

**UNIVERSITY OF DELHI**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(INTERNATIONAL BUSINESS)**  
**MBA(IB)**

(Effective from Academic Year 2019-20)

**PROGRAMME BROCHURE**

(As Approved by Standing Committee)



MBA (IB) Revised Syllabus as approved by Academic Council on XXXX, 2018 and

Executive Council on YYYY, 2018

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## **I. About the Department**

The Department of Commerce was formally set up as a separate entity in the year 1967. Department of Commerce located in the premises of Delhi School of Economics, popularly known as DSE, has always kept the pace with changing times and explored the new frontiers of knowledge and innovation in academics and kept pace with, DSE tradition. In its history spanning over three decades, it has redefined commerce education in the country. The Department has the legitimate claim and pride of being the premier institution in India for course curriculum development, teaching and researches in Commerce discipline. *In 2017, as per Times Higher Education Ranking Department of Commerce was placed at 1st position in India and at 85th position in Asia. In 2018, Department of Commerce was placed at 2nd position in India and at 91st position in Asia.*

The Department of Commerce takes pride to pioneer the two specialized programmes, (MBA (IB) and MBA (HRD) erstwhile known as namely MIB and MHROD. Both programmes have been well received by the industry since 1995 till date. The courses were designed in a manner so that the students gain an in-depth knowledge and analytical skills which will enable them to efficiently and effectively carry out various HR, OD, marketing, finance and international business operations of an organization in the emerging globalized environment.

The Master of Business Administration (International Business) programme of the Department of Commerce has been designed to cater to the growing needs of industry and business for professionally qualified young men and women in the area of International Business. In liberalized framework of the Indian economy, corporate experts in the areas of International Business will be amongst the key resource personnel needed for corporate strategic planning and control. The objective of Master of Business Administration (International Business) –MBA(IB) is to develop research orientation, impart entrepreneurial skills and strengthen academic and analytical rigor of highly motivated, bright young men and women so that they can provide ethical, holistic and inclusive professional expertise to business and industry in the area of International Business.

### **Process of Revision of Courses through stakeholder inputs:**

Department of Commerce followed the consultative process in the revising of the courses and the following were the stages of course revision:

- (i) Formation of PG Course Revision Committee comprising of senior faculty members with an idea to generate inputs and direction for the revision of the courses
- (ii) Formation of Area-Specific Working Groups with a purpose to ensure domain specific inputs for the development of the courses
- (iii) Consultation with stakeholders comprising alumni, students, employers, parents, etc.
- (iv) Approval by Departmental Council comprising all faculty members
- (v) Review by External Experts
- (vi) Approval by Statutory Committees including Committee of Courses, Faculty of Commerce and Business, Academic Council and Executive Council

## **II. Introduction to CBCS (Choice Based Credit System)**

### **Choice Based Credit System:**

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in evaluation system also enable the potential employers in assessing the performance of the candidates.

### **Definitions:**

„Academic Programme“ means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/ Centre

(ii) „Course“ means a segment of a subject that is part of an Academic Programme

(iii) „Programme Structure“ means a list of courses (Core, Elective, Open Elective) that makes up an Academic Programme, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity to University Rules, eligibility criteria for admission

(iv) „Core Course“ means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course

(v) „Elective Course“ means an optional course to be selected by a student out of such courses offered in the same or any other Department/Centre

(vi) „Open Elective“ means an elective course which is available for students of all programmes, including students of same department. Students of other Department will opt these courses subject to fulfilling of eligibility of criteria as laid down by the Department offering the course.

(vii) „Credit“ means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical could be proposed as part of a course or as a separate practical course

(viii) „SGPA“ means Semester Grade Point Average calculated for individual semester.

(ix) „CGPA“ is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

(x) „Grand CGPA“ is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters. Grand CGPA is being given in Transcript form. To benefit

the student a formula for conversion of Grand CGPA into %age marks is given in the Transcript.

### **III. MBA (IB) Programme Details:**

#### **Programme Objectives (POs):**

With the vision “*to nurture the young brains, to make them better employable and socially responsible citizens by encapsulating them with the right set of knowledge for a better tomorrow*”, Department of Commerce focuses on building conviction with impartiality and modesty, create an enabling environment for innovative thought processes and nurture open-mindedness, equitability and perseverance. In the backdrop of Department vision and mission, MBA (IB) programme aims to:

- Provide a conducive environment that holistically engages students through an all-encompassing knowledge impartation and comprehensive practical applications,
- Mold them into future visionaries, and management leaders that are benevolent yet efficacious, versed in the leading business and human resource practices of the world and equipped to the hilt to implement themselves and adapt to the mutable global business environment.
- Equip its students with the finest tools of Management and condition their faculties in all facets of the aeonian issue of International Trade, taking into account the complexities of Marketing, the intricacies of Finance and the Legalities of Trade, all coalesced into a holistic curriculum spread over two years, to create the consummate professional so needed for an increasing perplexing field.
- Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today’s business and societal challenges.

In the new structure, the concept of open electives has been introduced for the first time as per the University’s guideline. The contents of the existing course have been revised in terms of including new and relevant topics such as-marketing analytics, digital marketing in e-business, supply chain and information management systems, financial venture, ethos, financial forecasting, credit and retirement planning, industrial relations and other issues in international human resource management, development and status of IFRS in Indian context, international taxation, business analytics, laws relating to international investments and cross border mergers and acquisitions. To better facilitate the self- study of the course by the student, the suggestive readings are provided for each units of the concerned course. In addition, the course has been designed in line with outcome based approach which requires specification of Course Outcomes and Course Learning Outcomes.

## Programme Specific Outcomes (PSOs):

MBA (IB) Programme is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various Trade and Marketing operations of an organization in the emerging globalized environment.

## Programme Structure:

The **MBA(IB)** programme is a two-year course divided into four-semester. The course is of 112 Credits and for the award of degree a student will be required to complete the credits as per the University norm.

|                  |             |                 |                 |
|------------------|-------------|-----------------|-----------------|
|                  |             | <i>Semester</i> | <i>Semester</i> |
| <b>Part – I</b>  | First Year  | Semester I      | Semester II     |
| <b>Part – II</b> | Second Year | Semester III    | Semester IV     |

### Course Credit Scheme

| Semester                            | Core Courses  |                 |               | Elective Course |                 |               | Open Elective Course |                 |               | Total Credits |
|-------------------------------------|---------------|-----------------|---------------|-----------------|-----------------|---------------|----------------------|-----------------|---------------|---------------|
|                                     | No. of papers | Credits (L+T/P) | Total Credits | No. of papers   | Credits (L+T/P) | Total Credits | No. of papers        | Credits (L+T/P) | Total Credits |               |
| I                                   | 7             | 4               | 28            | -               | -               | -             | -                    | -               | -             | 28            |
| II                                  | 7             | 4               | 28            | -               | -               | -             | -                    | -               | -             | 28            |
| III                                 | 6             | 4               | 24            | -               | -               | -             | 1                    | 4               | 4             | 28            |
| IV                                  | 6             | 4               | 24            | 1               | 4               | 4             | -                    | -               | -             | 28            |
| <b>Total Credits for the Course</b> |               |                 | <b>104</b>    |                 |                 | <b>4</b>      |                      |                 | <b>4</b>      | <b>112</b>    |

\*For each Core and Elective Course there will be 4 lecture hours of teaching per week.

\* Duration of examination of each paper shall be 3 hours.

\* Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

\* Open source software wherever required may be used for pedagogy purpose and for internal examination.

**Semester Wise Details of MBA (IB) Course**

| <b>Semester I</b>                      |  |                                    |         |
|--|--|------------------------------------|---------|
| <b>Number of core courses</b>          |  | <b>Credits in each core course</b> |         |
| Course Code                            | Course   | Theory                             | Credits |
| MBIBCC101                              | Management and Organizational Behaviour              | 4                                  | 4       |
| MBIBCC102                              | Marketing Management                                 | 4                                  | 4       |
| MBIBCC103                              | Accounting for Managers                              | 4                                  | 4       |
| MBIBCC104                              | Economics for Managers                               | 4                                  | 4       |
| MBIBCC105                              | International Business Environment                   | 4                                  | 4       |
| MBIBCC106                              | International Trade, Investment and Policy Framework | 4                                  | 4       |
| MBIBCC107                              | Business Statistics                                  | 4                                  | 4       |
| <b>Total credits in Semester I: 28</b> |  |                                    |         |

| <b>Semester II</b>                      |   |                                    |         |
|---|---|------------------------------------|---------|
| <b>Number of core courses</b>           |   | <b>Credits in each core course</b> |         |
| Course Code                             | Course  | Theory                             | Credits |
| MBIBCC201                               | Legal Aspects of Business                                   | 4                                  | 4       |
| MBIBCC202                               | International Trade Practices, Procedures and Documentation | 4                                  | 4       |
| MBIBCC203                               | International Marketing Research                            | 4                                  | 4       |
| MBIBCC204                               | International Marketing                                     | 4                                  | 4       |
| MBIBCC205                               | Corporate Finance   | 4                                  | 4       |
| MBIBCC206                               | International Financial System                              | 4                                  | 4       |
| MBIBCC207                               | Management Science  |                                    |         |
| <b>Total credits in Semester II: 28</b> |   |                                    |         |

| <b>Semester III</b>                       |  |                                    |         |
|---|--|------------------------------------|---------|
| <b>Number of core courses</b>             |  | <b>Credits in each core course</b> |         |
| Course Code                               | Course   | Theory                             | Credits |
| MBIBCC301                                 | Ethics, Corporate Governance and Sustainability        | 4                                  | 4       |
| MBIBCC302                                 | E-Business and Digital Marketing                       | 4                                  | 4       |
| MBIBCC303                                 | Service Marketing and Customer Relationship Management | 4                                  | 4       |
| MBIBCC304                                 | International Financial Management                     | 4                                  | 4       |
| MBIBCC305                                 | International Supply Chain Management and Logistics    | 4                                  | 4       |
| MBIBCC306                                 | Foreign Language for Business-I                        | 4                                  | 4       |
| <b>Open Electives (Any one from list)</b> |  |                                    |         |
| COMOE                                     | Open Elective Course                                   | 4                                  | 4       |
| <b>Total credits in Semester III: 28</b>  |  |                                    |         |

| <b>Semester IV</b>                                 |   |                                    |                |
|--|---|------------------------------------|----------------|
| <b>Number of core courses</b>                      |   | <b>Credits in each core course</b> |                |
| <b>Course Code</b>                                 | <b>Course</b>   | <b>Theory</b>                      | <b>Credits</b> |
| MBIBCC401  | Investment Analysis and Portfolio Management                      | 4                                  | 4              |
| MBIBCC402  | Global Strategic Management                                       | 4                                  | 4              |
| MBIBCC403  | Cross-Cultural Consumer Behaviour and Industrial Buying Behaviour | 4                                  | 4              |
| MBIBCC404  | International Advertising and Brand Management                    | 4                                  | 4              |
| MBIBCC405  | International Human Resource Management                           | 4                                  | 4              |
| MBIBCC406  | India's Foreign Trade and Investment                              | 4                                  | 4              |
| <b>Elective Courses (Select any one from list)</b> |   |                                    |                |
| MBIBEC   | Elective Course   | 4                                  | 4              |
| <b>Total credits in Semester IV: 28</b>            |   |                                    |                |

**List of Elective Course (Select any one)**

1. MBIBEC01: Project Report
2. MBIBEC02: Cyber Laws and Business Decisions
3. MBIBEC03: IFRS and International Taxation
4. MBIBEC04: Business Analytics
5. MBIBEC05: Foreign Language for Business-II
6. MBIBEC06: Legal Dimensions of International Business

**List of Open Elective Course (Select any one)**

1. COMOEO1: Entrepreneurship and New Venture Planning
2. COMOEO3: Skills and Techniques of Accounting
3. COMOEO4: Business Analysis using Financial Statements
4. COMOEO5: Life Skills and Communication
5. COMOEO6: Indian Ethos and Leadership
6. COMOEO7: Financial Modeling using Excel
7. COMOEO8: Financial Markets and Institutional Environment
8. COMOEO9: Planning for Personal Finance

**Selection of Elective Courses:**

1. Options for Elective Courses will be floated according to availability of faculty and minimum number of students opting for a particular course.
2. Students will be asked to select the option for an Elective Course at the beginning of Semester III.

### **Selection of Open Elective Courses:**

1. Options for Open Elective Courses will be floated according to availability of faculty and minimum number of students. The minimum number to be reviewed in the due course of time which may vary programme-wise.
2. Open Elective Courses as placed in semester III would be announced at the beginning of the Semester II and accordingly students will be asked to select any one option at that time.
3. At least 10% of the proposed seats in open elective courses should be open to students from outside the discipline subject to fulfilling of eligibility criteria.
4. Students opting for Finance area as a Major or Minor Elective in M.Com cannot opt the Open Elective Courses i.e. Financial Markets and Institutional Environment (Paper No. „COMOE08“ of MBA (IB) and MBA (HRD) and Planning for Personal Finance (Paper No. „COMOE09“) of MBA (IB).

**Eligibility Criteria for Open Elective Courses:** Eligibility Criteria for Open Elective Courses will be announced at the time of floating of courses as approved by Committee of Courses in due course of time.

### **Teaching:**

The faculty of the Department is primarily responsible for organizing lecture work for MBA (IB). Faculty from some other Departments, constituent colleges and Industry are also associated with the teaching of the courses in the Department.

There shall be 90 instructional days excluding examination in a semester.

A student opting for dissertation project as elective course will be allotted a faculty as supervisor in the beginning of Semester III.

### **Eligibility for Admissions:**

#### **Seats:**

Numbers of seats for MBA (IB) Programme is 74 (62+12); (General -31, OBC – 17, SC – 9, ST – 5 = 62). As per University rules, the seats for PWD CW, and foreign students (FS) categories are supernumerary. Further, Bulletin of Information may be referred for relevant details.

#### **Selection Procedure**

The admission to MBA (IB) programme is done through three layered process including CAT percentile, matriculation and 10+2 marks; Group discussion, extempore; and Interview score. This is done with a view to identify and process the interpersonal skills in addition to the overall knowledge of the students.

Bulletin of Information may be referred for further relevant details.

### **Reservations/Relaxations**

There will be reservation for SC, ST, PWD, OBC, CW and FS categories as per University of Delhi rules.

### **Assessment of Students' Performance and Scheme of Examinations:**

1. English shall be the medium of instruction and examination.
2. Assessment of students' performance shall consist of:
  - (i) Each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester.
  - (ii) The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.

### **Pass Percentage & Promotion Criteria:**

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester. If a student fails to secure 45 percent marks in any of the papers, he/she can reappear in those paper/papers in the subsequent semesters.

If a candidate admitted to the examination in any semester secures the minimum marks to pass in each paper but fails to secure the minimum marks to pass in the aggregate, he/she may appear in any of the paper/s of the Semester concerned according to his/her choice in order to be able to secure the minimum marks prescribed to pass in the aggregate in each semester.

- (ii) Only those candidates who have secured at least 45 per cent in each paper and 50 percent in aggregate in each of the semesters of the MBA (IB)/ MBA (HRD) programme shall be eligible for the award of the Degree. Successful candidates will be classified on the basis of the combined results of Part – I and Part – II examination as follows:

Candidates securing 60% and above: I Division

All others: II Division

- (iii) The conditions of passing the programme shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months. Summer training is not an evaluative course but will be mandatory for students to undergo summer training and certificate of completion will be issued after submission of training report.
- (iv) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) programme.

### **Part I to Part II Progression:**

- (i) Admission to Part-II of MBA (IB) Programme shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (IB) Part –I programme comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (IB) Part – II in the second year.
- (ii) If a student fails to appear in any of the papers in MBA (IB) Semester – I of Part-I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part – I.
- (iii) If a student fails or fails to appear in any of the papers in third semester examination of Part-II, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part-II Examination.
- (iv) Candidates who fail or failed to appear the MBA (IB) examination after pursuing a regular programme may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old programme will remain in force for ex-student only for a period of three years from the year in which the revised programme introduced.
- (v) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
- (vi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

### **Conversion of Marks into Grades:**

As per University Examination rule.

### **Grade Points:**

Grade point table as per University Examination rule.

### **CGPA Calculation:**

As per University Examination rule.

### **SGPA Calculation:**

As per University Examination rule.

**Grand SGPA Calculation:**

As per University Examination rule.

**Conversion of Grand CGPA into Marks:**

As per University Examination rule.

**Division of Degree into Classes:**

Post Graduate degree to be classified based on CGPA obtained into various classes as notified into Examination policy.

**Attendance Requirement:**

10 marks are allocated for attendance in the class. The marks for attendance shall be as follows:

|       |                                 |      |
|-------|---------------------------------|------|
| i)    | 75% or more but less than 77.5% | = 1  |
| ii)   | 77.5% or more but less than 80% | = 2  |
| iii)  | 80% or more but less than 82.5% | = 3  |
| iv)   | 82.5% or more but less than 85% | = 4  |
| v)    | 85% or more but less than 87.5% | = 5  |
| vi)   | 87.5% or more but less than 90% | = 6  |
| vii)  | 90% or more but less than 92.5% | = 7  |
| viii) | 92.5% or more but less than 95% | = 8  |
| ix)   | 95% or more but less than 97.5% | = 9  |
| x)    | 97.5% and above                 | = 10 |

**Span Period:**

No student shall be admitted as a candidate for the examination for any of the Parts/Semesters after the lapse of **four** years from the date of admission to the Part-I/Semester-I of the MBA (IB) Programme.

**Guidelines for the Award of Internal Assessment Marks MBA (IB) Programme (Semester Wise)**

- (i) For each core and elective course there are 30 marks allocated for internal examination and 70 marks for the Semester- End Examination. Out of 30 marks allocated for internal assessment for each course:
- 10 marks are assigned for class test / written assignment or any other method and will be evaluated by the concerned faculty as part of their continuous evaluation.
  - 10 marks are assigned for class presentation / project work
  - 10 marks are assigned for attendance in the class. The marks for attendance will be assigned as mentioned under the heading “Attendance Requirement”.

- (ii) For open elective course there are 30 marks allocated for internal examination and 70 marks for the Semester- End Examination. Out of 30 marks allocated for internal assessment for each course:
- 10 marks are assigned for project.
  - 20 marks are assigned for class test.
- (iii) Open source software wherever required may be used for pedagogy purpose and for internal examination.

## IV: Course Wise Content Details for Master of Business Administration (International Business) Programme:

Master of Business Administration (International Business)  
MBA (IB)  
Semester I

Course MBIBCC101: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Marks: 100

Duration: 60 Hrs.

**Objective:** To develop an understanding of basic concept of management and its functions and to familiarize them with different components of organizational behaviour.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand basics of management theory, its functions and practice.

**CO2:** Understand the functions of management.

**CO3:** Understand individual, group and organizational components of organizational behavior.

**CO4:** Learn and develop skills related to work motivation and leadership.

**CO5:** Learn importance of conflict and change and develop an attitude to better manage them in changing work environment.

### Contents:

**Unit I- Management Concept:** Evolution of management thoughts; Approaches to management practice; Nature of management; Managerial roles; Functional areas of management.

**Unit II- Management Functions:** Basic functions of management, planning, organizing, directing, staffing, controlling and coordinating human effort.

**Unit III- Foundations of Organizational Behavior:** Management and organizational behavior, individual behavior characteristics, personality, perception, attitude and learning; Interpersonal behavior and communication; Foundations of group behaviour, formation of groups, groups versus teams, group dynamics.

**Unit IV- Motivation and Leadership:** Work motivation, need theories, Theory X – Theory Y, Two Factor Theory, contemporary issues in practice of motivation; Leadership, power and politics, contemporary issues in leadership development and practice.

**Unit V- Management of Organizational Behavior:** Organizational culture, managing conflict, work stress and its management, work-life balance; Managing change- nature, forces, resistance and resolution.

### Readings (Unit Wise)

Warren, Bennis (1992). *Leaders on Leadership-Interviews with top executives*. HBR Press.  
*Unit(s) - IV*

Rodrigues, Carl A. (2001). Fayol's 14 principles of management then and now: a framework for managing today's organizations effectively, *Management Decision*, 39(10), 880-889.

*Unit(s) - I*

George, C.S. (1996). *The History of Management Thought*. Englewood Cliffs, NJ: Prentice-Hall.  
*Unit(s) - I*

Ghoshal, S. (2005). Bad Management Theories destroying good management practices. *Academy of Management Learning and Education*, 4(1) 75-01.

*Unit(s) - I*

Herzberg, F. (2003). One more time: how do you motivate employees. *Harvard Business Review*, 46 (1), 53-62.

*Unit(s) - IV*

Kotter, J.P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2): 59–67.

