaluation Systems; Operating Environment of Subsidiaries in Foreign Countries; Performance Measures: Balance Score Card - Financial Measures - Non Financial Measures; Major issues in Financial Performance Evaluation of Foreign Affiliates;								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS								
1. Evans, Thomas G, Martin E. Taylor, and Oscar Holzman; "International Accounting and Reporting"; Bostom, Mass: PWS-Kent; 2 nd Edition ISBN-13: 978-0538824828								
2. Choi, Frederick D.S., and Gerhard G. Mueller, "International Accounting"; Prentice - Hall, Englewood Cliffs, N.J, 2 nd Edition, 1992 ISBN 9780134577555								
3. Shirin Rathore, "International Accounting"; PHI learning, New Delhi;2019, ISBN 978-9388028912								
4. Mohapatra, "International Accounting"; Printice Hall India, New Delhi; 2 nd Edition 2012, ISBN								

Department: MBA	Programme: IB
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9788120345720

5. Roger Hussey and Audra Ong, “International Financial Reporting Standards”; John Wiley and Sons, NJ, USA ISBN 9780471714507

Semester:		CourseCategoryCode: EC				Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ60	Trade Analytics	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Learn the basics of Business Intelligence, Data warehousing and Data mining						
	CO2	Understand the types of distribution and sampling methods						
	CO3	Understand hypothesis testing and types of Parametric tests						
	CO4	Gain knowledge about the applications of analytics in International Trade						
	CO5	Learn the tools for macro analysis of International Trade						
UNIT I	BUSINESS INTELLIGENCE & DATA MINING					Periods :10		
Business Intelligence (BI) – Introduction, Framework of Business Intelligence - Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing Vs Analytic processing, BI implementation - Data Warehousing – Definition, Concepts and Characteristics - Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures - Data warehouse process: Overview - Data mining for business intelligence:Concepts, definitions, applications, process and methods - Clustering methods, Meta heuristics, Artificial neural networks for data mining, Data mining software tools.								CO1
UNIT II	DATA ANALYTICS – DISTRIBUTION & SAMPLING					Periods :10		
Basic Statistical Terms - Population and Sample (Theory), Understanding Data - Qualitative Vs Quantitative Data / Continuous Vs Discrete (Theory) - Measurement Scales – Summary statistics - Importance of data visualization- types of charts- Probability Distribution - Binomial Distribution - Poison Distribution - Normal Distribution - Theory of Sampling - Types probability sampling, non-probability sampling - Introduction to Sampling Distribution (Concept of SE) - Sample Size Estimation - Theory of Estimation - Types - Interval Estimates and Confidence Interval - Calculation Interval Estimates (C.I) for small & large samples.								CO2
UNIT III	DATA ANALYTICS – HYPOTHESIS TESTING & PARAMETRIC TESTS					Periods :10		
Hypothesis Testing: Tests for Mean and Proportions – One Sample test - Two sample test - Test for differences between means (large and small samples) - Test for proportions (small and large samples) - Parametric Tests – Introduction to Univariate Analysis – One sample mean tests/One sample proportion tests/t-tests: Bivariate Analysis – Two sample mean tests/two sample proportion tests / t-tests - Chi Square Analysis - Test of Independence - Test of Goodness of fit - Analysis of Variance - One-Way Classification - Two way Classification - Theory of Correlation - Scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis- Introduction to Time series and forecasting - Introduction to non-parametric tests – Univariate and bivariate analysis.								CO3
UNIT IV	TRADE ANALYTICS FOR TRADE FLOWS					Periods :10		
Trade Analytics – Introduction, Meaning, Importance in International Trade – Application of Trade Analytics - Analysing Trade Flows: Theory & Analytics - Overall Openness [Trade over GDP Measure, Import content of Exports and External orientation, Offshoring]; Trade Composition [Sectoral and Geographical Orientation of Trade, Intra-industry Trade (Grubel Lloyd Index), Margins of Export Growth, Export Diversification]; Comparative Advantage [Revealed Comparative Advantage (RCA), Revealed Factor Intensities (RFI)]; Analyzing Regional Trade [Regional Intensity of Trade (RIT), Trade Complementarity]; Other Concepts in Analysing Trade Flows [Real Effective Exchange Rate (REER),								CO4