*Unit(s) - V*

Lane, Henry W., Martha, L. Maznevski, Joseph, J. DiStefano & Joerg, Dietz (2010). *International Management Behaviour – Leading with a global mindset*. Wiley.

*Unit(s) – I- Chapter 1*

Luthans, Fred (2016). *Organizational Behaviour*. McGraw-Hill, Indian Edition.

*Unit(s) - III*

Paul, R. Lawrence (1987). Historical Development in OB in Chapter 1, Handbook of OB by Jaw W Lorsch (ed) Englewood Cliffs, NJ : Prentice-Hall, 1-10.

*Unit(s) - I*

Peters, Tom & Waterman, R.H. (2006). In Search of Excellence: Lessons from America’s Best-run Companies. *New York: Harper & Row*.

*Unit(s) – IV*

Pierce & Gardner (2001). *Management and Organizational Behavior*. Thomson.

*Unit(s) – I & II*

**Additional Readings**

Avolio, Walumbwa & Weber (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*. 60, 421-449.

Bartlett & Ghoshal (1992). What is a global manager? *HBR* Sept Oct 1992, 124-131.

Hofstede, Geert (1993). Cultural Constraints in Management Theories. *Academy of Management Executive*, 7(1), 81-94.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity | Assessment Tasks                          |
|----------|---|--------------------------------|---|
| I.       | Explain the basics of management theory, its functions and practice.  | Lecture & Case Discussion      | Participation, Assignment, & Presentation |
| II.      | Analyze the functions of management.  | Lecture & Case Discussion      | Participation, Assignment, & Presentation |
| III.     | Demonstrate the individual, group and organizational components of organizational behavior.                                   | Lecture & Case Discussion      | Participation, Assignment & Class Test    |
| IV.      | Explain the skills related to work motivation and leadership.   | Lecture & Case Discussion      | Participation, Assignment & Presentation  |
| V.       | Demonstrate the importance of conflict and change and develop an attitude to better manage them in changing work environment. | Lecture & Case Discussion      | Participation, Assignment & Presentation  |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester I**  
**Course MBIBCC102: MARKETING MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To enable students learn the basic concepts and principles of marketing and understand tools that they can use for managing a firm's marketing operations.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand importance and nature of marketing, evolution of major marketing philosophies, marketing management tasks and process, meaning and impact of marketing environment on marketing decision making, and nature buying process of household and institutional customers.

**CO2:** Describe target market selection and positioning process.

**CO3:** Know issues and process involved with product planning and price determination.

**CO4:** Describe issues and process involved with promotion planning and distribution strategy.

**CO5:** Identify and describe developments and contemporary issues in marketing.

**Contents:**

**Unit I - Introduction:** Nature, functions and scope of marketing; Core marketing concepts; Evolution of marketing concept; Holistic Marketing and its key components; Marketing management- Major tasks and process.

Marketing Environment: Meaning and significance; Micro and macro marketing environments and their impact on marketing decisions; Household and institutional buyers- their nature, influencing factors and buying process.

**Unit II - Market Segmentation, Targeting and Positioning:** Segmenting markets – meaning and bases; Market segmentation and product differentiation; Target market selection- positioning - meaning, importance and process.

**Unit III - Product Planning and Development:** Product - Its meaning and types, product layer concept, major product decisions; Product life cycle concept, new product development process; Innovation diffusion and consumer adoption process.

Pricing Decisions and Strategies: Factors affecting price determination; Procedure for setting price; Pricing policies and strategies, Initiating and responding to price changes.

**Unit IV - Promotion Decisions:** Promotion- Its meaning and importance; Communication process and flows; Promotion mix decision- major promotion tools and their characteristics; Designing promotion campaign.

Distribution Decisions: Distribution- meaning and nature; Channels of distribution – concept importance and types; Retailing- meaning and major types of store and non-store-based retailing; Wholesaling – meaning and major types of wholesaling; Distribution channel planning- issues and process; Physical distribution/logistics- meaning and major logistic decisions.

**Unit V - Contemporary Development and Issues in marketing:** Internal marketing, Green marketing, Social marketing, Socially responsible marketing, Ethical and legal aspects of marketing.

**Readings (Unit Wise)**

Etzel, Michael J., Walker, Bruce J., Staton, William J., & Ajay Pandit (2010). *Marketing Concepts and Cases*. Tata McGraw Hill (Special Indian Edition).

*Unit(s) - I, II, III, IV and V*

Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham, & Mithileshwar Jha (2012). *Marketing Management: A South Asian Perspective*. Pearson.

*Unit(s) - I, II, III, IV and V*

Kotler, Philip & Keller, Kevin Lane (2012). *Marketing Management*. Pearson.

*Unit(s) - I, II, III, IV and V*

**Additional Readings**

Czinkota, Michael R. & Kotabe, Masaaki (2010). *Marketing Management*. Thomson Learning.

Lamb, Charles W., Hair, Joseph, F. & McDaniel, Carl (2012). *Marketing*. Cengage Learning.

Perrault, Willim, D., Cannon, Joseph, P. & McCarthy, E. Jerome (2012). *Essentials of Marketing: A Marketing Strategy Planning Approach*, McGraw-Hill Irwin.

Pride, William M. & Ferrell, O.C. (2014). *Marketing*. South-Western Cengage Learning.

**Note: Latest edition of the readings will be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>       | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | To explain concept and philosophies of marketing, analyse marketing environment and its impact on marketing decisions, and provide an overview of nature and process of consumer and industrial buying process. | Lecture sessions and case study discussions | Class room participation and discussion, Individual/group assignments, Semester-end exam. |
| II.             | To explain target marketing process in terms of market segmentation, selection and product positioning.   | Lecture sessions and case study discussions | Class room participation and discussion, Individual/group assignments, Semester-end exam. |
| III.            | To be able to evolve product and pricing strategies.  | Lecture sessions and case study discussions | Class room participation and discussion, Individual/group assignments, Semester-end exam. |
| IV.             | To be able to develop promotion and distribution plans.   | Lecture sessions and case study discussions | Class room participation and discussion, Individual/group assignments, Semester-end exam. |
| V.              | To become familiar with the developments and contemporary issues in marketing.  | Lecture sessions, presentations by students | Class room participation and discussion, Individual/group assignments, Semester-end exam. |

**Master of Business Administration (International Business)  
MBA (IB)  
Semester I  
Course MBIBCC103: ACCOUNTING FOR MANAGERS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Identify differences between different forms of accounting—Financial, managerial and cost, the role of a Management Accountant.

**CO2:** Identify cost according to their associated activities and apply costing techniques for computing cost of products or services.

**CO3:** Understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

**CO4:** Make decisions related to make or buy a particular input, operate at a loss or shut down, lease or buy a plant or fixed asset, expand or contract operations.

**CO5:** Prepare different forms of budgetary statements and identify and control material cost methods.

**Contents:**

**Unit I-Financial Accounting:** Meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation; Capital and revenue items; Generally accepted accounting principles, accounting standards and International Financial Reporting Standards (IFRS).

**Accounting process using accounting software:** Journals; Ledger accounts, trial balance; Financial statements including corporate entities.

**Unit II-Financial Statement Analysis:** Analyzing financial statements through ratios: Liquidity analysis ratios, Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis; Analytical comparative statement; Cash flow statement.

**Unit III-Introduction to Cost Accounting:** Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction of methods of costing (Theory Only); Cost control and Cost reduction.

**Unit IV- Cost Volume Profit Analysis:** Marginal cost statement/equation; P/V ratio; Break Even Point (BEP), Break even chart; Margin of safety; Decisions relating to key factor, Price fixation, Export order, Make or buy, Deletion or addition to product/Services, Sell or process further, Continue or shut down, etc.

**Unit V- Budgeting and Budgetary Control:** Basic concepts of budgeting; Preparation of functional budgets and Master budget and flexible budgets.

**Costing and Control of Materials:** Introduction control of material, cost of inventory a costing methods, Just in time Inventory.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit Wise)**

Atkinson, Anthony A., Banker, Rajiv, D., Kaplan, Robert & Young, S. Mark (2001). *Management Accounting*. Prentice Hall.

*Unit(s) – IV*

Colin, Drury (2001). *Management and Cost Accounting*. Thomas learning.

*Unit(s) – III*

Garison, R.H. & Noreen, E.W. (2000). *Managerial Accounting*. McGraw Hill Education.

*Unit(s) – IV*

Goldwin, Alderman & Sanyal (2016). *Financial Accounting*. Cengage Learning.

*Unit(s) - I*

Horngrren, Charles T. (1998). *Introduction to Management Accounting*. Prentice Hall of India.

*Unit(s) – V*

Horngrren (2013). *Introduction to Financial Accounting*. Pearson Accounting.

*Unit(s) - I*

Lal, Jawahar (2016). *Advanced Management Accounting, Text and Cases*. S. Chand & Company, New Delhi.

*Unit(s) – V*

Marry, Buffett & Clark, David (2011). *Interpretation of Financial Statement – Companies with durable Competitive Advantage*.

*Unit(s) – II*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcome   | Teaching and Learning Activity | Assessment Tasks  |
|----------|---|--------------------------------|---|
| I.       | Explain the fundamental concepts, principles and importance of financial accounting and its applications in business activities.      | Lecture/lab.                   | Class participation, Presentation, Practical's, Viva/ test, End Semester Exam |
| II.      | Analyze and compare the financial statements using different ratios to make economic decision.  | Lecture/Numerical/ Case study  | Class participation, Presentation, Viva/ test, End Semester Exam              |
| III.     | Identify cost according to their associated Activities and apply costing techniques for computing cost of products or services.       | Lecture/Numerical/ Case study  | Class participation, Presentation, Viva/ test, End Semester Exam              |
| IV.      | Analyze cost, volume and profit to understand the relationship of costs and revenues to output and make managerial decisions.         | Lecture/Numerical/ Case Study  | Class participation, Presentation, Viva/ test, End Semester Exam              |
| V.       | Prepare various types of budgets at organizational and departmental level for cost control, cost reduction and fixing responsibility. | Lecture/ Numerical/ Case study | Class participation, Presentation, Viva/ test, End Semester Exam              |

**Master of Business Administration (International Business)  
MBA (IB)  
Semester I  
Course MBIBCC104: ECONOMICS FOR MANAGERS**

**Marks: 100**

**Duration: 60Hrs.**

**Objective:** The objective of this course is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Describe the nature and scope of managerial economics, demand analysis and firm & its organization.

**CO2:** Learn the techniques of production function, cost analysis and forms of market.

**CO3:** Apply the pricing techniques to determine the price of factors of production.

**CO4:** Apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

**CO5:** Describe the trade cycles in the open economy and exchange rate determination.

**Contents:**

**Section A: Firm and Market**

**Unit I- Demand and The Firm:** Nature and scope of managerial economics, principles of managerial economics, demand function; Determinants of demand; Elasticity of demand – Price, income and cross elasticity, demand estimation, demand forecasting; Supply function; Firm and its organization: Nature of the firm and types of organizations; The Corporation: Ownership and control.

**Unit II-Production, Cost and Market Forms:** Production function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines, Isoclines; Producer's Equilibrium.

Cost function- Classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long-run cost functions.

Market Forms- Shapes of AR, MR curve and their relationship in different market forms, perfect competition; Market Imperfections–monopoly, monopolistic, collusive oligopoly and price discrimination.

**Unit III-Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices; Factor Pricing: demand and supply of factor of production; Collective bargaining; Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates; Basic capital theory–Interest rate and return on capital; Measurement of profit.

**Section B: Macroeconomic environment**

**Unit IV- National Income Accounting and Macro-Economic Markets:** National income accounting; Measuring the cost of living; unemployment and inflation; Product market and financial market.

**Unit V- Trade Cycles and the Open Economy:** Economic fluctuations and business cycle; Open economy macroeconomics; Determination of exchange rate; Purchasing power parity; Fixed and flexible exchange rate.

**Readings (Unit Wise)**

Dominick, S. (2014). *Managerial Economics a Global Economy*. McGraw Hill Inc., Princeton.  
*Unit(s) - I, II, and III*

Dornbusch, R. & Stanley, Fisher (2012). *Macroeconomics*. McGraw Hill, New York.  
*Unit(s) - IV and V*

Koutsoyiannis, A. (2008). *Modern Micro Economics*. Macmillian Press Ltd.  
*Unit(s) - I, II, and III*

Mankiw, N. Gregory (2016). *Macro Economics*. Macmillan.  
*Unit(s) - IV and V*

Paul. A. Samuelson & William, D. Nordhaus (2010). *Economics, (Indian adaptation by SudipChaudhuri and AnindyaSen)*. Tata McGraw Hill.  
*Unit(s) - I, II, and III*

**Note: Latest edition of the readings may be used.**

**Latest and relevant case studies to be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>       | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | Expound nature & scope of managerial economics, firm behaviour and demand forecasting.          | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| II.             | Decipher the production and cost analysis and deliberate market structure.                      | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| III.            | Identify pricing practices & policies of input market and explain the price determination.      | Lecture sessions and case study discussions | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| IV.             | Calculate national income and measure cost of living, unemployment and inflation.               | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| V.              | Explain economic fluctuations, business cycles and exchange rate determination in open economy. | Lecture sessions, presentations by students | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester I**  
**Course MBIBCC105: INTERNATIONAL BUSINESS ENVIRONMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations.

**Course outcomes:** The successful completion of this course shall enable the student:

**CO1:** To explicate the characteristics and components of business environment and perform environmental and SWOC analysis.

**CO2:** To describe internationalization process and managerial implications of internationalization.

**CO3:** To appraise economic, political, cultural, legal, technological and competitive environments and its influence on international markets.

**CO4:** To construe business cycles and fundamentals of fluctuations.

**CO5:** To comprehend monetary and fiscal policy and policy implications in the open economy.

**CO6:** To apply the knowledge of economic, transaction and translation exposure to manage the real life situations.

**Contents:**

**Unit I- Introduction to Business Environment:** Meaning, characteristics, scope and significance of business environment; Components of business environment: Micro and macro environment; Analysis of business environment: SWOC analysis.

**Unit II- Introduction to International Business:** Internationalization process and managerial implications; Multinational corporations and their involvement in international business; Issues in foreign investments, Technology transfer, Pricing and regulations; International collaborative Arrangements and strategic alliances.

**Unit III- International Business Environment:** Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment.

**Unit IV-Business cycles and Macroeconomic Environment:** Business cycles and fundamentals of fluctuations; Income – Expenditure analysis; Aggregate demand and inflation; Central Bank and interest rates.

**Unit V- Policy in Open Economy:** Monetary and Fiscal policy in open economy; Role of Macroeconomic policy.

**Unit VI- Managing Exposure:** Meaning and significance of economic exposure, Transaction exposure and translation exposure, techniques for managing economic exposure, transaction exposure and translation exposure.

**Readings (Unit Wise)**

Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. (2007). *International Business- Environment and operations*. Pearson education.

*Unit(s) - I, II, III, IV, V and VI*

Leslie, Hamilton & Philip, Webster (2015). *The International Business Environment*. Oxford University Press.

*Unit(s) - I, II, III, IV, V and VI*

Warnock, Davies (2015). *The International Business Environment: A handbook for Managers and Executives*. CRC Press.

*Unit(s) - I, II, III, IV, V and VI*

William, Kerr & Nicholas, Perdakis (2014). *A Guide to the Global Business Environment-The Economics of International Commerce*. Edward Elgar Publishing.

*Unit(s) - IV, V and VI*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>       | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | Explain characteristics of business environment and analyse micro and macro environment.                                  | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| II.             | Describe internationalization process and participation of MNCs in international business.                                | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| III.            | Identify major components of international business environment and Interpret its consequences on international business. | Lecture sessions and case study discussions | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| IV.             | Describe the fundamentals of business cycles and its impact on aggregate demand.  | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| V.              | Analyse the policy implications of monetary and fiscal policies in open economy.  | Lecture sessions, presentations by students | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| VI.             | Explain meaning and significance of economic, translation and transaction exposures.                                      | Lecture sessions, presentations by students | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester I**  
**Course MBIBCC106: INTERNATIONAL TRADE, INVESTMENT AND POLICY**  
**FRAMEWORK**

**Marks: 100**

**Duration: 60Hrs.**

**Objective:** The objective of this course is to acquaint the students with the nature and scope of international business operations and to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

**Course Outcomes:** The successful completion of this course shall enable the students to:

**CO1:** Understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.

**CO2:** Identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business.

**CO3:** Analyse the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.

**CO4:** Understand the political realities of world trade and measures taken by governments to intervene in international trade.

**CO5:** Critically examine theories of international investment and bring out their relevance in global investment scenario.

**CO6:** Appreciate the role international organisations like WTO in regulating global trade and investment.

**CO7:** Understand the evolution and working of the International Monetary System and the role of international economic institutions such as IMF and World Bank in regulating international economic environment. Appreciate the rationale and implications of regional economic integration and understand the levels of economic integration.

**Contents:**

**Unit I- Introduction:** Importance, nature and scope of international business; Globalization: Drivers of globalization: Consequences of globalization; Basic entry decisions with respect to international business; Modes of entry into international business.

**Unit II- Theoretical Foundations of International Trade:** Theories of international trade :Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage; Foreign trade multiplier; Terms of Trade.

**Unit III- International Investment:** Types of international investment; International investment theories: Market Imperfections theory, Internalization theory, Strategic Behaviour, International Product Life cycle theory, Dunning's Eclectic Paradigm; Costs and benefits of FDI to host and home countries; Global Trends in FDI.

**Unit IV- World trading and Investment environment:** Pattern and structure of world trade in goods and services; Government intervention in International Trade – Reasons and forms; Instruments of Trade intervention: Tariffs, Quotas and other measures and their effects; World trade and protectionism; GATT; Role of WTO in regulating international trade and investment; Important Agreements of WTO – Agriculture Agreement; SPS, TBT, GATS, TRIPS etc.

**Unit V- International Monetary System and International Economic Institutions:** Evolution of the International Monetary System; Types of exchange rate systems in the world; International economic institutions - IMF, World Bank, UNCTAD; International money and capital markets.

**Unit VI- Regional Economic Integration:** Levels of Regional Economic Integration: Free trade area, Customs union, Economic union, Common market, Political union; Trade creation and Diversion effects; Structure and functioning of some important regional economic arrangements like EU, NAFTA, SAARC, ASEAN.

**Unit VII- Balance of Payment Account:** Components of BOP: Current Account, Capital account, Official reserve account; Disequilibrium in BOP; Correction of disequilibrium.

**Readings (Unit Wise)**

Ball, D. A., Wendall, H. M., Geringer, J. M., Minor, M. S. & McNett, J. M. (2009). *International Business: The Challenge of Global Competition*. Tata McGraw Hill Education Pvt. Ltd.: New Delhi.

*Unit(s) - I, II, III, V*

Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. & Salwan, P. (2016). *International Business: Environment and Operations*. Pearson.

*Unit(s) - I, II, III, IV*

Griffin, R. W. & Pustay, M. W. (2015). *International Business: A Managerial Perspective*. Pearson.

*Unit(s) - I, II, III, IV, V*

Hill, Charles, W. L. & Jain, W. L. (2014). *International Business: Competing in the Global Marketplace*. McGraw Education (India) Pvt. Ltd.: New Delhi.

*Unit(s) - I, II, III, IV, VI*

Salvatore, D. (2013). *International Economics*. John Wiley & Sons.

*Unit(s) - II, V, VII*

Sodersten, B. & Reed, G. (1994). *International Economics*. Palgrave Macmillan.

*Unit(s) - IV, V, VII*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity  | Assessment Task   |
|----------|---|---|---|
| I.       | Developing an understanding of the importance, scope and drivers of international business activity and evaluating the different modes of entry in international business | Lecture sessions, class discussion based on case studies  | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.      | Analysing the dimensions of international trade and appreciating the role of trade theories in explaining trade patterns  | Theoretical background through lecture session; Class discussion on relevance and application of theories | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.     | Examining the relevance and   | Lecture sessions; Case  | Class participation, Assignment-                                    |

|      |   |   |   |
|------|---|---|---|
|      | application of theories of international investment and understanding the global investment scenario with implications for home and host countries.                   | studies; Presentation by students   | Individual/Group, End Semester Exam                                 |
| IV.  | Understanding the political realities of international trade and appreciating the role international organisations like WTO in regulating global trade and investment | Lecture sessions; Class discussion; Presentation by students  | Class participation, Assignment-Individual/Group, End Semester Exam |
| V.   | Comprehending the working of International Monetary System and the role of international economic institutions such as IMF and World Bank                             | Lecture sessions; Class discussion on the contemporary functioning of the International Monetary System | Class participation, Assignment-Individual/Group, End Semester Exam |
| VI.  | Appreciating the rationale of regional economic integration and understanding the levels of economic integration  | Lecture sessions; Case study based discussions; Presentation by students                                | Class participation, Assignment-Individual/Group, End Semester Exam |
| VII. | Understanding the components of BOP, disequilibrium in BOP and its correction   | Lecture sessions; Class discussion on analysing the BOP statement of a country                          | Class participation, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester I**  
**Course MBIBCC107: BUSINESS STATISTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyse and interpret data in a meaningful manner.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Demonstrate an understanding of probability and probability distributions.

**CO2:** Comprehend the decision making process under uncertainty using statistical tools.

**CO3:** Appreciate the concepts in sampling and estimation.

**CO4:** Execute the process of hypothesis testing including one-sample and two-sample tests.

**CO5:** Appreciate the importance and application of non-parametric tests in hypothesis testing.

**CO6:** Understand correlation and regression analysis and their importance in decision making.

**Contents:**

**Unit I- Theory of Probability and Probability Distributions:** Approaches to calculation of probability, marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions- Binomial, Poisson, and Normal.

**Unit II- Statistical Decision Theory:** Decision-making process; Payoff and regret tables; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

**Unit III- Sampling, Estimation:** Types of sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

**Unit IV- Hypothesis Testing:** Steps of hypothesis testing; One and two-tailed tests; Type I and type II Errors.

*One Sample Tests:* Means and proportions.

*Two-sample Tests:* Tests for difference between means – Independent samples; Small samples; Dependent samples: Testing of difference between proportions.

**Unit V-Analysis of Variance and Non-Parametric Tests:** F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test, One-sample runs test.

**Unit VI-Correlation and Regression Analysis:** Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit Wise)**

Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R. (2012). *Complete Business Statistics*. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.

*Unit(s) – I, III, IV, V*

Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D. & Cochran, J. J. (2014). *Statistics for Business & Economics*, Cengage Learning Custom Publishing.

*Unit(s)- I, II, III, IV and V*

Black, K. (2012). *Applied Business Statistics*. Wiley.

*Unit I, II and III*

Levin, R.I. & Rubin, D.S. (1997). *Statistics for Management*, Prentice-Hall of India.

*Unit(s) – I, II, III, IV, V, VI*

Vohra, N. D. (2012). *Business Statistics*. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.

*Unit(s) – I, II, III, IV, VI*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes   | Teaching and Learning Activity   | Assessment Tasks  |
|----------|--|--|---|
| I.       | Developing an understanding and application of theory of probability and probability distributions                                   | Lecture sessions, class discussion.  | Class participation<br>Assignment- Individual/Group<br>End Semester Exam  |
| II.      | Evaluating different outcomes in a given situation and conducting decision analysis under uncertainty using statistical tools.       | Lecture sessions; Class discussion; Case studies; Presentation by students | Class participation<br>Assignment- Individual/Group<br>End Semester Exam  |
| III.     | Analysing and deriving sampling distributions and understanding the application of estimation process.                               | Lecture sessions; Case studies; Presentation by students                   | Class participation<br>Assignment- Individual/Group<br>End Semester Exam  |
| IV.      | Conducting hypothesis testing for different types of situations and appreciating the importance of concepts involved in such testing | Lectures sessions; Case studies; Presentation by students                  | Class participation<br>Assignment - Individual/Group<br>End Semester Exam |
| V.       | Learning to conduct ANOVA and understand the application of non-parametric testing   | Lecture sessions; Class discussion   | Class participation<br>Assignment- Individual/Group<br>End Semester Exam  |
| VI.      | Understanding and applying correlation and regression analysis   | Lecture sessions; Class discussion   | Class participation<br>Assignment- Individual/Group<br>End Semester Exam  |

**Master of Business Administration (International Business)  
MBA (IB)  
Semester II  
Course MBIBCC201: LEGAL ASPECTS OF BUSINESS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To develop understanding, acumen and critical thinking for decisions based on laws relating to business.

**Course outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Create premise and clear understanding for legal aspects of contracts which is foremost for understanding the agreements, contracts and subsequently enter valid business propositions.

**CO2:** Understand the legitimate rights and obligations under The Right to Information Act and address the concerns raised under the act from the perspective of Government undertakings.

**CO3:** Imbibe skills to initiate entrepreneurial ventures as LLP or other new form of organisation which are widely used across the globe.

**CO4:** Provide insights into various company proceedings through Companies act, 2013 and gather inferences thereon.

**CO5:** Understand the fundamentals of arbitrations under international trade laws as the premise to initiate or hold international arbitrations.

**Contents:**

**Unit I- Law relating to Contract:** Meaning and essentials of a valid contract; Legality of objects; Special contracts (Indemnity and guarantee, bailment and pledge, Law of agency); Contract of sale; Conditions and warranties; Transfer of ownership of goods including sale by non-owners; E-contracts.

**Unit II – Law relating to LLP:** The Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, Partnership and a company; LLP agreement; Nature of LLP; partners and designated partners; Incorporation document; Incorporation by registration; Registered office of LLP and change therein; change of name; partners and their relations; Extent and limitation of liability of LLP and partners; Financial disclosures, annual return, taxation of LLP; Conversion to LLP; Winding up and dissolution.

**Unit III- Law Relating to Information:** Right to Information Act, 2005- Definitions; Right to information; Obligations of public authorities; Request for obtaining information; Disposal of request; Exemption from disclosure of information; Grounds for rejection to access in certain cases; Severability; Central information commission- its constitution, term of office, Conditions of service and removal; Powers and functions of information commissions; Appeals and penalties.

**Unit IV- Laws related to company proceedings under the Companies Act 2013 :** Types of companies, Formation of Company – Promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; National Company Law Tribunal: Orders, appeal, powers and disposal.

**Unit V-Law Relating to United Nations:** United Nations Commission on International Trade Laws: Definition and application of international commercial arbitration, International arbitration, International origin and General principles, Definition and form of arbitration agreement, Grounds for Challenge.

**Readings (Unit Wise)**

Bare Act on *Right to Information Act*.

*Unit(s) - III*

Bhandari, Munish (2003). *Professional Approach to Corporate Laws and Practice*. Bharat Law House, New Delhi

*Unit(s) - V*

Lee, Reach (2014). *Business Laws*. Oxford University Press, UK (3<sup>rd</sup> edition, 2014).

*Unit(s) - I*

Sharma, J. P. (2018). *Corporate Laws*. Ane Books Pvt Ltd, New Delhi.

*Unit(s) - V*

Sharma, J. P. & Kanojia, S. (2016). *Business Laws*. Bharat Law House. Ltd, New Delhi.

*Unit(s) - I and II.*

Singh, Avtar (2008). *The Principles of Mercantile Law*. Eastern Book Company, Lucknow.

*Unit(s) - I*

UNCITRAL Model Law on International Commercial Arbitration 1985 with amendments as adopted in 2006.

### **Additional Readings**

Bare Act on Competition Law, Consumer Protection Law.

**Note: Latest edition of the readings may be used**

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### **Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>       | <b>Assessment Tasks</b>                       |
|-----------------|---|---|---|
| I.              | Ability to understand premise for creation of valid contracts and conduct of business therefrom. .  | Lecture/Video/ Case/ Presentation/Role Play | Class participation, Presentation, Viva/ test |
| II.             | Ability to develop a comprehensive perspective relating to Limited Liability Partnership (most widely used form of organisation internationally) for start-ups and entrepreneurial ventures, independently. | Lecture/Video/ Case/ Presentation/Role Play | Class participation, Presentation, Viva/ test |
| III.            | Ability to enable to comprehend and utilise laws relating to working of Companies, legal position of promoters, regular functioning, NCLT etc.  | Lecture/Video/ Case/ Presentation/Role Play | Class participation, Presentation, Viva/ test |
| IV.             | Ability to equip the students about the legitimate rights and obligations under The Right to Information Act.   | Lecture/Video/ Case/ Presentation/Role Play | Class participation, Presentation, Viva/ test |
| V.              | Ability to comprehend about laws relating to United Nations and international commercial arbitrations.  | Lecture/Video/ Case/ Presentation/Role Play | Class participation, Presentation, Viva/ test |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester II**  
**Course MBIBCC202: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND DOCUMENTATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to give practical exposure to trade practices, procedures and documentation of international trade (Industry Perspective) to the students.

**Course outcomes:** On completion of this course, the student should be able to:

**CO1:** Assess the legal framework governing international trade

**CO2:** Evaluate the incorporation of various clauses in drafting of a contract

**CO3:** Apply the concepts learned in terms of delivery and international trade pricing to actual transactions

**CO4:** Appreciate the role and importance of export-import documentation framework

**CO5:** Know the features and regulations of export financing

**CO6:** Understand the importance and principles of risk management and credit risk management

**CO7:** Analyze the nuances of import and export clearance procedures

**CO8:** Describe the export incentives and promotional schemes

**Contents:**

**Unit I- Legal framework and Policy Overview:** Facilities and restrictions and getting started in export viz IEC, GST, RCMC and Custom registration etc.; Giving practical exposure for identifying the items with regard to importability and exportability of products, ITC (HS Code).

**Unit II- Order processing and Drafting contract:** Trade contract; Concept of contract and formation of contract.

**Unit III- Terms of delivery:** INCOTERMS purpose and objective & salient features of each term.

**Methods of payment:** Features of payment terms, applicability & explanation viz. Advance payment, open account, documentary collections, documentary letters of credit.

**Unit IV- Export-Import documentation framework:** Role and importance of documents; Category of documents; Commercial & regulatory documents; Documents for claiming export incentives; Documents required by foreign buyers& customs etc; Features of various documents.

**Unit V- Export Financing:** Pre and post shipment Financing. Features, conditions & regulations regarding end use of funds.

**Unit VI- Risk Management:** Cargo and credit risk: Concept & principles of insurance; types of Cargo losses, claims-procedure and documentation.

**Credit risk management :** Importance, role of credit risk insurance companies; Various scheme for the exporter/bankers; Procedure for coverage/claims.

**Unit VII- Import and Export clearance procedures:** Types of duties, legal Framework, EDI clearance, understanding the role of shipping bill/Bill of export and custom procedure: Import Management – Types of bills of entry, EDI procedure for import clearance, duties & applications

**Unit VIII- Export Incentive and Promotional Schemes-** Duty drawback, EPCG, duty exemption and remission schemes, star exporter's scheme, MEIS/SEIS etc.

**Note:** Above should be discussed with practical case studies.

**Readings (Unit Wise)**

- Hinkelman, E. G. (2009). *International trade documentation*. World trade press.  
*Unit(s) – IV, V and VII*
- Khurana, P. K. (2003). *Export Management*. Galgotia Publishing Co.  
*Unit(s) - I, II, III, IV, V, VI, VII and VIII*
- Reddy, P. V., & Mamatha, P. (2015). *Export Made Easy*. Commercial law Publishers (India) Pvt. Ltd.  
*Unit(s) - I, II, III, IV,V, VI and VII*

**Additional Readings**

- Custom Manual and circulars (2018).  
[FTP 2015-20](#), DGFT Publication and Circulars.
- Hinkelman, E. G. (2009). *International trade documentation*. World trade press.
- Jack, R. (2009). *Documentary Credit* - Butterworths Publication.
- Master Directions (RBI Publications) (2017).
- McGraw, M. *Letters of credit*.
- Ram, P. (2017). *Export: What, Where and How?* Anupam Publications, New Delhi.
- Reddy, P.V. (2015). *Manual on Export Documentation*. Commercial Law Publishers(India) Pvt. Ltd.
- Reddy, P.V. (2018). *Manual on Import Documentation*. Commercial Law Publishers(India) Pvt.Ltd.
- Schmitthoff (2012). *Export Trade- The Law and Practice of International trade*. Sweet & Maxwell Publication.

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity                    | Assessment Tasks   |
|----------|---|---|--|
| I.       | Know how to get started with exporting by assessing the legal framework governing international trade         | Theory supported with international case examples | Class participation, Assignment- Individual/Group, End Semester Exam   |
| II.      | Demonstrate the order processing and drafting of a contract   | Class discussion and cases analysis               | Class participation, Assignment- Individual/Group, End Semester Exam   |
| III.     | Analyze the methods of payment, features of payment terms, applicability & explanation to actual transactions | Class discussion and presentation                 | Case Study Discussion, Assignment- Individual/Group, End Semester Exam |
| IV.      | Evaluate the role and importance of documents, category of documents  | Project and class presentation                    | Class participation, Assignment- Individual/Group, End Semester Exam   |
| V.       | Analyze the features and regulations of export financing  | Case based class discussion                       | Case Study Discussion, Assignment- Individual/Group, End Semester Exam |

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|       |   |   |   |
|-------|---|---|---|
| VI.   | Know the importance, role of credit risk insurance companies, various schemes for the Exporter/bankers, procedure for coverage/claims.    | Project and class presentation                    | Class participation, Assignment-Individual/Group, End Semester Exam   |
| VII.  | Describe the types of duties, legal framework, EDI clearance, understanding the role of shipping bill/Bill of export and custom procedure | Case based class discussion                       | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| VIII. | Demonstrate the duty exemption and remission schemes  | Theory supported with international case examples | Class participation, Assignment-Individual/Group, End Semester Exam   |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester II**  
**Course MBIBCC203: INTERNATIONAL MARKETING RESEARCH**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the nature and scope of international marketing research and information system framework.

**CO2:** Comprehend the process and design of marketing research and reliability and validity of experimentation.

**CO3:** Know the data collection methods & Panel data, questionnaire design and scale construction and measurement.

**CO4:** Study the survey design, Sampling design and sampling and sampling errors.

**CO5:** Understand data analysis techniques, issues in multi-country data analysis and ethical issues in international marketing Research.

**Contents:**

**Unit I- Introduction:** Nature and scope of international marketing research; Marketing research in international environment- Importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS); Terminology of research international marketing research process.

**Unit II- Problem Specification:** Management problem specification, formulating research problem, developing research proposal- research objectives, research hypotheses; Determining research design- Explorative research – Major techniques and their evaluation; Descriptive researches – case study, Survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection- Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment; Panel data.

**Unit IV- Survey Design:** Census and survey methods; Designing sample survey – Defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data; Data collection: Organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

**Unit V- Data analysis and interpretation:** Data editing and coding, Data cleaning for survey and panel data, univariate analysis; Bivariate analysis; Multivariate data analysis: Interdependence and dependence analyses and their basic assumptions; Time series analysis; Major multivariate data analysis techniques: Basic concepts and applications of multivariate analysis, Issues in multi-country data analysis - Data comparability and validity problems; cross cultural consumer research; Report writing.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit Wise)**

- Aaker, D. A., Kumar, V., & George, S. D. (2012). *Marketing research*. Wiley India.  
*Unit(s) - II, III, IV and V*
- Andy, Field (2009). *Discovering Statistics Using SPSS*. Sage Publication.  
*Unit(s) - II, III, IV and V*
- Craig, C. S. & Douglas, S. P. (2009). *International Marketing Research*. John Wiley, New York.  
*Unit(s) – I and II*
- David, Silverman (2010). *Qualitative Research-issues of theory, method and practice*. Sage publication.  
*Unit(s) –II and III*
- Hair, J. F., Black, W. C. et al. (2009). *Multivariate data analysis*. Pearson Education, New Delhi.  
*Unit(s) - V*
- Kumar, V. (2015). *International Marketing Research*. PHI Learning Private Ltd. New Delhi.  
*Unit(s) - I, II, III, IV and V*
- Malhotra, N. K. & Dash, S. (2009). *Marketing research: An applied orientation*. Pearson Education, India.  
*Unit(s) - II, III, IV and V*
- Schmidt, M.J., Hollensen, S. (2006). *Marketing research: An international approach*. Prentice Hall.  
*Unit(s) - II, III, IV and V*
- Zikmund, W. & Babin, B. (2012). *Essential of marketing research*. South-Western, Cengage Learning.  
*Unit(s) - II, III, IV and V*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>       | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | Explain the concept and terminology of international marketing research and international marketing information system. | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| II.             | Identify research problem and distinguish research design applicable for specific research question.                    | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| III.            | Describe the data collection methods and construct measurement scale and questionnaire.                                 | Lecture sessions and case study discussions | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| IV.             | Design survey and sampling methods for cross section & longitudinal studies and organise fieldwork                      | Lecture sessions and case study discussions | Class participation, Assignment-Individual/Group, End Semester Exam   |
| V.              | Demonstrate decision making to solve complex business problem using hypothesis testing and write a good research report | Lecture sessions, presentations by students | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)  
MBA (IB)  
SEMESTER II  
Course MBIBCC204: INTERNATIONAL MARKETING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course aims at making the student understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

**Course Outcomes:** The successful completion of the course shall enable the student to:

**CO1:** Know the basics of international marketing, its challenges and scope.

**CO2:** Develop an understanding of international marketing environment, its components and their impact on international marketing operations of a firm.

**CO3:** Learn the process of international market segmentation, selection and positioning, and choosing an appropriate mode of entry into international markets.

**CO4:** Know the decisions involved in developing product.

**CO5:** Understand the methodology of Product pricing for various markets across different environments.

**CO6:** Understand the distribution channel strategy and inventory management.

**CO7:** Understand the promotion and distribution strategies for operating in the chosen foreign market(s).

**CO8:** Become familiar with emerging issues and developments in international marketing.

**Contents:**

**Unit I- Introduction:** Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process – an overview.

**Unit II- International Marketing Environment:** Influence of physical, economic, socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

**Unit III- International Market:** Segmentation and Positioning: Screening and selection of markets; International market entry strategies- Exporting licensing contract manufacturing, Joint venture, setting -up of wholly owned subsidiaries abroad.

**Unit IV- International Product Planning :** Major Product decisions- Product features and quality, product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line and Country-of-Origin (COO) effects; International trade product life cycle; New product development.

**Unit V- Pricing for International Markets:** Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

**Unit VI- International Distribution Decisions:** Distribution channel strategy –Domestic and foreign country bases distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics inventory management transportation, warehousing and insurance.

**Unit VII- International Promotion Strategies :** Communications across countries- Complexities and issues; International promotion tools and planning– Advertising, personal selling, publicity and

sales promotion; Developing International promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, Sales literature, Trade fairs and exhibitions.

**Unit VIII- International Marketing Planning, Organizing and Control:** Emerging trends in international marketing; International marketing through internet; Ecological concerns and international marketing ethics.

**Readings (Unit Wise)**

Cateora, Phillip, R., Grahm, John L. & Prashant, Salwan (2014). *International Marketing*, Tata McGraw Hill.

*Unit(s) – IV and V*

Keegan, Warran J. & Mark, C. Green (2016). *Global Marketing*. Pearson.

*Unit(s) - I, II, III*

Kotabe, Masaaki & Kristiaan, Helsen (2010). *Global Marketing Management*. John Wiley and Sons.

*Unit(s) - II, V, VI and VIII*

Onkvist, Sak & John, J. Shaw (1996). *International Marketing; Analysis and Strategy*. Psychology Press.

*Unit(s) - II, II, VI and VII*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity                 | Assessment Tasks  |
|----------|---|--|---|
| I.       | Understand the nature and scope of International marketing as a field of study and identify the trends in marketing across the world  | Theory supported with companies' case examples | Class participation, Assignment-Individual/Group, End Semester Exam   |
| II.      | Understand the International Marketing Environment pertaining to the physical, economic socio - cultural, political and legal environments on international marketing operations  | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam   |
| III.     | Analyse and deliberate on the Screening and selection of international markets and various market entry strategies  | Class discussion and presentation              | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| IV.      | Learn Product Planning along with major Product decisions .Understand the need of Product standardization over adaptation and vice versa. Know the importance of Country-of-Origin effects along with the significance of International trade product life cycle and need for new product development | Project and class presentation                 | Class participation, Assignment-Individual/Group, End Semester Exam   |
| V.       | Know various models of Pricing for International Markets and the Factors affecting international price. Acquaint with the concepts of delivery terms and currency for export price quotations   | Case based class discussion                    | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |
| VI.      | Know various International distribution decisions and the Selection and management of overseas middlemen.   | Case based class discussion                    | Case Study Discussion, Assignment-                                    |

|       |  |                             |  |
|-------|--|-----------------------------|--|
|       |  |                             | Individual/Group,<br>End Semester Exam                                       |
| VII.  | Learn the history and trends of International Promotion along with the Communications across countries-complexities and issues | Case based class discussion | Case Study Discussion,<br>Assignment- Individual/Group,<br>End Semester Exam |
| VIII. | Understand International Marketing Planning, Organising and Control  | Case based class discussion | Case Study Discussion,<br>Assignment- Individual/Group,<br>End Semester Exam |

**Master of Business Administration (International Business)  
MBA (IB)  
Semester II  
Course MBIBCC205: CORPORATE FINANCE**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To make students understand various issues involved in corporate finance of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company.