Terms of Trade].			
UNIT V	TRADE ANALYTICS FOR QUANTIFYING TRADE POLICY	Periods :10	
Quantifying Trade Policy: Theory & Analytics – Tariff [Tariff Profiles, Effective Protection and Tariff Escalation]; Non-Tariff Measures [Price Gap, Inventory based frequency measure]; Market Access Stance [Market Access Maps]; Forecasting in International Business – Export Forecasting, Exchange Rate Forecasting using Regression [Ratio to Moving Average/Winter Method / Neural Networks] - Estimating Demand Curves and using Solver to Optimize Price - Bundling - Nonlinear Pricing - Price Skimming in International Marketing.			CO5
Lecture Periods: 50	Tutorial Periods: -	Practical Periods: -	Total Periods: 50
REFERENCE BOOKS:			
<ol style="list-style-type: none"> 1. Turban, E., Sharda, R., Delen, D. and King, D., “Business Intelligence- A Managerial Approach”, Pearson Education, India 3rd Edition, 2014 ISBN 9780133051056 2. Panneerselvam, R., “Research Methodology”, Prentice Hall off India Learning Pvt. Ltd., India. 2nd edition 2013, 9788120349469 3. Levin R., and Rubin D, “Statistics for Managers”, Prentice Hall of India, India 8th Edition, 2017 ISBN 9788184957415 4. Hair, Andersen, “Black and Tatham, Multivariate Data Analysis”, Pearson India Ltd, India 7th Edition, 5. WTO, “A Practical guide to Trade Policy Analysis”, WTO Publications, Geneva. (available in www.wto.org) 1st Edition 2020, ISBN 9783030345280 			

Department: MBA				Programme: IB				
Semester:				CourseCategoryCode: EC		Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ61	Applied Econometrics	3	-	-	3	40	60	100
Course Outcome		On completion of the course the learner will be able to						
		CO1	Understand the basics of Econometrics					
		CO2	Learn the different types regression analysis					
		CO3	Learn econometric modeling					
		CO4	Learn simultaneous equation modeling					
		CO5	Gain knowledge on the econometric application in international trade					
UNIT I	BASIC ECONOMETRICS					Periods :10		
Nature, meaning and scope of econometrics; Simple and general linear regression model – assumptions, Estimation (through OLS approach) and properties of estimators; Gauss-Markov theorem; Concepts and derivation of R^2 and adjusted R^2 ; Concept and analysis of variance and its application in regression analysis.								CO1
UNIT II	REGRESSION ANALYSIS					Periods :10		
Problems of Heteroscedasticity; Multicollinearity and Auto-correlation; Problems of specification error; Error in measurement - Dummy variable technique – Testing structural stability of regression models comparing to regressions, interaction effects, seasonal analysis, piece wise linear regression, use of dummy variables, regression with dummy dependent variables; The LPM, Logit, Probit and Tobit models – applications.								CO2
UNIT III	DYNAMIC ECONOMETRIC MODELS					Periods :10		
Auto-regressive and distributed lag models – Koyak model, Partial adjustment model, Adaptive expectations; Instrumental variables, Problem of auto-correlation – Application of Almon approach to distributed lag models; Causality test, Granger test and Sim’s test.								CO3
UNIT IV	SIMULTANEOUS EQUATION MODELS					Periods :10		
Introduction and examples; The simultaneous equation bias and inconsistency of OLS estimators; The identification problem; Rules of identification – Order and rank conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS); 2SLS, 3SLS and ML methods – Applications.								CO4
UNIT V	APPLIED ECONOMETRICS FOR INTERNATIONAL TRADE					Periods :10		
Market model: Simple Keynesian model – Estimation and testing; Producer’s behaviour: Specification and estimation of production function – Cobb-Douglas, Translog and CES production function – Measurement of partial and total factor productivity: Inflation–output trade off – Export led growth strategy hypothesis.								CO5
Lecture Periods: 50		Tutorial Periods: -		Practical Periods: -		Total Periods: 50		
REFERENCE BOOKS:								
1. D.N. Gujarathi, “Basic Econometrics”, Tata – McGraw Hill.5 th Edition, 2012 ISBN-13 978-0-07-133345-0 2. M. Upender: “Applied Econometrics”, Vrinda Publications.2008, ISBN 13: 9788182811188. 3. Raw and Miller. R.L., “Applied Econometrics”, Prentice Hall of India. 1971, ISBN 978-0534000318 4. Amemiya, T., “Advanced Econometrics”, Harvard University Press. ISBN 9780674005600 5. Greene, W., “Econometric Analysis”, Pearson Education. 8 th Edition ISBN-13 9780134804576								