**Course Outcomes:** After successful completion of this course shall enable the student to:

**CO1:** Understand the foundations of corporate finance, risk return framework and role of a finance manager.

**CO2:** Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

**CO3:** Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

**CO4:** Critically examine various theories and policies of dividend and determine optimal payout policy.

**CO5:** Understand the intricacies of working capital management and effectively manage cash, receivables and inventories.

**CO6:** Understand various forms of corporate restructuring and analyze various types of mergers and acquisitions.

**Contents:**

**Unit I- Introduction:** Nature, scope and objectives of financial management; Measurement of shareholders' wealth; Discounted cash flows (DCF); Finance as a strategic function; Role of a finance manager; Concepts of risk, return and time value of money; Financial decision making and types of financial decisions; Risk-return trade off in financial decisions; Agency problem and agency costs.

**Unit II- Capital Budgeting Decision:** Nature, significance and types of capital budgeting decisions; Capital budgeting process; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present Value (NPV), Equivalent Annual NPV, and Internal Rate of Return (IRR), Incremental IRR, Modified IRR and Profitability index; Fisher's rate of intersection; Capital budgeting decision under inflation, Capital rationing and Multi period budget constraints; Capital budgeting decision under risk and uncertainty; Techniques for incorporating risk and uncertainty in Capital budgeting decisions- Risk Adjusted Discount rate method, (RADR), Certainty equivalent method, DCF Break even analysis, simulation method, probability distribution method, decision tree analysis, backward induction method, sensitivity analysis and scenario analysis.

**Unit III- Cost of capital and Capital structure Decision:** Specific costs of capital, weighted average cost of capital, weighted marginal cost of capital; Theories of capital structure- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory; Signaling theory and effect of information asymmetry on capital structure; Financial leverage and evaluation of financial plans (EBIT-EPS analysis); The concept of present

value of interest tax shield; Determination of beta of levered firm and optimal capital structure; Factors affecting choice of Capital structure in practice.

**Unit IV- Dividend Decision:** Issues in dividend decision; Dividend rate and dividend yield; Theories of relevance and irrelevance of dividend in firm valuation -Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory; Relevance of dividend under market imperfections; Traditional and Radical position on dividend; Types of dividend policies in practice-Pure residual policy; constant rupee dividend policy; constant dividend payout policy and smooth stream dividend policy; Determinants of dividend policy in practice; Lintner's Model of corporate dividend behavior.

**Unit V-Working Capital Management:** Concept and types of working capital; Operating cycle and cash cycle; Estimation of working capital requirement; Approaches of working capital financing; Determinants of working capital; Components of working capital management; Cash management-Baumol's Model and Miller-Orr Model of managing cash; Receivables management- dimensions of credit policy, Credit analysis and evaluation of credit policies; Inventory management.

**Unit VI-Corporate Restructuring and Contemporary Issues in Financial Management:** Corporate restructuring and its various forms; Mergers and acquisitions- types, motives, benefits, valuation and financing; Leveraged buyouts; management buyouts; Demerger, split up, spin offs; Divestiture; Bases for calculation of share exchange ratio; Determination of minimum and maximum exchange ratio; Contemporary issues in corporate finance.

**Note: Some case studies related to above topics are required to be discussed.**

**Readings (Unit Wise)**

Brealey, R. A. & Myers, S. C. (2017). *Principles of Corporate Finance*. McGraw Hill.  
*Unit (s)- I and III*

Chandra, P. (2017). *Financial Management-Theory and Practice*. Tata McGraw Hill.  
*Unit (s)- II, III, V and VI*

Damodaran, A. (2007). *Corporate Finance: Theory and Practice*. John Wiley & Sons.  
*Unit (s)- I*

Ehrhardt, M. C. & Brigham E. F. (2003). *Corporate Finance*. Cengage Learning.  
*Unit (s)-III*

Khan, M.Y & Jain, P.K. (2017). *Financial Management: Text, Problems and Cases*. Tata McGraw Hill.  
*Unit(s)- IV*

Pandey, I. M. (2016). *Financial Management*. Vikas Publishing.  
*Unit(s)- II and IV*

Ross, S.A. & Westerfield R. W. (2017). *Corporate Finance*. McGraw Hill.  
*Unit (s)- II, IV, V and VI*

Van, Horne & Dhamija (2011). *Financial Management and Policy*. Pearson.  
*Unit (s)- I, II, V and VI*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching and Learning Activities</b>   | <b>Assessment Tasks</b>  |
|-----------------|--|---|--|
| I.              | Explain the foundations of corporate finance and critically examine agency problem and role of a finance manager.  | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/Case studies/ Projects, End semester examination.  |
| II.             | Estimate cash flows and evaluate capital projects under different situations using appropriate capital budgeting techniques.                             | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, examination.              |
| III.            | Explain various theories and determinants of capital structure, analyse financial plans and determine optimal capital structure.                         | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination. |
| IV.             | Explain various issues in dividend decision, critically examine various theories and policies of dividend and determine optimal pay-out policy.          | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination. |
| V.              | Explain various components of working capital management, estimate working capital requirement and effectively manage cash, receivables and inventories. | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination. |
| VI.             | Critically examine various forms of corporate restructuring, analyse various types of mergers and acquisitions and estimate exchange ratio.              | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination. |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester II**  
**Course MBIBCC206: INTERNATIONAL FINANCIAL SYSTEM**

**Marks: 100**

**Duration: 60Hrs.**

**Objective:** To equip students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

**Course Outcomes:** After doing this course, students should be able to:

**CO1:** Understand the relevance and implications of global imbalances.

**CO2:** Understand the factors affecting exchange rates and the inter linkages among them.

**CO3:** Critically analyze the evolution of the international monetary system both in terms of historical construct and its implications for the contemporary system.

**CO4:** Understand the evolution and spread of international financial markets and the implications of globalized finance.

**CO5:** Understand international banking and its consequences for the international financial system.

**CO6:** Understand the causes and consequences of financial crises in both developing and developed countries, the similarities and differences between the crises and implications of different ways of handling the crisis.

**Contents:**

**Unit I– Introduction:** Growing importance of international finance; Costs of international investment, Crisis & contagion; Balance of Payments- Current account, Capital account, Official reserve account; the J curve, foreign exchange reserves-costs and benefits; BOP trends in major countries, persistent current account deficits & surpluses among nations (Global Imbalances) & their repercussions; Shifting global dominance of the U.S.A.; Growing importance of a unified Europe and emerging Asia; Role of New Development Bank/ BRICS bank as an alternative to IMF.

**Unit II- Exchange Rate Determination & Forecasting:** Measuring exchange rate movements & volatility; Factors influencing exchange rates; Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention; Interest Rate Parity, covered and uncovered interest arbitrage; Purchasing Power Parity-absolute & relative; Fisher effect & International Fisher effect; Forecasting exchange rates- Technical approach; Fundamental approach & Efficient Market approach.

**Unit III- International Monetary System:** Evolution of the international monetary system, bimetallism, Gresham’s Law, Classical gold standard, its strengths and weaknesses, Inter war period, Bretton woods system, Triffin’s Paradox, Special drawing rights, Flexible exchange rate regime, present arrangements including dollarization; The European Monetary Union & its costs & benefits; Fixed versus floating exchange rate systems.

**Unit IV- International Financial Markets:** Foreign exchange markets, International money markets, International credit markets, International bond markets & international stock markets; Regulatory asymmetry & its implication; Recycling of petrodollars.

**Unit V- International Banking:** Offshore banking & offshore currency trading; Factors contributing to the growth of International banking & Eurocurrency trading, regulatory asymmetry, shadow banks; Bank failure & safety nets, the problem of moral hazard & systemically important financial institutions; Problems in regulating international banking, regulatory arbitrage; BIS & Basel Committee-issues & challenges.

**Unit VI- Financial Crisis:** Financial flows to developing countries, the problem of original sin, crisis in the Latin American countries, growth & crisis in Asia, contagion; Capital mobility-the trilemma of the exchange rate regime or the impossible trinity; Lessons from the crisis; Role of International financial institutions like IMF & World Bank; Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies; Euro zone crisis and other contemporary issues.

**Readings (Unit Wise)**

Eun, C. & Resnick, B. (2017). *International Financial Management*. McGraw Hill/Irwin Series in Finance Insurance and Real Estate.

*Unit(s) - I, II, III and IV*

Krugman, P., Obstfeld, M., Melitz, M. (2017). *International Economics-Theory and Policy*. Pearson.

*Unit(s) - I, IV, V and VI*

Madura, J. (2017). *International Financial Management*. Cengage.

*Unit(s) - II and V*

Mishkin, F.S. (2015). *The Economics of Money Banking and Financial Markets*. Pearson.

*Unit(s) - VI*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes   | Teaching and Learning Activity  | Assessment Tasks  |
|----------|--|---|---|
| I.       | Understand the financial interactions between nations and their implications on the world at large.  | Pre reading, class discussion and internet resources  | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.      | Understand determination of exchange rates and government's influence on the same.   | Pre reading, Class discussion with strong theoretical underpinning, examples from real life through newspapers and internet resources | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.     | Critically evaluate the factors which have contributed to the evolution of the international monetary system in its current form and their relevance for the future.     | Pre reading, Class discussion, examples from real life through newspapers and internet resources.                                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| IV.      | Understand the reasons behind the phenomenal growth of international financial markets, and global finance and the implications of the same.                             | Pre reading, Class discussion, examples from real life through newspapers and internet resources.                                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| V.       | Understand the growth of international banking, the regulatory challenges it poses & implications for the host country, home country and international financial system. | Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies.                       | Class participation, Assignment-Individual/Group, End Semester Exam |
| VI.      | Analyse the reasons for occurrence and implications of different ways of handling the major financial crises in different countries across the world.                    | Pre reading, Class discussion, Case studies.  | Class participation, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester- II**  
**Course MBIBCC207: MANAGEMENT SCIENCE**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims to develop the knowledge of quantitative tools for decision making and to prepare for application of their tools in application of these tools in different organizational settings.

**Course Outcomes:** After successful completion of this course, the student shall be able to:

**CO1:** Understand different decision making situations in business and the role of different quantitative approaches in solving them.

**CO2:** Learn the quantitative approaches to problem solving in different business situations constrained by availability of resources and alternatives.

**CO3:** Ensure prudent and cost effective decision making transportation, assignment and transshipment problems.

**CO4:** Learn various models of EOQ and using simulated situations to solve the problems related to inventory and queuing management.

**CO5:** Work on project scheduling and controlling problems using PERT and CPM technique.

**CO6:** Use Markov Chains decision process and Theory of Games to the decision situations requiring prediction about outcomes.

**Contents:**

**Unit I– Fundamental of decision making:** Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

**Unit II- Linear Programming:** Basic concepts; Mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution, integer linear programming - solution.

**Unit III– Transportation, Assignment and Trans-shipment:** Formulation; Solving transportation and assignment problems; Dealing with special cases of transportation and assignment problems.

**Unit IV- Simulation and Queuing Management:** Concepts of heuristics; Simulation: Monte Carlo Simulation, Application of simulation in business scenario. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behaviour analysis. Stochastic analysis and Utility function.

**Unit V– Project Scheduling:** Concepts of PERT & CPM techniques and their applications; Network analysis- Scheduling activities, determining critical path, calculation of floats; Time-cost trade-off, resource allocation & resource levelling. Use of Software for Project Management.

**Unit VI- Markov Chains and Theory of Games:** Markov Chains- decision processes; Market share analysis; Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance, Graphical methods. Algebraic methods and LPP for solving games. Orientation to Optimization package for Games and Markov analysis.

**Note:** List of cases to be discussed shall be announced at the beginning of the semester.

**Readings (Unit Wise)**

Hendriks, T.H.B. (2007). *Decision Science: Theory and Applications*. Wageningen Academic Publishers.

*Unit(s) - I and IV*

Hillier, F.S., Lieberman, G.J., Nag, B. Basu, P. (2017). *Introduction to Operations Research*. McGraw Hill Education.

*Unit(s)- I, II, III, IV, V and VI*

Powell, S.G, & Baker, K.R. (2017). *Management Science - The Art of Modeling with Spreadsheets*. Wiley.

*Unit(s) - I, II and IV*

Taha,H.A.(2014.) *Operations Research : An Introduction*. Pearson Publication.

*Unit(s) - I, II, III, IV, V and VI*

**Additional Readings**

Winston, W.L. (1994). *Operations Research: Applications and Algorithms*. Duxbury Press.

*Unit(s)- I, II, III, IV, V and VI*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity   | Assessment Tasks   |
|----------|---|--|--|
| I.       | Acquainting students with different decision making situations in business and the role of different quantitative approaches in solving them. | Lecture sessions; Class discussion<br>Hands on Software  | Class participation<br>Assignment- Individual/Group<br>Class test<br>End Semester Exam |
| II.      | Conducting a formal quantitative approach to problem solving and decision making using structured approaches.                                 | Lecture sessions, class discussion.<br>Hands on Software   | Class participation<br>Assignment- Individual/Group<br>Class test<br>End Semester Exam |
| III.     | Ensuring prudent and cost effective decision making in analysing Transportation, Assignment and Trans-shipment problems.                      | Lecture sessions; Class discussion; Case studies;<br>Hands on Software<br>Presentation by students | Class participation<br>Assignment- Individual/Group<br>Class test<br>End Semester Exam |
| IV.      | Developing understanding of Simulation and .Queuing model and Utility functions   | Lecture sessions; Case studies; Presentation by students<br>Hands on Software                      | Class participation<br>Assignment- Individual/Group<br>End Semester Exam               |
| V.       | Presenting students with Project Scheduling and controlling using concepts of PERT & CPM techniques and their applications.                   | Lectures sessions; Case studies; Presentation by students.<br>Hands on Software                    | Class participation<br>Assignment- Individual/Group<br>End Semester Exam               |
| VI.      | Familiarize students with managerial decision making using Markov Chains decision process and Theory of Games.                                | Lecture sessions; Class discussion<br>Hands on Software  | Class participation<br>Assignment- Individual/Group<br>End Semester Exam               |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester III**

**Course MBIBCC301: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

**CO2:** Appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability.

**CO3:** Serve as an effective board member, build professional boards and as senior managers contribute in strengthening board performance.

**CO4:** Know about rights and responsibilities of shareholders.

**CO5:** Build and monitor systems that have strong internal controls to prevent corporate frauds.

**CO6:** Appropriately address ethical issues such as conflicts of interest and insider trading.

**CO7:** Conduct board and company meetings and prepare corporate reports.

**Contents:**

**Unit I- Concepts and Framework:** Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders; Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control; Theories and development of corporate governance; Models: Types and basis of adoption; Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

**Unit II- Boards and Directors:** Role of board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director; Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors' training and competence, board diversity, board evaluation; Boards oversight of CEO.

**Unit III- Stakeholders and Shareholder:** Shareholders rights and responsibilities; Differential voting rights; Voting mechanism; Class action suit; Rights of minority shareholders; Activism – Exit or voice, shareholder proposals, institutional activism, stewardship code, foreign institutional investors, proxy advisory firms; Corporate social responsibility- Meaning and models; CSR and strategy, CSR in India.

**Unit IV- Audit Committee and Risk Management:** Internal control; IT governance; Reliability of financial statements; Audit and auditors: Selection, rotation and role; Audit committee: Composition and role; Risk management; Related party transactions.

**Unit V- Ethics:** Meaning and importance; Ethical theories and business decisions; Business ethics; Code of ethics, Ethical dilemma in decisions; Whistle blowing: meaning, types, regulations; Whistle blower policy; Insider trading: Meaning, prohibition, trading plan, crony capitalism and corporate funding.

**Unit VI - Corporate Governance in Special Companies:** Family controlled firms: Stages, convergence of ownership and control, Family governance, Family splits and succession planning, role of independent directors; Multinational enterprises: The global, local and transnational approach, OECD guidelines; SMEs: Benefits and evaluation.

**UNIT VII- Sustainability and Responsible Investment:** Sustainable development goals, role of company in Sustainable development, Sustainable reporting, disasters and liability, integrated reporting, sustainability index, sustainability impact matrix, ESG methodology, carbon estimate models.

**Readings (Unit Wise)**

Companies Act, (2013), Parliament of India.

*Unit(s) -, II, III, I and V*

Robert, A. G. Monks & Nell, Minow (2011). *Corporate Governance*. John, Wiley & Sons.

*Unit(s) -II and III*

Satheesh, Kumar T.N. (2010). *Oxford Governance*.

*Unit(s) - VI*

SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations.

*Unit(s) -, II, III, and IV*

Sharma, J.P. (2016). *Corporate Governance, Business Ethics and CSR*.

*Unit(s) - I, II, III, IV, V and VII*

Tricker, B. (2012). *Corporate Governance*. Oxford.

*Unit(s) - I and II*

**Additional Readings**

Financial Aspects of Corporate Governance Report, 1992, UK.

OECD Principles of CG 2015, retrieved from <http://www.oecd.org/daf/ca/Corporate-Governance-Principles-ENG>.

Sarbanes-Oxley Act of 2002, USA.

SEBI, Prohibition of Insider Trading Regulations, 2015.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes  | Teaching and Learning Activity | Assessment Tasks                        |
|----------|---|--------------------------------|---|
| I.       | Ability to produce a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries. | Lectures,<br>Cases             | Student Presentations<br>/ Written Exam |
| II.      | Competency to raise the accountability of corporations towards its stakeholders and society to create an integrated value framework for sustainability  | Lectures,<br>Cases             | Student Presentations<br>/ Written Exam |

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|      |   |                                 |   |
|------|---|---------------------------------|---|
| III. | Proficiency to serve as an effective board member, build professional boards and as senior managers contribute to strengthening board performance | Lectures,<br>Cases,<br>Exercise | Student Presentations<br>/ Written Exam / CG<br>Report Assignment |
| IV.  | Ability to exercise rights and responsibilities when shareholders   | Lectures,<br>Cases              | Student Presentations<br>/ Written Exam                           |
| V.   | Ability to build and monitor systems that have strong internal controls to prevent corporate frauds.  | Lectures,<br>Cases              | Student Presentations<br>/ Written Exam                           |
| VI.  | Ability to appropriately address ethical issues such as conflicts of interest and insider trading   | Lectures,<br>Cases              | Student Presentations<br>/ Written Exam                           |
| VII. | Competency to conduct board meetings effectively, with all requisite compliances and prepare corporate reports thereof.                           | Lectures,<br>Cases              | Student Presentations<br>/ Written Exam                           |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course MBIBCC302: E-BUSINESS AND DIGITAL MARKETING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means. The course also aims to develop understanding about digitalisation of marketing environment and its dimensions.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Know the concept of E-business and its various aspects.

**CO2:** Know about electronic payment system and associated security issues.

**CO3:** Learn about digital marketing strategy and tools.

**CO4:** Analyse digital marketing activities and measure its effectiveness.

**CO5:** Understand role of digital marketing in E-business.

**Contents:**

**Unit I- Introduction to E-Business:** Overview of E-Business; Origin and need of E-Business; Factors affecting E-Business, Major requirements in E-Business; Emerging trends and technologies in E-Business, E-Business models, E-Market and its types, E-Government services, Management challenges and opportunities, Impact of E-Commerce on Business.

**Unit II- Payment Gateways Management:** Electronic payment system, electronic cash, smart cards, risk and electronic payment system, Unified Payment Interface, Mobile wallets; Application and management, Role of National Payments Corporation of India.

**Unit III- Introduction to Digital Marketing:** Digital marketing plan and strategy, competitive strategy in the digital era, digital marketing mix, digital marketing channels, digital advertising, E-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing

**Unit IV- Marketing Analytics:** Digital marketing media, Budget allocation, ROI for digital marketing, Analytics and Key Performance Indicators(KPI), attribution models and frameworks, digital marketing in Governance, emerging technologies for digital marketing, leading and managing digital marketing teams.

**Unit V- Digital Marketing in E-Business:** Role of digital marketing in E-Business, latest developments and strategies in digital marketing, business model for aggregators, E-Business for start-ups.

**Readings (Unit Wise)**

Chaffey, D. (2011). *E-Business and E-Commerce Management: Strategy, Implementation and Practice*. Pearson Education India.

*Unit(s): I, II and V*

Ian, Dodson I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley.

*Unit(s): III, IV*

Kotler, P. Kartajaya, H & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley.

*Unit(s): III, IV*

Marilyn, Greenstein, M. & Feinman, T. (2000). *Electronic Commerce: Security Risk Management and Control*. McGraw-Hill Inc.

*Unit(s): II*

Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.  
*Unit(s): IV*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>  |
|-----------------|---|---------------------------------------|--|
| I.              | Understanding E- Business and its models.   | Lectures, cases                       | Class test, End term Exam, Class Participation                               |
| II.             | Explain different payment gateways and associated security risks.                         | Lectures, cases and live project      | Class test, End term Exam, Project viva voce, participation in discussion    |
| III.            | Demonstrate the importance of Digital Marketing in the Digital era.                       | Lectures, cases and live project      | Class test, End term Exam Project viva voce, participation in discussion     |
| IV.             | Identification of different techniques to measure the effectiveness of Digital Marketing. | Lectures, cases and live project      | Class test, End term Exam, Project viva voce and participation in discussion |
| V.              | Apply the Digital marketing strategies in E Business.                                     | Lectures, cases and live project      | Class test, End term Exam, Project viva voce, participation in discussion    |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course MBIBCC303: SERVICE MARKETING AND CUSTOMER RELATIONSHIP**  
**MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** This course aims at enabling the students to learn marketing concepts that help in evolving strategies that meet the unique challenges and opportunities of the services sector. The course also aims at familiarizing the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

**Course Outcomes:** On successful completion of this course, the student should be able to:

**CO1:** Develop the understanding of concept of services and how services contribute to a country's economy.

**CO2:** Know how customers evaluate services and what determines their satisfaction and how to segment and target markets for services and evolve the positioning strategies.

**CO3:** Understand application of service quality gap model as a useful framework for service quality in an organization and to understand and apply various service marketing decisions in regard to a service organization.

**CO4:** Understand concept of relationship, its attributes and the process of development of relationship and to understand various perspectives to Customer Relationship management.

**CO5:** Know the CRM implementation, its tools and processes.

**CO6:** Know the management of customer life-cycle, importance of trust, value and commitment in building relationship.

**Contents:**

**Section A: Service Marketing**

**Unit I- Services Marketing:** Trends and developments in service sector; Meaning and nature of services; Distinctive characteristics of services; Classification of services and its marketing implications; Concept of services marketing; Services marketing trilogy; Services marketing mix; Strategic issues in marketing of services.

**Unit II- Assessing Business Opportunity:** Analyzing services marketing environment; Segmenting and targeting the service market; Positioning the service.

Understanding service customers Buying influences and decision-making process; Customer expectations and perceptions; Service quality determinants of service quality; Gap model.

**Unit III- Services Marketing Decisions:** Developing services product-New service development, core and supplementary services, branding; Service pricing decisions- Pricing methods and strategies.; Service communication- communication mix and factors; Service distribution - through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence role of services cape; People employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process developing service blueprint, self-service technologies;

## **Section B: Customer Relationship Management**

**Unit IV– Customer Relationships:** Definition of CRM; Levels of customer relationship management; Understanding relationship; Nature of customer relationships; Theories of customer relationships; Firm and customer motivations for relationships; Relationship development process; Attributes and determinants of relational exchanges; Networking and its significance in marketing. Rise of relationship marketing.

**Unit V– Customer Relationship Management (CRM):** CRM implementation; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Customer loyalty management; Supplier relationships.

**Unit VI– Management of Customer Related Data Base:** Customer related data bases and its development and maintenance; Technology and CRM; Information management for building relationship; Sales force automation (SFA); E-CRM; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets.

### **Readings (Unit Wise)**

Barnes, J. G. (2001). *Secrets of Customer Relationship Management: It's All about how You Make Them Feel*. University of Virginia: McGraw-Hill.

*Unit(s) - IV and V*

Lovelock, C. H. (1991). *Services marketing*. Pennsylvania State University: Prentice Hall.

*Unit(s) - I, II, III and IV*

Payne, A. (1993). *The Essence of Services Marketing*. India: Prentice Hall.

*Unit(s) - I, II, III and IV*

Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2014). *Customer Relationship Management: Emerging Concept*. India: MCGraw Hill.

*Unit(s) –IV, V and VI*

Zeithmal, v. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Service Marketing: Integrating Customer Focus Across the Firm*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

*Unit(s) - I, II, III, IV and V*

### **Additional Readings**

Audio Library. (n.d.). Retrieved from Sheth Leadership Academy: <https://www.shethleadershipacademy.com/audio/>

Karunakar, B. (2012). *Legends in Marketing: V Kumar: Ten-Volume Set*. India: SAGE Publications India Pvt, Limited.

Mckenna, R. (1993). *Relationship Marketing: Successful Strategies for the Age of the Customers*. Addison-Wesley Publishing Company.

Shankar, R. (2002). *Services Marketing: The Indian Perspective*. New Delhi: Excel.

Sheth, J. N., & Parvatiyar, A. (2013). *Handbook of Relationship Marketing*. London, UK: Sage Publications Ltd.

Stone, M., & Woodrock, N. (1995). *Relationship Marketing*. London: Kogan Page.

**Note: Latest edition of the readings may be used.**

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>          | <b>Assessment Tasks</b>   |
|-----------------|---|--|---|
| I.              | Students are able to understand and explain the concept of services and how services contribute to a country's economy  | Theory supported with companies' case examples | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.             | Students are able to learn how customers evaluate services and what determines their satisfaction and they will understand segmentation targeting and positioning strategies in case of services market.  | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.            | Application of service quality gap model as a useful framework for service quality in an organization and to understand and apply various service marketing decisions in regard to a service organization | Class discussion and presentation              | Class participation, Assignment-Individual/Group, End Semester Exam |
| IV.             | Understand concept of relationship, its attributes and the process of development of relationship and Comprehend the perspectives to Customer Relationship management.                                    | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |
| V.              | CRM implementation, its tools and processes.  | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |
| VI.             | Management of customer life-cycle, importance of trust, value and commitment in building relationship   | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course MBIBCC304: INTERNATIONAL FINANCIAL MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims to acquaint students with complexities and issues pertaining to financial management of multinational firms. It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the basic concepts of multinational firms, environment of international financial management and foreign exchange market.

**CO2:** Understand cross border investment and international capital budgeting along with risks in financial decision making.

**CO3:** Analyse issues relating to various finance functions of MNCs.

**CO4:** Understand translation, transaction, and economic exposure to exchange rate changes.

**CO5:** Understand portfolio management techniques and its risk.

**Contents:**

**Unit I- Introduction:** Globalization and the multinational firm; Complexities and issues in financial decisions of a multinational firm; Foreign investment decision; Exchange rate movement and decision to invest; Foreign Direct Investment theories and strategies; Greenfield investment Vs. cross border M&As; Foreign exchange market-spot and forward market, Participants in foreign exchange market; Arbitrage, Hedging and speculation, covered interest arbitrage; Contemporary issues in International Financial Management.

**Unit II- International Capital Budgeting Decision:** Estimation of cash flows from cross border investment projects; Valuation techniques including Adjusted Present Value method; Risks in cross border investment decision- Currency risk, Political risk, Country risk, Inflation risk etc.; Techniques for incorporating risks in cross border investment decision.

**Unit III- Financing Decision, International working capital management:** Cash management, inventory management and receivables management; International capital structure and cost of capital; Determinants of capital structure of MNEs; Dividend policy of MNEs; Multinational transfer pricing and performance measurement.

**Unit IV- Currency Risk and Interest Rate Risk Management:** Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure; Management of currency risk using currency forwards, currency futures, currency options and currency swaps; Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

**Unit V-International Diversification and Portfolio Investment:** Risk factors in international investing; International diversification- risk and return aspects; International CAPM; Identification of optimal portfolio; International capital market.

**Readings (Unit Wise)**

Apte, P.G. (2011). *Multinational Financial Management*. Tata McGraw-Hill, New Delhi, 6<sup>th</sup> Edition.  
*Unit(s) – IV*

Bekaert, Greet & Hodrick, Robert J. (2014). *International Financial Management*. Prentice Hall, 2<sup>nd</sup> Edition.

*Unit(s) – I*

Eun, Cheol, S. & Resnick, Bruce, G. (2017). *International Financial Management*. Tata McGraw-Hill, 7<sup>th</sup> Edition.

*Unit(s) - I, II and IV*

Levi, D., Maurice (2009). *International Finance*. Routledge, 5<sup>th</sup> Edition.

*Unit(s) – III and V*

Madura, Jeff (2013). *International Financial Management*. Cengage Learning. 12<sup>th</sup> Edition.

*Unit(s) – I*

Shapiro, Alan, C. (2010). *Multinational Financial Management*. John Wiley, 10<sup>th</sup> Edition.

*Unit(s) – II, III, IV and V*

Sharan, V. (2012). *International Financial Management*. PHI Learning Pvt. Ltd., 6<sup>th</sup> Edition.

*Unit(s) – III and IV*

### **Additional Readings**

International Finance Management: Retrieved from: <http://www.chegg.com/homework-help/questions-and-answers/international-finance-management-case-study-1-latvia-become-second-european-union-country--q15655375>

Rathinasamy, R.S., Livingstone, L. & Sahu, C. (2011). Global Cost of Capital: The Case of Global Computer Systems. *Review of Business & Finance Case Studies*, 2(1), 1-17. Retrieved from: <ftp://ftp.repec.org/opt/ReDIF/RePEc/ibf/rbfstu/rbfs-v2n1-2011/RBFCS-V2N1-2011-1.pdf>

**Note: Latest edition of the readings may be used.**

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### **Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching and Learning Activity</b>          | <b>Assessment Tasks</b>  |
|-----------------|--|--|--|
| I.              | Explain the basic concepts related to the Multinational firms and environment of international financial management                                  | Class discussion and cases analysis            | Class participation, Assignment- Individual/Group, End Semester Exam   |
| II.             | Demonstrate the process of cross border investment and international capital budgeting plans along with effect of risks on financial decision making | Theory supported with companies" case examples | Class participation, Assignment- Individual/Group, End Semester Exam   |
| III.            | Analyse issues relating to various finance functions of MNCs and international transfer pricing  | Class discussion and presentation              | Case Study Discussion, Assignment- Individual/Group, End Semester Exam |
| IV.             | Explain translation, transaction, economic exposure to exchange rate changes and various kind of foreign exchange risks along with                   | Case based class discussion                    | Class participation, Assignment- Individual/Group, End                 |

|    |   |                                |   |
|----|---|--------------------------------|---|
|    | techniques of hedging these risk  |                                | Semester Exam   |
| V. | Evaluate portfolio management techniques and risk management in international investments with understanding of international capital asset pricing model | Project and class presentation | Case Study Discussion, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course MBIBCC305: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to acquaint the students with the concepts and tools of supply chain management as relevant for an international firm

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Develop understanding for basic framework of supply chain management.

**CO2:** With integrated SCM and various supply chain metrics.

**CO3:** Develop appreciation for behavioural aspects of Supply Chain Management.

**CO4:** Learn integration of Supply Chain and Information Management Systems.

**CO5:** Describe logistic system with reference for international trade.

**CO6:** Comprehend the role of transportation system in International Trade.

**Contents:**

**Unit I- Basic Framework:** Concept of supply chain management (SCM); SCM and logistics; Business view of SCM; Push and pull of SCM, importance of supply chain management; Structure of supply chain management; Planning and operations.

**Unit II- Integrated SCM:** Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modelling; Challenges to achieving and maintaining strategic fit.

**Unit III- Behavioural aspects of SCM:** Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Managing conflicts, leadership issues in SCM, role of on-line sales and supply chain; Designing strategic distribution network; Factors influencing distribution network.

**Unit IV- Supply Chain and Information Management Systems:** Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development; Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.

**Unit V- Logistic System:** Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics; Reverse logistics; Value added role of logistics; Logistics interface with manufacturer and marketing; Packing, Marking, Just in time concept; Third party logistic outsourcing– challenges and future directions, Warehousing Decision.

**Unit VI- Transportation:** Importance of effective transportation system; Service choices and their characteristics; Inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision; Structure of shipping: World sea borne trade; International shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containerisation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India’s exports and imports by air – Problems and prospects.

**Readings (Unit Wise)**

Benton, J.C. (2015). *Purchasing and Supply Management (2 editon)*. Mc Graw Hill Education (India) Pvt Limited.

*Unit(s)-I, II and V*

Chase, R.B., Shankar. & Jacobs, F.R. (2015). *Operations and Supply Chain Management (14 edition)*.  
*Unit(s)-I*

Drake, M. (2011). *Global Supply Chain Management (The Supply and Operations Management Collection)*.Business Expert Press.

*Unit(s)-I and II*

Hult, M. G., Closs, D., Frayer ,D. Global (2014). *Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage*. Mc Graw Hill Ltd.

*Unit(s)-I, II, III and V*

Long, D. (2013). *International Logistics: Global Supply Chain Management*. Kluwer Academic Publisher.

*Unit(s)-I, II, III, IV, V and VI*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>                                      | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>   |
|-----------------|--|---------------------------------------|---|
| I.              | Explaining the basic framework of supply chain management            | Lectures, cases                       | Class test, End-term Exam   |
| II.             | Understanding of Supply chain performance metrics                    | Lectures, cases and live project      | Class test , End-term Exam and Project viva voce, participation in discussion |
| III.            | Demonstration of behavioural issues in Supply Chain Management       | Lectures, cases and live project      | Class test ,End-term Exam and Project viva voce, participation in discussion  |
| IV.             | Application of Information System in Supply Chain Management         | Lectures, cases and live project      | Class test ,End-term Exam and Project viva voce, participation in discussion  |
| V.              | Understanding logistic system with reference for international trade | Lectures, cases and live project      | End-term Exam and Project viva voce, participation in discussion              |
| VI.             | Analysing the role of transportation system in International Trade   | Lectures, cases and live project      | End-term Exam and Project viva voce, participation in discussion              |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course MBIBCC306: FOREIGN LANGUAGE FOR BUSINESS-I**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of this paper is to equip the students with foreign language skills at least to that extent that is required for conducting international business

**Contents:**

- A: FRENCH FOR INTERNATIONAL BUSINESS – 1
- B: GERMAN FOR INTERNATIONAL BUSINESS – 1
- C: SPANISH FOR INTERNATIONAL BUSINESS – 1
- D: JAPANESE FOR INTERNATIONAL BUSINESS – 1
- E: ARABIC FOR INTERNATIONAL BUSINESS – 1
- F: RUSSIAN FOR INTERNATIONAL BUSINESS – 1
- G– J: Other foreign Languages for International Business – 1

Foreign Language Knowledge Relating To:

**Unit I- Social and Professional Relations:** Wishing, thanking and congratulating somebody and to take leave Talking about his work, his experiences and his professional plans

Introducing his colleagues and the people with whom he is collaborating

Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

**Unit II- Professional Environment:** Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner’s relationship with other colleagues.

Organizing the time table

Reading, writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.

Interviewing another person and handle a job interview.

**Unit III- Functions of the Company:** Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service.

Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients.

Placing orders.

**Unit IV- Administrative functions:** Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

**Unit V-Official tours:** Obtaining information on timings, tariffs

Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.

Organizing meetings and participate in meetings.

Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

**Unit VI- Telephonic conversation:** Receiving or send simple telephonic message

Identifying the person on phone and his/her request

Spelling, repeating, reformulating, concluding, taking leave.

**Unit VII-Writing Communication:** Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation.

Taking down notes.

Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

**Note:** The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign Instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-Programme Co-coordinator and the concerned foreign language teacher (s).

The internal weight age to be given to each topic will also be decided by the committee and communicated to the students. Moreover, the division of the course contents for each language to be taught in the core course and elective course shall be decided by the Committee too.

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course COMOE01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

**Marks: 100**

**Duration:60 Hrs.**

**Objective:** This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To be familiarised with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

**CO2:** To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.

**CO3:** To write effective business plans for establishing and managing any business venture.

**CO4:** To know how to raise the funding for the business from different sources for a startup venture.

**CO5:** To form a business entity in the light of the legal and regulatory framework in India.

**Contents:**

**Unit I- Introduction:** Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

**Unit II- Entrepreneurship Development and Leadership:** Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

**Unit III- New Venture Planning:** Methods to initiate ventures; Acquisition- Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

**Unit IV- Financing Venture:** Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating venture capital- process; Sources of financing for Indian entrepreneurs.

**Unit V- Special Issues for Entrepreneurs:** Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in india; Opportunities and challenges; Intrapreneurship.

**Readings (Unit Wise)**

Arya, K. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson.  
*Unit(s) - I, II, III, IV and V*

Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). *Entrepreneurship*. McGraw-Hill Education.

*Unit(s) - I, II and III*

**Additional Readings**

Galindo, C. R. (2018). *The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business*. CreateSpace Independent Publishing.

Ramachandran, K. (2014). *Entrepreneurship Development: Indian cases on Change Agents*. Tata McGraw Hill.

Robinson, P. J. (2017). *A Guide for Writing Your Business Plan*. Independently published.

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcomes   | Teaching and Learning Activity  | Assessment Tasks   |
|----------|--|---|--|
| I.       | Explain entrepreneurship fundamentals and its role in economic development.  | Lecture supported with companies' cases & live examples                         | Class discussions, In-class assignments - Individual/Group evaluation, End Semester Exam |
| II.      | Demonstrate the traits of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.                    | Lecture with live examples, Class discussions, and cases analysis               | Class participation, Assignment - Individual/Group, End Semester Exam                    |
| III.     | Explain critical and important environmental factors to be analyzed while writing an effective business plan for a new business. | Lecture with live examples, Class discussions, Presentations, and case analysis | Case Study Discussion, Assignment- Individual/Group, End Semester Exam                   |
| IV.      | Demonstrate various sources of funding for the business and skills to generate funds.  | Lectures with live examples, Class discussions, Project and class presentations | Class participation, Assignment- Individual/Group, End Semester Exam                     |
| V.       | Explain how to form a business entity in the light of the legal and regulatory framework in India.                               | Lectures with live examples and Case based class discussions                    | Case Study Discussion, Assignment- Individual/Group, End Semester Exam                   |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course COMOE03: SKILLS AND TECHNIQUES OF ACCOUNTING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To explain the concept of accounting and various books of accounts.

**CO2:** To understand computerized account system and its need.

**CO3:** To maintain accounts on Tally.

**CO4:** To prepare Bank reconciliation Statement using Tally.

**CO5:** To Do Payroll Accounting in Tally.

**Contents:**

**Unit I- Introduction to Accounting:** Accounting- Concept, principles of accounting, users of accounting information, advantages and limitations of accounting.  
Introduction to Subsidiary books and Final accounts

**Unit II- Computerized Accounting System:** Introduction to accounting; Concept of computerized accounting system, advantages and disadvantages of computerized accounting system.

**Unit III- Accounting in Tally:** Introduction, company creation, vouchers creation, transactions recording, outstanding report of customers and suppliers.

Maintaining inventory details, Creation of Price list, godowns detail, Warn on negative stock and cash balance, maintaining bill wise details.

Generating various financial statements and Reports- balance Sheet, profit and loss account, funds flow statement, cash flow statement, day book, account book, inventory books, trial balance, exception reports.

Basics of GST in Tally- Purchase and sales of goods entry for GST purpose; Single and multiple tax rate entries; Service tax entry; Use of GST Classification; Entries related to Reverse Charge Mechanism; GST on Packing charge and discount in sales purchase entry; Entry for cess based on value and quantity; Application of GST for selling single item at different prices; Entry for ineligible ITC.

**Unit IV-Bank Reconciliation Statement:** Concept of bank reconciliation statement, need of bank reconciliation statement; Bank reconciliation statements using Tally.

**Unit V-Payroll Accounting:** Concept and Uses of Payroll Accounting; Payroll accounting using Tally.

**Readings (Unit Wise)**

Goyal, V. K. & Goyal, R. (2013). *Financial Accounting*. PHI Learning Pvt. Ltd.

*Unit(s) - I*

Schroeder, Richard G., Clark, Myrtle W. & Cathey, Jack M. (2005). *Financial Accounting Theory and Analysis, Text Readings and Cases*. John Wiley and Sons.

*Unit(s) - I*

**Software : Tally Education Private Limited: Computerised Accounting Using Tally.ERP9**

Tally Education Private Limited: GST using Tally ERP 9.

*Unit(s) – II, III, IV and V*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcome</b>   | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>  |
|-----------------|--|---------------------------------------|--|
| I.              | Explain the basic concepts and principles of financial accounting and various books of accounts and understand these in accounting software. | Lecture                               | Class participation, Assignment, Test, End Semester Exam             |
| II.             | To know the concepts and uses of Computerized Account System in businesses.  | Lecture                               | Class participation, Assignment, Test, End Semester Exam             |
| III.            | To know Accounting in Tally and Basics of GST in Tally.  | Lecture /Lab                          | Class participation, Assignment, Practicals, Test, End Semester Exam |
| IV.             | To know concepts and needs of Bank reconciliation Statement and preparation of statement using Tally.  | Lecture /Lab                          | Class participation, Assignment, Practicals, Test, End Semester Exam |
| V.              | To explain Concepts and Uses of Payroll Accounting using Tally.  | Lecture /Lab                          | Class participation, Assignment, Practicals, Test, End Semester Exam |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester III**

**Course COMOE04: BUSINESS ANALYSIS USING FINANCIAL STATEMENTS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of the course is to enable students, through analysis of financial statements, to identify the imperfections in the financial statements and frame strategic action and to gain knowledge of the application of valuation principles and techniques in business environment.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To use financial statements to evaluate the performance, prospects and value of the business and understand financial statements and its important elements to value and analyze firms.