Department: MBA				Programme: IB				
Semester: IV				Course Category Code: EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ62	Intellectual Property Management in International Business	3	-	-	3	40	60	100
Course Outcome	On completion of the course the learner will be able to							
	CO1	Gain knowledge about the economic power of innovation						
	CO2	Learn about doing international business in Knowledge Economy						
	CO3	Understand the international IP framework						
	CO4	Learn the basics of IP management						
	CO5	Learn the strategic management of IP in international business						
UNIT I	ECONOMICS OF INNOVATION					Periods : 10		
Economics of Innovation: Classical Theories – Neo-classical Theories – Exogenous and Endogenous Growth Theories – Schumpeterian Growth Theories – Human Capital Theories – Evolutionary Growth Theories – Intellectual Property System and Economic Growth – Forms of Intellectual Property Rights and field of their application.								CO1
UNIT II	INTERNATIONAL BUSINESS IN KNOWLEDGE ECONOMY					Periods : 10		
Knowledge Economy: Evolution and Characteristics - Industrial Classification for Knowledge Economy - Intellectual Capital – Definition, Classification & Characteristics - Intangible Assets & Accounting Standards – Intellectual Property as Strategic Corporate Assets – Opportunities & Challenges for International Business in Knowledge Economy.								CO2
UNIT III	GLOBAL INTELLECTUAL PROPERTY FRAMEWORK					Periods :10		
World Intellectual Property Organisation (WIPO) – Origin and Functions – World Trade Organization (WTO) – An Overview -Trade Related Aspects of Intellectual Property Rights (TRIPs) – WIPO & WTO: The Duo of Global IP Framework - Overview of the agreements administered by WIPO.								CO3
UNIT IV	MANAGEMENT OF INTELLECTUAL PROPERTY (IP)					Periods : 10		
Commercialization of IP: Traditional IP and Evolving IP - Assignment – Licensing – Cross License – Patent Pool – Negotiations – Defensive Publications – Technical Disclosures – Patent Pooling – Patent Trolling - Brand Management - Brand and Pricing Strategies – Patent Mining – Patent Landscaping and Patent Mapping.								CO4
UNIT V	STRATEGIC MANAGEMENT OF IP IN INTERNATIONAL BUSINESS					Periods : 10		
Strategic Management of IP: Defensive & Offensive Strategies – Intellectual Asset Management - Intellectual Property Audit – Identification & Grouping of Intangible Assets into Bundles - Intangible Asset Management Plan – Value Maximization Strategies – Value Extraction Strategies – Licensing Process and Management.								CO5
Lecture Periods: 50			Tutorial Periods: -		Practical Periods: -		Total Periods: 50	
REFERENCE BOOKS								
1. Agarwal K A: “Business and Intellectual Property: Protect your Ideas”, IIM Ahmadabad Business Books, India, 2016, ISBN 9788184001679 2. Sunita, K S: “An Introduction to Intellectual Asset Management”, Kluwer Law International, USA, 2010, ISBN 9789041132475 3. Ganguli, P: “Intellectual Property Rights: Unleashing the Knowledge Economy”, McGraw Hill								

Publication, India, 2001, ISBN 9780070077171

4. Aswin, M: “Intellectual Property Management”, Bloomsbury, India, 1st Edition 2018, ISBN 9789387457331
5. Breman, B (Ed); “From Assets to Profits : Competing for IP Value and Return”, Wiley, USA, 2008, ISBN 9780470450499