**CO2:** To evaluate the firm's performance and position by analyzing the cash flow statement and earnings quality.

**CO3:** To assess how financial statements of the firms reflect its overall economic position and to determine whether any adjustments are needed.

**CO4:** To gain knowledge of application valuation of principles and techniques in the business environment to make reasonable valuation estimates.

**CO5:** The fundamentals behind the valuation of important elements of financial statements and forecast the future performance as well enable business decision making through appropriate analysis of financial statements.

**Contents:**

**Unit I- The framework for doing business analysis using financial statements:** The analysis of the statement of shareholders' equity: The analyst's checklist, reformulating the statement of owners' equity, comprehensive income reporting, financial analysis – ratio analysis and report writing.

**Unit II-The Analysis of the Balance Sheet and Income Statement:** The analyst's checklist, reformulation of the balance sheet, reformulation of the income statement (tax allocation, issues in reformulating income statements, comparative analysis of the balance sheet and income statement (Common size analysis; trend analysis), the analysis of the cash flow statement and quality of earnings.

**Unit III-The Analysis of Profitability:** Du Point analysis, cutting to the core of operations (the analysis of profitability, analysis of changes in profitability and sustainable earnings.

**Unit IV-Business Valuation Basics:** Principles and techniques of valuation – DCF, multiple methods, accounting based valuation, asset valuation; Earning valuation; Cash flow valuation; other valuation basis, Forms of Intellectual Property and methods of valuation, human resource accounting.

**Unit V-Valuation of Assets and Liabilities:** Valuation of fixed assets ,valuation of inventories , valuation of investments ,valuation of share, valuation of goodwill, patents and copyrights , valuation of real estate , valuation of liabilities.

**Readings (Unit Wise)**

Barker, Richard (2001). *Determiningvalue: Valuation Models and Financial Statements*.Financial Times/Prentice Hall.

*Unit(s) – IV*

Fridson, Martin S. & Alvarez, Fernando (2011). *Financial Statement Analysis: A Practitioner's Guide* (Wiley Finance Book 597).

*Unit(s) – II*

Palepu (2015). *Healy Business Analysis using financial statements*. Cengage learning.

*Unit(s) – I*

Wahlen, J., Baginski,S. & Bradshaw, M. (2015).*Financial Reporting, Financial Statement Analysis, and Valuation: A Strategic Perspective*. Cengage Learning.

*Unit(s) – III*

White, Gerald I., Sondhi, Ashinpaul C.&Fried, Dov (2003). *The Analysis and Use of Financial Statement*. Wiley.

*Unit(s) – III*

**Additional Readings**

Damodaran, Aswath (2008). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. Wiley.

Penman, Stephen H. (2017). Financial Statement Analysis and Security Valuation.McGraw Higher Ed.

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcome</b>   | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>  |
|-----------------|--|---------------------------------------|--|
| I.              | Understanding and evaluation of financial statements and its important elements to value and analyze firms to know framework for doing business. | Lecture/case studies/Numerical        | Class participation, Assignment<br>Individual/Group, Test, End Semester Exam |
| II.             | Evaluation of balance sheets and income statements to measure the firm’s performance, position and its earnings quality.                         | Lecture/ project work                 | Class participation, Assignment<br>Individual/Group, Test, End Semester Exam |
| III.            | Ability to use DuPont Analysis to analyze and interpret profitability position of a business.  | Lecture/ case studies                 | Class participation, Assignment<br>Individual/Group, Test, End Semester Exam |
| IV.             | Ability to explain different Principles and techniques of business valuation basic.  | Lecture/ project work                 | Class participation, Assignment<br>Individual/Group, Test, End Semester Exam |

|    |  |                        |  |
|----|--|------------------------|--|
| V. | Describe valuation of Liabilities and valuation of both tangible as well as intangible Assets. | Lecture/ case studies. | Class participation,<br>Assignment<br>Individual/Group, Test,<br>End Semester Exam |
|----|--|------------------------|--|

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course COMOEO5: LIFE SKILLS AND COMMUNICATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** This course is aimed at building understanding and perspective about life beyond profession.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the meaning and grand narrative of life.

**CO2:** To learn to leverage psychological capital.

**CO3:** To understand the role of society and technology in life.

**CO4:** To understanding nuances of communication.

**CO5:** To learn the meaning of work.

**Contents:**

**Unit I- Introduction:** Ontological perspective of life; Meaningfulness and mindfulness; Understanding personal and organizational outcomes of meaningfulness and mindfulness; Notion of time.

**Unit II- Cognitive Approaches and Strategies:** Understanding psychological capital - Hope, efficacy, resilience and optimism; Developing strengths and living well; Happiness and pleasure dialogue.

**Unit III- Society Technology Interface:** Role of technology in shaping present day society; Social interaction and changing paradigm of physical, digital and biological world.

**Unit IV- Effective Communication Skills:** Principles of effective communication; Verbal, non-verbal and listening skills; Creating persuasive communication and avoiding common mistakes in communication at personal, interpersonal and organizational level.

**Unit V- Gainful Employment and Life Skills:** Understanding role of life skills for increasing employability and entrepreneurship, meaning and significance of good work.

**Readings (Unit Wise)**

[Cappelli](#), Peter (2012). *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It*. Wharton Digital Press.

*Unit(s) - V*

Klaus, Schwab (2017). *The Fourth Industrial Revolution*. World Economic Forum.

*Unit(s) - III*

Lopez, Pedrotti & Synder (2015). *Positive Psychology – the scientific and practical explorations of human strengths*. Sage Publications.

*Unit(s) - II*

Louis, Narens (2001). *Theories of Meaningfulness*. Psychology Press. Taylor & Francis.

*Unit(s) - I*

Schein, Edgar H. (2013). *Humble Inquiry – The Gentle Art of Asking Instead of Telling*. Berrett Koehler Publishers.

*Unit(s) - IV*

Steven, Monson (2017). *Mapping Society and Technology*. University of Minnesota Publications.

*Unit(s) - III*

Vygotsky, L. S. (1978). *Mind in Society – The development of higher psychological processes*. Harvard Univ Press.

*Unit(s) – I*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>                        | <b>Teaching and Learning Activity</b>                        | <b>Assessment Tasks</b>  |
|-----------------|--|--|--|
| I.              | Understand the meaning and grand narrative of life.    | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Presentation, Assignment<br>evaluation, class test                           |
| II.             | Learn to leverage psychological capital.               | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>presentation, Assignment<br>evaluation, class test |
| III.            | Understand the role of society and technology in life. | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Presentation, Assignment<br>evaluation, class test                           |
| IV.             | Understanding nuances of communication                 | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Presentation, Assignment<br>evaluation, class test                           |
| V.              | Learn the meaning of work                              | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Presentation, Assignment<br>evaluation, class test                           |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester III**  
**Course COMOEO6: INDIAN ETHOS AND LEADERSHIP**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course aims at building an understanding and perspective of Indian Ethos and leadership. It helps appreciating Indian way of leading different organizations.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Know the relevance of Indian Ethos and management lessons from scriptures.

**CO2:** Understand Ethical codes and value system in the work culture.

**CO3:** Know the Approaches to leadership through Indian Traditions.

**CO4:** Understand different approaches of leadership from India.

**CO5:** Know contemporary Indian leadership practices as followed by leaders in modern organizations.

**Contents:**

**Unit I- Indian Ethos:** History & relevance of Indian tradition of understanding physical and metaphysical world; Appreciating scriptures and their role in shaping cognition and social interactions; Brief introduction to Indian philosophy.

**Unit II- Perspectives on Ethics:** Ethos and ethics; Morality, ethics and values; Indian values, ethical dilemmas shaping business and society interface- Cues from Indian narrative tradition including Panchatantra and Arthashastra.

**Unit III- Ethos – Leadership Interface:** Perspectives on leadership through ancient values and Indian traditions; leadership -in relevance to time, space, narratives and eternity; Moral principles for leadership based on Indian ethos; Target (goal) vis-à-vis process orientation; Leadership through storytelling.

**Unit IV- Great Indian Thought on Leadership:** Leadership lessons from sacred Indian texts as well as non-text sources; Gandhian thoughts on leadership; Vivekananda's thinking on leadership; Personal character of a leader; Leader as seer, leader as servant, leader as agent.

**Unit V- Contemporary Leadership Practices from India:** Understanding relevance of leadership in contemporary times, role of Indian leadership model and its relevance in bringing world order; Appreciating diversity of Indian leadership model; Cases on Indian leadership practices.

**Readings (Unit Wise)**

Balasubramanian, S. (2007). *The Art of Business Leadership: Indian Experiences*. Response Books. Sage.

*Unit(s) - V*

Cappelli, Peter, Harbir, Singh, Jitendra, V. Singh & Michael, Useem (2010). Leadership Lessons from India *Harvard Business Review* (March), 1-9.

*Unit(s) - V*

Chakraborty, S. K. (1995). *Ethics in Management-Vedantic Approach*, New Delhi, Oxford India Ltd.

*Unit(s) – II*

Chatterjee, D. (2012). *Timeless Leadership – 18 Leadership Sutras*. Wiley.

*Unit(s) - III and IV*

Chaturvedi, B. (2006). *The Mahabharata: An Inquiry in the Human Condition*, Orient Longman.

*Unit(s) - IV*

Das, G. (2009). *The Difficulty of Being Good, On the Subtle Art of Dharma*, Penguin Books, India.

*Unit(s) - I and IV*

Kautilya's Arthashastra (2016), *King, Governance, and Law in Ancient India*, Oxford University Press.

*Unit(s) - I*

Krishna, G. R. (1999). *Indian Ethos for Modern Management*, UBS Publishers Distributors Ltd.

*Unit(s) - III*

Kumarasamy, A. (2006). *Gandhi on Personal Leadership*, Jaico Publishing House.

*Unit(s) - IV*

Nair, K. (1997). *A Higher Standard of Leadership: Lessons from the Life of Gandhi*, Berrett-Koehler Publishers, San Francisco.

*Unit(s) - IV*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>            | <b>Assessment Tasks</b>                                    |
|-----------------|---|--|--|
| I.              | Understanding the relevance of Indian Ethos and management lessons from scriptures.                 | Lecture& Presentation                            | Students'' Presentation, Assignment Evaluation, Class Test |
| II.             | Understanding Ethical codes and value system in the work culture.                                   | Lecture & Presentations                          | Students'' Presentation, Assignment Evaluation, Class Test |
| III.            | Learning about perspectives on ethos and leadership link through Indian text                        | Lecture & Presentations                          | Students'' Presentation, Assignment Evaluation, Class Test |
| IV.             | Understanding of different approaches of leadership from India, Spirituality etc.                   | Lecture, Presentations, Role-Plays, case studies | Students'' Presentation, Assignment Evaluation,            |
| V.              | Learn about contemporary Indian leadership practices as followed by leaders in modern organizations | Lecture, Presentations, Role-Plays, case studies | Students'' Presentation, Assignment Evaluation,            |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester-III**  
**Course COMOE07: FINANCIAL MODELING USING EXCEL**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To provide hands on learning on financial modeling using spreadsheets for Business Analysis and financial decisions.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand the foundations of financial modeling using spreadsheets.

**CO2:** Build financial models for business analysis.

**CO3:** Build financial models for forecasting and to make projected financial statements.

**CO4:** Apply modeling tools and techniques for valuation.

**CO5:** Use financial models for decisions in uncertainty.

**Contents:**

**Unit I- Modeling Overview and Core Concepts:** Financial modeling and application, tools for modeling, skills for financial modeling, steps of modeling, independent and dependent variable; Spreadsheet environment and its application, designing the spreadsheet model, using formulas in modeling.

**Unit II- Modeling for Business Analysis:** Building a financial statement model; Financial analysis of company: Construction of pyramid of ratios from a published financial statement; Report on an industry: Financial analysis and interpretation.

**Unit III- Financial Forecasting:** Historical financial statements; Integration and linking of financial statements; Lag and lead indicators; Forecasting techniques; Forecasting turnover, expenses, current and non-current assets, liabilities; Adjusting for seasonality, projected financial statements.

**Unit IV- Modeling for Valuation:** Applying modeling tools and functions, projected cash flows, The DCF inputs: Beta, risk premium, capital asset pricing model, weighted average cost of capital, discounted cash flows, DCF valuation, understanding the DCF valuation; Stages of growth, terminal value.

**Unit V- Modeling for Uncertainty:** Simulation and sensitivity analysis; What if Analysis- Goal Seek, scenario planning, scenario and solver tools; Statement of assumptions.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit Wise)**

Beninga, Simon (2014). *Financial Modeling*. MIT press, Ch.1, 2, 3.

*Unit(s) - IV*

Day, Alastair L. (2012). *Mastering Financial Modeling*. Pearson Education, Ch.8, 9, 13, 16.

*Unit(s) - III and IV*

Moschella, John (2017). *Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling*. Gutenberg Research publishing, Ch.5, 6, 7.

*Unit(s) - IV*

Proctor, K. Scott (2004). *Building Financial Models with Microsoft Excel*. John Wiley and Sons, Ch.10, 16.

*Unit(s) - V*

Sengupta, Chandan (2004). *Financial Modeling using Excel and VBA*. John Wiley & Sons, Ch. 1,2,4,5.

*Unit(s) - I, II, III and V*

Tija, John S. (2009). *Building Financial Models*. McGraw Hill, Ch. 3, 9, 10, 14.

*Unit(s) – I and II*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>   |
|-----------------|--|---------------------------------------|---|
| I..             | Students can prepare basics structures on spreadsheets                         | Hands on learning                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.             | They can analyze financial statements to take business or investment decisions | Hands on learning                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.            | Are able to forecast financial statements                                      | Hands on learning                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| IV.             | Demonstrate the ability to apply modeling tools and techniques for valuation   | Hands on learning                     | Class participation, Assignment-Individual/Group, End Semester Exam |
| V.              | Apply financial models to address uncertainty                                  | Hands on learning                     | Class participation, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester III**

**Course COMOE08: FINANCIAL MARKETS AND INSTITUTIONAL ENVIRONMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of this course is to equip students with an understanding of the financial system, its constituents, and the principles on which it operates, inter linkages, regulatory concerns, and implications for society & policy formulation.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To understand the working of financial institutions and markets both individually and as an interlinked system.

**CO2:** To understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system.

**CO3:** To understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.

**CO4:** To understand the organization, role, functioning and need for regulation of different types of non-depository institutions like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds and the implications of the same on society.

**CO5:** To critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

**Contents:**

**Unit I - Introduction:** Overview of financial markets and financial instruments, role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.

Overview of the Indian financial system including financial sector reforms; Other contemporary issues in finance.

**Unit II- Interest Rate:** Loanable funds theory; Economic forces affecting interest rates; Factors affecting yield differentials of debt instruments; Term structure of interest rates- pure expectations theory, liquidity premium theory, segmented markets theory & preferred habitat theory, yield curve.

**Unit III- Financial Markets:** Money markets-organization, economic role, instruments & regulation; Capital markets- primary & secondary markets and their organization; Different types of market structures, short selling and its implications, buying on margin; Stock market indicators, their methods of computation and implications of the same; Security market regulation and stability.

**Unit IV- Non Depository Institutions:** Mutual funds- types of mutual funds schemes, ETFs, expenses associated with mutual funds; An overview of Indian mutual funds industry; Hedge funds, venture capital funds, private equity funds and regulation.

Pension Funds- issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, pension funds as financial intermediaries and their regulation; An overview of Indian pension fund industry including national pension system.

Insurance- Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. reinsurance, catastrophe insurance, captive insurance; Regulation; An overview of the Indian insurance industry.

**Unit V- Banking:** An overview of the banking industry, balance sheet of a bank, sources & uses of funds of banks, fee based & off balance sheet activities; Securitization; Bank earnings & bank performance, investment banking; Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation and a critique of the Basel norms, bank examination etc; The problem of moral hazard & too big to fail institutions; RBI and its policy evolution.

**Readings (Unit Wise)**

*Annual Report.* Insurance Regulatory and Development Authority.

*Unit(s)-IV*

*Annual Report.* Pension Fund Regulatory and Development Authority.

*Unit(s)-IV*

*Annual Report.* Securities and Exchange Board of India.

*Unit(s)-IV*

Fabozzi, F., Modigliani, F. & Jones, F. (2013). *Foundations of Financial Markets and Institutions.* Pearson.

*Unit(s) - III*

Kidwell, D., Blackwell, D., Whidbee, D. & Sias, R. (2016). *Financial Institutions Markets and Money.* Wiley

*Unit(s) – III & V*

Kohn, M. (2004). *Financial Institutions and Markets.* Oxford University Press.

*Unit(s)-IV*

Madura, J. (2014). *Financial Markets and Institutions.* Cengage.

*Unit(s) - I, II and IV*

Mishkin, F.S. (2015). *The Economics of Money Banking and Financial Markets.* Pearson.

*Unit(s) - II*

Mohan, R. & Ray, P. (2017). *Indian Financial Sector: Structure, Trends and Turns.* IMF Working Papers.

*Unit(s)-I*

Patil, R.H. (2006). *Current State of the Indian Capital Market.* Economic and Political Weekly.

*Unit(s) - III*

RamMohan, T.T. (2016). *Public Sector Banks Are Adrift.* Economic and Political Weekly.  
*Report on Trend and Progress of Banking in India.* Reserve Bank of India

*Unit (s)-V*

Speeches, Reserve Bank of India.

*Unit (s)-V*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>   | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I               | Understand the role of different depository and non-depository financial institutions and the inter linkages between them.  | Pre reading, class discussion and internet resources  | Class Participation, Assignment Individual/Group, End Semester Exam |
| II              | Understand the determination of interest rates and its relevance for all financial institutions, markets and instruments.   | Pre reading, Class discussion with strong theoretical underpinning, examples from real life through newspapers and internet resources   | Class Participation, Assignment Individual/Group, End Semester Exam |
| III             | Understand the relevance and working of different types of financial markets, reasons for regulating them and challenges associated with the same.                                | Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies of prominent stock market scandals involving Harshad Mehta and Ketan Parikh. | Class Participation, Assignment Individual/Group, End Semester Exam |
| IV              | Understand the relevance, working and need for regulation of different types of non-depository financial institutions, their impact on the financial system and society at large. | Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies.   | Class Participation, Assignment Individual/Group, End Semester Exam |
| V               | Understand the crucial role of banking in any economy; evaluate banks' balance sheets, banking regulation and regulatory dialectics.  | Pre reading, Class discussion, examples from real life through newspapers and internet resources. Case studies.   | Class Participation, Assignment Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester-III**  
**Course COMOE09: PLANNING FOR PERSONAL FINANCE**

**Marks: 100**

**Duration: 60Hrs.**

**Objective:** The Course in Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

**Course Outcomes:** After studying this course the student will be able to:

**CO1:** Understand the premise of financial planning and identify the financial goals.

**CO2:** Critically evaluate the investment instruments suitable for different financial goals in different time span.

**CO3:** Apply appropriate financial instruments to manage individuals' finances.

**CO4:** Analyse investment in primary market.

**CO5:** Understand credit planning, retirement planning as well as estate planning.

**Contents:**

**Unit I-Financial Planning & Investment Environment:** Financial planning process and life cycle approach, ascertainment of financial goals; Application of investment alternatives in financial plans – including Real Estate Investment Trusts (Reits), Infrastructure Investment Trust (Invits); Independent opening and operation of trading and demat account.

**Unit II-Diversity in Financial Planning:** Planning for life insurance and health insurance; Primary clauses in life and healthcare insurance agreement; Application of Compounding and Indexing; Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds; Identification of Common Stocks with Uncommon Profits; Identification of Competitive Durable Advantage of Equity; Equity with Moat; Principles and variables of Value investing system.

**Unit III-Building Financial Plans:** Critical Analysis of Investments; Insurance and Tax saving Instruments; Risk assessment of individual; Building financial plans using spreadsheets; Evaluation of financial plan.

**Unit IV-Investment in Primary Market:** Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private Placement; IPO Process; Eligibility & norms for IPO; Role of Credit Rating Agency. Categories of IPO: Traditional and Contemporary.

**Unit V-Credit & Retirement Planning:** Assessment of credit; Reverse mortgage; Optimal Use of Education loan, Consumer and housing finance; EMI: Calculations & Long term Impact, Credit card management; Overdraft protection, Credit History, Retirement solutions, Analysis of Retirement planning, pension plans including taxes and inflation; Estate Planning- Objectives of will, creating a valid will; Power of attorney.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

**Readings (Unit Wise)**

Buffet. Marry and Clark. David. (2011). *Warren Buffett and the Interpretation of Financial Statement*.

*Unit(s) – I and II*

Fisher. A. Philip. (2010). *Common Stocks and Uncommon Profits*. Wiley.

*Unit(s) - I and II*

Graham, Benjamin. (2017). *The Intelligent Investor*, 6<sup>th</sup> Edition.

*Unit(s) - I and II*

Keown, A J. (2017). *Personal Finance – Turning money into wealth*. Pearson Publication.

*Unit(s) - III and V*

Khurshed, Arif. (2016). *„Initial Public Offerings: The mechanics and performance of IPOs’*, Harriman House Publishing.

*Unit(s) - IV*

Madura, Jeff. (2016). *Personal Finance*, 6<sup>th</sup> Edition. Pearson.

*Unit(s) - I, III and V*

Soota, Ashok and Gopalan, S.R. (2012). *„Entrepreneurship Simplified: From Idea to IPO’*. Penguin Random House India.

*Unit(s) - IV*

Spier Guy. (2014). *The Education of Value Investor*. Palgrave.

*Unit(s) - I and II*

[www.marketsmojo.com](http://www.marketsmojo.com)

*Unit(s) - I and II*

[www.moneycontrol.com](http://www.moneycontrol.com)

*Unit(s) - I and II*

[www.valueresearch.com](http://www.valueresearch.com)

*Unit(s)- I and II*

[www.yahoofinance.com](http://www.yahoofinance.com)

*Unit(s)- I, II and IV*

**Note: Latest edition of the readings may be used.**

**Note: Case studies on the above topics are required to be discussed.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>                                    | <b>Assessment Tasks</b>  |
|-----------------|---|--|--|
| I.              | Students will be able to understand the financial planning process and inter se relation of varied investment alternatives with financial plan. | Lecture/Presentation/ Case studies                                       | Class participation, Assignment- Individual/Group, End Semester Exam |
| II.             | Students will be able to identify and analyse different instruments with respect to their role in varied financial plans.                       | Lecture/ Case studies/ Analysis of Corporate News items/ Stocks analysis | Class participation, Assignment- Individual/Group, End Semester Exam |
| III.            | Enable to analyse and apprehend the requirements of different financial goals subject to different individuals.                                 | Lecture/ Analysis of Corporate News items / Presentation/ Case studies.  | Class participation, Assignment- Individual/Group, End Semester Exam |
| IV.             | Students will be able to actively engage themselves in the financial markets including IPO's.   | Lecture/ Analysis of Corporate News items / Presentation/ Case studies   | Class participation, Assignment- Individual/Group, End Semester Exam |
| V.              | Executing credit planning, retirement planning as well as estate planning.  | Lecture/Videos/ presentation/ Case studies                               | Class participation, Assignment- Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester IV**

**Course MBIBCC401: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

**Course Outcomes:** After successful completion of this course the student should be able to:

**CO1:** Understand the environment of investment and risk return framework.

**CO2:** Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.

**CO3:** Analyse equity shares using different approaches and models.

**CO4:** Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.

**CO5:** Understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

**Contents:**

**Unit I- Introduction:** The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of Investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and hedging; Socially responsible investing, ethical investing and other contemporary issues in investment management.

**Unit II- Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; Innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, Modified duration and their measurement; Bond portfolio management including immunized bond portfolio.

**Unit III- Equity Analysis:** Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis ( EIC framework); Equity Valuation Models ( DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio; Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioural Finance- Prospect theory and behavioural biases such as Framing, Mental accounting, Regret avoidance.

**Unit IV-Portfolio Analysis, Selection and Management:** The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; optimal risky portfolio; optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management.

Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

**Unit V-Financial Derivatives:** Futures- features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle; Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.

**Note: Some case studies related to above topics are required to be discussed.**

### **Readings (Unit Wise)**

Bodie, et al. (2009). *Investments*. McGraw Hill.

*Unit (s)-I, II and IV*

Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Tata McGraw Hill.

*Unit(s)- I, IV*

Elton, E. & Gruber (2010). *Modern Portfolio Theory and Investment Analysis*. John Wiley and Sons.

*Unit(s)-IV*

Fischer, Donald, E. & Ronald, J. Jordan (2007). *Security Analysis and Portfolio Management*. PHI Learning.

*Unit(s)- I, II and III*

Hull, J.C. & Basu (2016). *Options, Futures and Other Derivatives*. Pearson.

*Unit(s)-V*

Reilly, Frank, K. & Brown, Keith C. (2012). *Investment Analysis and Portfolio Management*. Cengage Learning .

*Unit(s)- II, III, IV and V*

Tripathi, V. (2015). *Security Analysis and Portfolio Management*. Taxmann.

*Unit(s)- III, V*

### **Additional Readings**

Mayo, Herbert B. (2006). *Investments*. Thomson South western.

Sharpe, William F. & Alexander, Gordon J. (2002). *Investments*. PHI Learning.

Videos of Eugene Fama on the Topic " The History of the Efficient Market Hypothesis" ( from American Finance Association's website [www.afajof.org](http://www.afajof.org)).

**Note: Latest edition of the readings may be used.**

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activities</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--|
| I.              | Explain investment decision process, various types of investors as well as calculate various types of risks and returns.                    | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination.             |
| II.             | Calculate value and yields of bonds and analyse them in terms of valuation, yields and risks.   | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination.             |
| III.            | Determine value of equity shares using different approaches and models as well as explaining various behavioural biases.                    | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Case studies/ Projects, End semester examination.             |
| IV.             | Calculate portfolio risk and return, construct portfolios and explain capital market theory.  | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Class test/ Case studies/ Projects, End semester examination. |
| V.              | Explain financial derivatives, analyse various options trading strategies and critically examine various innovations in derivatives market. | Lectures, Class Discussions using real life examples from newspapers and web sources and analysis of Case Studies | Class participation, Assignment/ Class test/ Case studies/ Projects, End semester examination. |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBCC402: GLOBAL STRATEGIC MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The course aims at developing a global vision towards business operations and enables students to respond to rapid changes in global environment and to help students to implement strategies effectively in a global market.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Learn about Strategic Management and its dynamics.

**CO2:** Develop an understanding of influence of global competition on firm strategy and performance.

**CO3:** Comprehend external and internal environment and its impact on business.

**CO4:** Make strategic choice for different levels of the organization.

**CO5:** Develop familiarity with some of the practical realities of running a business across the globe.

**Contents:**

**Unit I- Introduction:** International and global strategy; Global organization; The strategic management process; Approaches to strategic decision making; Strategic role of Board of Directors and Top management; Qualities of a global leader; Strategic intent; Concept of strategic fit, leverage and stretch; Strategic flexibility and learning organization.

**Unit II- Environmental Analysis:** Analysis of global environment- Environmental profile, institutional and economic distance; Michael Porter's Diamond framework; Managing country selection, country differences, analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis, analysis of internal environment- Resource Audit; Resource Based View (RBV), diversity of labour pool around the globe, global value chains systems; Core and distinctive competencies; Sustainable vs. Transient Competitive advantage.

**Unit III- Strategic Choice:** Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porters' competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.); Competing under strategic independence; Global competitive dynamics; Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy.

**Unit IV- Strategic Issues and Alternatives in Globally Competitive Markets:** Reasons and process of firms internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies, Differences across countries, Global Value Creation, The AAA triangle.

**Unit V-Strategy Implementation and Control:** Interdependence of formulation and implementation of strategy; Issues in global strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; Culture and leadership; Strategy evaluation and control, ethical and social considerations in global strategic management.

**Readings (Unit Wise)**

Hill, Charles, W.L. & Gareth, R. Jones (2012). *Strategic Management: An Integrated Approach*, Cengage Learning, India.

*Unit(s): I, II, III, IV and V*

Kazmi, A. & Kazmi, A. (2008). *Strategic Management*. McGraw-Hill Education.

*Unit(s): I, II, III, IV and V*

Wheelen, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. (2014). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Prentice Hall, New Jersey.

*Unit(s): I, II, III and IV*

**Additional Readings**

David, R. Fred & David, R. Forest (2016). *Strategic Management: Concepts and Cases—A Competitive Advantage Approach*, Pearson.

Gottfredson, M., Puryear, R., & Phillips, S. (2005). *Strategic sourcing*. *Strategic Direction*, 21(11), 29-32.

Hitt, Michael A., R. Ireland, Duane & Hoskisson, Robert E. (2014). *Strategic Management: Concepts and Cases: Competitiveness and Globalization*. Cincinnati, Ohio : South-Western College Pub.

Porter, E Michael. (1996). What is Strategy?. *Harvard Business Review* 61-78.

Prahalad, C. K., & Hamel, G. (1990). *The Core Competence of the Corporation*. *Harvard Business Review*.

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>              | <b>Assessment Tasks</b>  |
|-----------------|---|--|--|
| I.              | Demonstrate different approaches to strategic decision making.                                    | Lectures, video cases                              | Class participation, Assignment- Individual/Group, End Semester Exam               |
| II.             | Analyze the External and Internal factors that influence the competitive position of a firm.      | Lectures, cases and live project, role play        | Class test and Project viva voce, participation in discussion End term Exam        |
| III.            | Apply different strategies in different situation and also explain them through different models. | Lectures, cases and, role play and video clippings | Class participation, Assignment, Class test<br>Individual/Group, End Semester Exam |
| IV.             | Analyze the relevance of strategic making in global competition.                                  | Lectures and cases                                 | Class test, participation in discussion, End semester Exam                         |
| V.              | Ethical implementation of formulated strategies.  | Lectures, cases and live project, role play        | Class test and Project viva voce, participation in discussion, End term Exam       |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester IV**

**Course MBIBCC403: CROSS-CULTURAL CONSUMER BEHAVIOUR AND INDUSTRIAL BUYING BEHAVIOUR**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To help students develop basic understanding of the concepts and theories of consumer and industrial buyer behaviour and their applications in marketing decision making. Students will also be exposed to globalisation of consumer markets and international dimensions of consumer and industrial buying behaviour and their marketing implications.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Understand basics of consumer behavior.

**CO2:** Describe the internal determinants of buying behaviour and their application to business cases.

**CO3:** Describe the external determinants of buying behaviour and their application to business cases.

**CO4:** Comprehend buying behaviour models and their applicability.

**CO5:** Know the socio-cultural trends and their implications in international marketing.

**CO6:** Understand innovation diffusion in cross-cultural context.

**Contents:**

**Unit I- Consumer Behaviour:** Theory and its application to marketing strategy; Interdisciplinary nature of consumer behavior; Consumer buying process; Levels of decision making.

**Unit II- Internal Determinants of Buying Behaviour:** Market segmentation; Needs, motivation; consumer perception; Learning; Attitudes; Personality and psychographics (values and life style analysis); Consumer emotions and moods.

**Unit III- External Determinants of Buying Behaviour:** Family and household influence; Reference groups and social class and Mobility; Culture and subcultures; Interpersonal Communication and influence; Opinion leadership.

**Unit IV- Models of Consumer Behaviour and Organisational Buying Behaviour:** Models of Consumer Behaviour- Howard Sheth model, Nicosia model, Engel - Kollat - Blackwell Model, Engel, Blackwell and Miniard (EBM) model. Organisational Buying Behaviour- Process, influences and model (Webster and Wind model of Organizational buying behavior; Sheth model of Industrial buying).

**Unit V- Trends in Cross-Cultural Consumer and Industrial Buying Behaviour:** Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and its implications for international marketing; Consumer behaviour in Service market and product market.

**Unit VI- Innovation and Consumer Research:** Innovation diffusion and consumer adoption process; Diffusion of innovation across nations/cultures; Consumer satisfaction and other feedbacks; Cross-Cultural consumer research – Complexities and issues.

**Readings (Unit Wise)**

Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). *Consumer Behavior*. New Delhi: Cengage Learning.

*Unit (s) – IV*

Michael R. Solomon (2011). *Consumer Behaviour*. New Delhi: PHI Learning Private Limited.

*Unit (s) - I, II, III and V*

Schiffman, L. G., & Kanuk, L. L. (2008). *Consumer Behaviour*. Prentice Hall.

*Unit(s) - I, II, III, V and VI*

**Additional Readings**

Antonides, W. Fred (1999). *Cases in Consumer Behaviour*. Wiley.

Assael, H. (1994). *Consumer Behaviour and Marketing Action*. South-Western.

Audio Library. (n.d.). Retrieved from Sheth Leadership Academy:  
<https://www.shethleadershipacademy.com/audio/>

Paul, P. J., & Olson, J. C. (2005). *Consumer Behaviour and Marketing Strategy*. McGraw Hill. Education

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>                     | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | Explain consumer behaviour as a field of study and how it is related to other disciplines. Demonstrate the process of consumer decision making under various situations and its implication for marketing strategies. | Companies Cases based on various Theories; video analysis | Class participation, Assignment-Individual/Group, Class Test, End Semester Exam               |
| II.             | Emphasize on the various psychological factors influencing consumer behaviour across the various cultures.  | Video cases; Class discussion and cases analysis          | Class study Discussion, Role play, Assignment-Individual/Group, Class Test, End Semester Exam |
| III.            | Discuss the external determinants contributing towards changing consumer behaviour.   | Class discussion and presentation                         | Class participation,, Assignment-Individual/Group,, Role play, Class Test, End Semester Exam  |
| IV.             | Analyse the various Consumer behaviour models, Organisation buying models and focus on the difference between them.   | Project and class presentation                            | Class participation, Assignment-Individual/Group, Class Test, End Semester Exam               |
| V.              | Identify the various changes in the consumer behaviour field and discuss the trends in various cultures.  | Case based class discussion and Video analysis            | Case Study Discussion, Role plays, Assignment-Individual/Group, Class Test, End Semester Exam |
| VI.             | Elaborate the concept of Consumer research and differentiate it with the other kinds of research. Discuss the complexities and issues related to consumer research.   | Research paper discussion, case discussion                | Class Discussion, Assignment-Individual/Group, Class Test, End Semester                       |

**Master of Business Administration (International Business)**

**MBA (IB)**

**Semester IV**

**Course MBIBCC404: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of the course is to expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.

**Course Outcomes:** On successful completion of this course, student should be able to:

**CO1:** Understand the nature and importance of International Advertising and to know how international advertising decisions are undertaken by considering various advertising international objectives, factors, complexities and issues.

**CO2:** Understand how to develop international advertising campaign.

**CO3:** Know how advertising effectiveness can be evaluated and to comprehend ethical issues in international advertising.

**CO4:** Apply basic branding concepts resulting into major branding decisions.

**CO5:** Learn ways of brand creation and development.

**CO6:** Understand how international brands are developed, its pre-requisites and process.

**Contents:**

**Section A: International Advertising**

**Unit I-International Advertising:** Its importance and nature; International communication model; Integrated international marketing communications; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

**Unit II-Developing International Advertising Campaign:** Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

**Unit III- Organization and Evaluation of International Advertising Efforts:** In-house arrangements; Using advertising agencies– selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness- Before and after advertising tests and techniques; Complexities and issues; Ethical issues in international advertising.

**Section B: International Brand Management**

**Unit IV-Basics of Branding:** Importance of branding; Basic branding concepts- Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

**Unit V-Brand Creation and Development:** Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.

Brand Building in Different Sectors- Customers, industrial, retail and service brands.

**Unit VI-Developing International Brands:** Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**Readings (Unit Wise)**

Aakar, D. A., & Biel, A. L. (1993). *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*. University of Michigan: L. Erlbaum Associates.

*Unit(s) – I, IV and V*

Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2017). *Global Marketing: Contemporary Theory, Practice and Cases*. New York: Routledge.

*Unit(s) – I, III, V and VI*

Mackay, A. R. (2005). *The Practice of Advertising*. New Delhi, India : Elsevier Ltd.

*Unit(s) – I, III and IV*

Mooij, M. D. (2010). *Global Marketing and Advertising: Understanding Cultural Paradoxes*. Sage Publications.

*Unit(s) – I, II, III, IV, V and VI*

Moorthi, Y. L. (2009). *Brand Management: The Indian Context*. Vikas Publishing House Pvt Limited.

*Unit(s) – IV, V and VI*

**Additional Readings**

Aakar, D. A. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. The Free Press New York.

Aakar, D. A., Batra, R., & Mayers, J. G. (1992). *Advertising Management*. Prentice-Hall International.

Audio Library. (n.d.). Retrieved from Sheth Leadership Academy: <https://www.shethleadershipacademy.com/audio/>

Belch, G., & Blech, M. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. <http://lib.dtc.ac.th/ebook/BusinessAdministration/5183.pdf>: The McGraw-Hill.

Bergh, B. G., & Katz, H. E. (1998). *Advertising Principles: Choice, Challenge and Change*. NTC Publishing Group, U.S.

Jones, J. P. (2000). *International Advertising: Realities and Myths*. London: Sage Publications Inc.

Kapferer, J.-N. (1994). *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity*. New York: The Free Press.

Kumar, R. S. (2009). *Managing Indian Brands*. Delhi: Vikas Publishing House Pvt Limited.

Patel, V. N., & Sharma, S. (2011). *Brand Management & Consumer Marketing*. New Delhi: Oxford Book Company.

Sheth, J. N. (2011). *Legends in Marketing: Philip Kotler (Vols. 5, 6, 8)*. India: Sage Publishing.

Upshaw, L. B. (1995). *Building Brand Identity: A Strategy for Success in a Hostile Marketplace*. Wiley.

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>          | <b>Assessment Tasks</b>   |
|-----------------|---|--|---|
| I.              | Students will be able to explain nature, importance and objectives of International Advertising and they will be able to determine the target audience and advertising budget.  | Class discussion and presentation              | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.             | Develop an understanding in order to know how international advertising decisions are undertaken by considering various advertising international objectives, factors, complexities and issues and to find how international advertising campaign are developed | Theory supported with companies" case examples | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.            | Evaluation of advertising effectiveness and developing an understanding about Ethical issues in international advertising   | Class discussion and presentation              | Class participation, Assignment-Individual/Group, End Semester Exam |
| IV.             | To know branding concepts resulting into major branding decisions.  | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |
| V.              | To develop new ways of brand creation and development.  | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |
| VI.             | To comprehend how international brands are developed, its pre-requisites and process.   | Class discussion and cases analysis            | Class participation, Assignment-Individual/Group, End Semester Exam |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBCC405: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

**Course Outcomes:** After completing this course the students will be able to:

**CO1:** Increase an understanding of (HRM), understanding traditional and modern perspective of HRM.

**CO2:** HRM issues in international contexts; issues related to host, home and third country nationals.

**CO3:** Understand the selection process, expatriate management and repatriation.

**CO4:** Understand the international training, compensation and appraisal.

**CO5:** Understand International mergers and industrial relations.

**Contents:**

**Unit I-Introduction:** Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.

**Unit II-International Context of HRM:** Introduction to IHRM; Human resource management in the international firm- The framework; Cross national differences in personnel and organizations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit III-International Staffing:** Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and Strategies to tackle these problems.

**Unit IV-Training, Development, Compensation and Appraisals in International Perspective:** Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context. Multinational performance appraisal – Criteria and process, Performance management.

**Unit V- Industrial Relations and Other Issues in IHRM:** A framework for international industrial Relations; Employees participation– Practices in various countries; Cross border ethics management ;Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future.

**Note: Class discussions to be supplemented with the case studies.**

**Readings (Unit Wise)**

Aswathappa, K. & Dash, S. (2008). *International human resource management*. Mc Graw Hill Education India.

*Unit(s) - I, IV, V*

Barlett, Christopher & Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.

*Unit(s) - II*

Dessler, G. & Varkkey, B. (2008). *Human resource management*. Pearson Education, Delhi. Eleventh Edition.

*Unit(s) - I, II, V*

Dowling, Peter J., Festing M. & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning. Sixth Edition.

*Unit(s) - I, II, III, IV, V*

Harzing, A. W. & Pinnington, A. (2010). *International human resource management*. Sage. Third Edition.

*Unit(s) - II, IV*

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), 1264-1294.

*Unit(s) - I*

Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of international business studies*, 37(4), 525-543.

*Unit(s) - II*

Leung, K., Lin, X. & Lu, L. (2014). Compensation disparity between locals and expatriates in China: A multilevel analysis of the influence of norms. *Management International Review*, 54(1), 107-128.

*Unit(s) - IV*

McDonnell, A., Lavelle, J. & Gunnigle, P. (2014). Human resource management in multinational enterprises: Evidence from a late industrializing economy. *Management International Review*, 54(3), 361-380.

*Unit(s) – V*

Pucik, V., Evans, P., Bjorkman, I. & Morris, S. (2017). *The Global Challenge: International Human Resource Management*, Chicago Business Press. Third Edition.

*Unit(s) – III*

Rogan, M., & Sorenson, O. (2014). Picking a (poor) partner: A relational perspective on acquisitions. *Administrative Science Quarterly*, 59(2), 301-329.

*Unit(s) - V*

Stephan, M., Silvia, M., & Arie Y, L. (2008). A dynamic perspective on next-generation offshoring: The global sourcing of science and engineering talent. *Academy of Management Perspectives*, 22(3), 35-54.

*Unit(s) - III*

Tayeb, M.H. (2005). *International human resource management*. Oxford University Press, India.

*Unit(s) - III, IV*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching and Learning Activity</b>                        | <b>Assessment Tasks</b>  |
|-----------------|--|--|--|
| I.              | Compare the traditional and modern perspective of HRM and able to apply.                                       | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>Presentation, Assignment<br>evaluation, class test |
| II.             | Awareness of cultural aspect in IHRM and to deal with host, home and third country nationals.                  | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>Presentation, Assignment<br>evaluation, class test |
| III.            | Knowing different selection process including interview etc. and also deal with expatriation and repatriation. | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>Presentation, Assignment<br>evaluation, class test |
| IV.             | Able to frame international training module, compensation and appraisal.                                       | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>Presentation, Assignment<br>evaluation, class test |
| V.              | HR interventions in International mergers and joint ventures; manage industrial relations.                     | Presentations/Video/<br>Case Studies/Role-<br>Plays, lecture | Evaluation by students<br>Presentation, Assignment<br>evaluation, class test |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBCC406: INDIA'S FOREIGN TRADE AND INVESTMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments and enable students to explore India's position in the international paradigm of business and trade. The course will also provide understanding about role of Indian government in promoting India's foreign trade, the business relations of India with different countries & markets and prospects of India's Foreign Trade.

**Course Outcomes:** After successful completion of this course, the student shall be able:

**CO1:** To understand India's position in the international paradigm of business and trade.

**CO2:** To equip the students to critically evaluate the India's foreign trade policy and its economic relations.

**CO3:** To make students realize the role of Indian government in promoting India's foreign trade.

**CO4:** To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

**Contents:**

**Unit I- Introduction to India's Foreign Trade and Investment:** History and introduction to foreign trade, Pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows: External Debts; International liquidity management; India as an investment destination; India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations; recent trends in India's Foreign Trade.

**Unit II- Foreign Trade Policy and Economic Relations:** Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAAs (Double Taxation Avoidance Agreements); Future of India's Trade Policy; LERMS, Convertibility of rupee - partial and full convertibility; Second Generation Reforms.

**Unit III- Export Promotion Measures and Institutional Arrangements:** The import and export control orders; The Import export licensing system; Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance; Export Development Authorities – Agricultural and Processed Food Products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organisations (FIEO); H S Classification.

**Unit IV- Foreign Exchange facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

**Readings (Unit Wise)**

Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.

*Unit(s)- III*

Ministry of Commerce, Export Import Policy, Government of India, New Delhi.

*Unit(s) - I, III*

Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.

*Unit(s) -II, IV*

### **Additional Readings**

Customs and Excise Laws, Various issues.

Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal, Public Policy and Economic Development – Essays in Honour of Ian Little, Oxford.

Nayyar Deepak, Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres, The State Development Planning and Liberalisation in India, Delhi, 1997. Department of Commerce, University of Delhi 70

Nayyar Deepak, India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi.

**Note: Latest edition of the readings may be used**

### **Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

### **Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching and Learning Activity</b>                         | <b>Assessment Tasks</b>   |
|-----------------|---|---|---|
| I.              | Developing an understanding of India's position in the international paradigm of business and trade.  | Lecture sessions, class discussion.                           | Class participation, Assignment-Individual/Group, End Semester Exam |
| II.             | Appreciating the importance and concept of India's foreign trade policy and its economic relations.   | Lecture sessions; Class discussion; Presentations by students | Class participation, Assignment-Individual/Group, End Semester Exam |
| III.            | Understanding the meaning importance of role of Indian government in promoting India's foreign trade. | Lecture sessions; Class discussion                            | Class participation, Assignment-Individual/Group, End Semester Exam |
| IV.             | Appreciating the role of various regulatory and legal aspects related to India's foreign trade.       | Lectures sessions; Case studies; Presentation by students     | Class participation, Assignment-Individual/Group, End Semester Exam |

**Masters of Business Administration (International Business)  
MBA (IB)  
Semester IV  
Course MBIBEC01: PROJECT WORK**

**Marks: 100**

Evaluation of Dissertation Project shall be as follows:

- Project evaluation by internal and external examiners of 35 marks each - 70 Marks; Viva Voce examination- 30 Marks
- Dissertation Project work shall begin from the third semester of Part – II.
- Students shall select topic of their dissertation project at the commencement of Semester – III in consultation with faculty members.
- Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms.
- The project may be secondary data based or may involve survey work/field work. Ideally, the dissertation project should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation.
- After approval of the project topics by the MBA (IB) Committee, they shall begin their work.
- At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination.
- Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.

**Masters of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBEC02: CYBER LAWS AND BUSINESS DECISIONS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course enables the student to comprehend different business scenarios operative on digital platform with the legitimacy of managerial process and actions.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Develop skill to formulate legitimate business process, product and policies on digital platforms.

**CO2:** Prepare for working in the vertical of maintenance and compliance in Electronic business and its platforms having varied access points, data sources, network and system related issues.

**CO3:** Be an entrepreneurs to administer business on virtual platforms with detailed knowledge of implications arising from various functions invoking provisions of cyber laws.

**CO4:** Possess acumen to avoid traps of cyber threats in varied business and process thereof while operating in regular banking, e commerce, retail, consultancies or other business intermediary.

**CO5:** Be equipped with Judicial Pronouncement of Banks, E Commerce Business Platforms, Manufacturing Companies, Social Media Platforms and other similar platforms, Intermediaries or APPs, BPO's and KPO's.

**Contents:**

**Unit I- Cyber space and Business:** Significance, limitations and framework; Virtual payment platforms: Application of cyber laws in different electronic payments in digital platforms; Application of Reserve bank of India's (RBI) notifications in digital payments and pre-paid instruments including operations and management of payment wallets; Precautions in using electronic payments, Zero Liability and Limited Liability protections by RBI.

**Unit II- Definitions under section 2 of the Information Technology Act and its application in creating business products and policies:** E-Contract, E-Forms, encryption, data security, access, computer, computer network, computer resource, computer system, data, digital signature, electronic record, information, intermediary, originator, public key, secure system as defined in the Information Technology Act, 2000; Privacy of data; Access to user data.

**Unit III- Authentication of Electronic Records:** Business scenario and cases; Legal recognition of electronic records and digital signatures: Cases and judicial pronouncements; Use of electronic records and digital signatures in government, its agencies and E Tendering; Retention of electronic records: Synthesis for business data; Acknowledgement and dispatch of electronic records: Cases of management submissions and contracts; Administration of the act; Issue, suspension and revocation of digital signatures certificate; Reduction of cost in compliance.

**Unit IV- Penalties and Adjudications:** Cases and judicial pronouncement of banks, E-Commerce business platforms, manufacturing companies, social media platforms, intermediaries or APPs, BPO's and KPO's, human resource consultancies; Offences: Analysis of business process leading to offences in business organisations including banks, digital marketing platforms, digital information platforms, blogging websites, matrimonial or jobs portals.

**Unit V- Judicial Pronouncements and Synthesis for Business Decisions:**

- Umashankar Sivasubramanian v ICICI Bank (2462/2010),
- Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC,
- State v Mohd. Afzal and others (2003),

- Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96,
- SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra”, No. 1279, 2001,
- National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38
- Hammontree Vs State, 283 Ga App736, 642 SE 2d 412(2007)
- US vs Tank, 200F.3 d 627, 53 Fed R Evid Serv 830
- Laughner vs State, 769 N E 2d 1147 (Int Ct.App 2002)
- Groff vs America Online, Inc, 1998 WL 307001
- P R T Agency vs Union of India, AII23, 2006 (1)
- R v Graham Waddon., Southwark [Crown Court, 30/6/1999,

**Readings (Unit Wise)**

Chaffey, Dave (2011). *E-business and E-commerce Management*. Pearson Education.

*Unit(s) - I*

Efraim Turban, Jae Lee, King, David & H.M Chung (2002). *Electronic Commerce-A managerial Perspective*. Pearson.

*Unit(s) - I*

Jyoti Rattan (2017). *Cyber Laws & Information Technology*. Bharat Law House Pvt Ltd.

*Unit(s) – II and III*

Noriswadi Ismail & Edwin Lee Yong Cie (2013). *Beyond Data Protection: Strategic Case Studies and Practical Guidance*, Springe.

*Unit(s) – IV and V*

Sharma, J. P. & Kanojia, S. (2018). *E Business and Cyber Laws*. Bharat Law House.

*Unit(s) - I, II, III, IV and V*

**Additional Readings**

Brian, Craig (2012). *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education

Dietel, H. M. (2001). *E-business and E-commerce for managers*. Pearson Education.

Joseph, P.T. (2015). *E-Commerce-An Indian Perspective*. PHI

**Teaching Plan:**

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**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course outcomes</b>  | <b>Teaching Learning Activity</b>                         | <b>Assessment Tasks</b>                       |
|-----------------|---|---|---|
| I.              | Ability to understand the Cyber space and business operations, Virtual payment platforms and application of cyber laws in different Electronic payments in digital platforms. | Lecture/Videos/ presentation/ Case studies, News Analysis | Class participation, Presentation, Viva/ test |
| II.             | Ability to comprehend the Information Technology Act and its application in creating business products and policies, Privacy of Data and Access to User Data.                 | Lecture/ News Analysis / presentation/ Case studies       | Class participation, Presentation, Viva/ test |

|      |   |   |   |
|------|---|---|---|
| III. | Capability to analyse and apprehend Legal Recognition of Electronic Records and Digital Signatures with cases, Use of Electronic Records and Acknowledgement and Dispatch of Electronic Records                   | Lecture/ News Analysis / presentation/ Case studies | Class participation, Presentation, Viva/ test |
| IV.  | Competency to synthesis company processes, meetings and decisions with the implications of judicial pronouncement.  | Lecture/ News Analysis / presentation/ Case studies | Class participation, Presentation, Viva/ test |
| V.   | Capability in comprehending judicial pronouncement of Banks, E Commerce Business Platforms, Manufacturing Companies, Social Media Platforms and other similar platforms, Intermediaries or APPs, BPO's and KPO's. | Lecture/ News Analysis / presentation/ Case studies | Class participation, Presentation, Viva/ test |

**Masters of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBEC03: IFRS AND INTERNATIONAL TAXATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To acquaint the students with the fundamental knowledge of IFRS and basic principles of international taxation so as to enable them to understand the accounting and taxation aspects of international transactions.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To explain basic structure of IFRS, its development process and understand the process of adoption of IFRS by IASB.

**CO2:** To understand the IFRS implementation process, convergence and adoption, challenges and opportunities in India for IFRS.

**CO3:** To prepare Financial Statements according to IFRS.

**CO4:** To become aware of the dynamics of international taxation and methods adopted by countries to alleviate international double taxation.

**CO5:** To examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

**Contents:**

**Unit I- Structure of the IASB and Development of IFRS:** The nature and operations of the IASB's conceptual framework; Processes of IASB in developing and adopting accounting standards; IASB road map; Structure of the IFRS/IASB Extant standards of the IASB.

**Unit II- Development and Status of IFRS in Indian Context:** IFRS Implementation procedure in Indian Context; IFRS – Adoption vs. Convergence; Major challenges in IFRS Convergence in India; Key opportunities in adoption of IFRS in India; Use of IFRS around the world.

**Unit III- Presentation of Financial statements and Profit:** IAS 1, Presentation of financial statements; IFRS 15, Revenue from contracts with customers; IAS 8, Accounting policies, changes in accounting estimates and errors.

**Unit IV- International Taxation:** Assignment rules of foreign income - Source versus Residence; International double taxation; Methods to alleviate international tax taxation: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model Tax Convention.

**Unit V- International Tax Evasion and Avoidance:** Meaning of international tax evasion and avoidance; Causes and consequences of tax evasion; Methods of evasion and avoidance – Transfer pricing, tax treaty shopping, tax havens etc.; Methods to curb international tax evasion and avoidance; Advance Pricing Agreements; Indian law on Double tax relief.

**Readings (Unit Wise)**

Chatterjee, B.D. (2018). *Guide to Indian Accounting Standards (Ind AS)*. Taxman Publication.

*Unit(s) - I*

Epstein, B.J., & Jermakowicz, E.K. *IFRS 2009-10: For Indian Companies*. Deloitte.

*Unit(s) - II*

Patel, N.C., Mantri, B., & Chopra. A. (2017). *A Quick Guide to Indian Accounting Standards*. Taxman.

*Unit(s) - III*

Shome, P. (1995). *Tax Policy Handbook*. Washington, D. C.: International Monetary Fund, MF.

*Unit(s) - IV*

Singhal. S. (2011). *Professional Approach to Accounting Standard*. Bharat Law House.

*Unit(s)-I*

Srinivasan, A.G., & Ghosh, T.P. (2011). *Guide to Indian Accounting Standards Converged with IFRSs*. Taxman.

*Unit(s) - III*

Sury, M. M. (2015). *Tax Systems in India: Evolution and Present Structure*. New Century Publications: New Delhi.

*Unit(s) – V*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| Unit No. | Course Learning Outcome  | Teaching and Learning Activity | Assessment Tasks   |
|----------|--|--------------------------------|--|
| I.       | Ability to explain basic structure of IFRS, its development process and understand the process of adoption of IFRS by IASB.  | Theory/Numerical.              | Class participation, Presentation, Practical's, Viva/ test, End Semester Exam                              |
| II.      | Ability to understand the IFRS implementation process, convergence and adoption, challenges and opportunities in India for IFRS.   | Theory/Numerical               | Class participation, Presentation, Practical's, Viva/ test, End Semester Exam                              |
| III.     | Ability to prepare Financial Statements according to IFRS  | Theory/Numerical               | Class participation, Presentation, Practical's, Viva/ test, End Semester Exam                              |
| IV.      | Ability to use IFRS in International transactions for facilitating International taxation such as assignment rules of foreign income, international double taxation and methods to alleviate double taxation | Lecture/lab.                   | Class participation and discussion, Presentation, Practical's, Viva/ test, End Semester Exam, Case studies |
| V.       | Understanding tax evasion, its causes and consequences and methods to curb international tax evasion   | Lecture sessions               | Class discussion; Presentation by students; End semester exam  |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester IV**  
**Course MBIBEC04: BUSINESS ANALYTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course aims to develop overall analytical skills of the students and to help them to apply analytical techniques in business decision making.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Introduce power of analytics and aware students about data mining.

**CO2:** Understand and use descriptive analytical tools.

**CO3:** Understand predictive behavior of analytical and various forecasting techniques.

**CO4:** Apply analytics using machine learning and artificial intelligence.

**CO5:** Know about importance of ethics in Analytics.

**Contents:**

**Unit I- Introduction to Business Analytics:** Applications, objectives, business analytics and competitive advantage, different types of data, big data, data mining process, data mining and tools (Hadoop), introduction to programming language (R, Python).

**Unit II- Descriptive Analytics:** Introduction, visualizing and exploring data, descriptive statistics, sampling and estimation, introduction to probability distribution, tools application, correlation and other statistical tools.

**Unit III- Predictive Analytics:** Principles of forecasting, predictive modelling: Logic driven and data driven models, time series, types of forecasting, forecasting methods and their characteristics, trend, seasonality, cyclist, hold winner forecasting method.

**Unit IV- Prescriptive Analytics:** Business rule algorithms, nonlinear optimization, machine learning and artificial intelligence, computational modelling.

**Unit V- Ethics and Analytics:** Data collection and protection laws, ethical use of analytics, Analytics and privacy principles.

**Readings (Unit Wise)**

Albright, S.C. & Wayne L. Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making (5 edition)*. Cengage Learning Limited.

*Unit(s) - I, II, III and IV*

Collmann, J. & Matei, S.A. (2016). *Ethical Reasoning in Big Data: An Exploratory Analysis (Computational Social Sciences) 1st ed.* Springer International Publishing Switzerland.

*Unit(s) - V*

James, E.R. (2017). *Business Analytics (2 edition)*. Pearson Education Limited, UK.

*Unit(s)- I, II, III and IV*

Mitchell, T.M. (2017). *Machine Learning. First edition.* McGraw Hill Education.

*Unit(s) - IV*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>                                    | <b>Teaching and Learning Activity</b> | <b>Assessment Tasks</b>   |
|-----------------|--|---------------------------------------|---|
| I.              | Explain Data Analytics and types of Data.                          | Lectures, Live cases , Assignment     | Class test, End-term Exam, and Project viva, Evaluation of assignment |
| II.             | Demonstrate Descriptive analytics tools and its application.       | Lectures, Live cases , Assignment     | Class test, End-term Exam and Project viva, Evaluation of assignment  |
| III.            | Understanding prediction power of analytics.                       | Lectures, Live cases , Assignment     | Class test, End-term Exam and Project viva, Evaluation of assignment  |
| IV.             | Apply analytics using machine learning and artificial intelligence | Lectures, Live cases , Assignment     | Class test , End-term Exam and Project viva, Evaluation of assignment |
| V.              | Explain the role of ethics in analytics.                           | Lectures, Live cases , Assignment     | Class test, End-term Exam and Project viva, Evaluation of assignment  |

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester -IV**  
**Course MBIBEC05: FOREIGN LANGUAGE FOR BUSINESS-II**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The purpose of this paper is to equip the students with a foreign language skill at least to that extent that is required for conducting international business.

**Contents:**

- A: FRENCH FOR INTERNATIONAL BUSINESS – I and II
- B: GERMAN FOR INTERNATIONAL BUSINESS – I and II
- C: SPANISH FOR INTERNATIONAL BUSINESS – I and II
- D: JAPANESE FOR INTERNATIONAL BUSINESS – I and II
- E: ARABIC FOR INTERNATIONAL BUSINESS – I and II
- F: RUSSIAN FOR INTERNATIONAL BUSINESS – I and II
- G –J: Other foreign Languages for International Business I and II

Foreign Language Knowledge Relating To:

**Unit I: Social and Professional Relations:** Wishing, thanking and congratulating somebody and to take leave Talking about his work, his experiences and his professional plans  
Introducing his colleagues and the people with whom he is collaborating

Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its results and express all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

**Unit II: Professional Environment:** Talking about the framework of professional environment, its working conditions, the posts, the timings, salaries, leave, holidays and language learner's relationship with other colleagues.

Organizing the time table

Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.

Interviewing another person and handle a job interview.

**Unit III: Functions of the Company:** Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service.

Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients.

Placing orders.

**Unit IV: Administrative functions:** Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

**Unit V: Official tours:** Obtaining information on timings, tariffs.

Making and cancelling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.

Organizing meeting and participate in meetings.

Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

**Unit VI: Telephonic conversation:** Receiving or send simple telephonic message.

Identifying the person on phone and his/her request.

Spelling, repeating, reformulating, concluding, taking leave.

**Unit VII: Writing Communication:** Reading simple and commonly used documents in professional and day -to- day life. Filling up forms in professional or day -to-day life situation.

Taking down notes.

Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

**Note:**

The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign language instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-ordinator and the concerned foreign language teacher(s).

The internal weight age to be given to each topic will also be decided by the committee and communicated to the students. Moreover, the division of the course contents for each language to be taught in the core course and elective course shall be decided by the Committee too.

**Master of Business Administration (International Business)**  
**MBA (IB)**  
**Semester -IV**  
**Course MBIBEC06: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to acquaint students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

**Course Outcomes:** The successful completion of this course shall enable the student to:

**CO1:** Learn globally followed best practices to draft and negotiate contracts.

**CO2:** Learn to review and critically analyse the contracts with pros and cons to different parties to it.

**CO3:** Learn legal aspects of international investments.

**CO4:** Comprehend practical aspects of international laws, agreements and the various modes and methods of growth in relation to cross-border mergers and acquisitions.

**CO5:** Recognize practical aspects of laws related to foreign exchange and the transactions associated with foreign exchange.

**Contents:**

**Unit I- Legal Framework of International Business:** Nature and complexities; International conventions and trade law; Civil laws and common laws, code and common laws and their implications to business; International business contract– Legal provisions; Payment terms; International sales agreements.

**Unit II - Regulatory Framework of WTO:** Basic principles and charter of GATT/WTO; GATT/WTO; Provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, customs valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.

**Unit III- Laws Relating to Licensing:** Regulations and treaties relating to licensing, franchising, joint ventures, patents and trade marks, technology transfer and telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations treaties.

**Unit IV - Laws Relating to International Investments and Cross Border Mergers and Acquisitions:** Concept and definitions of investment and investor in international law, customary international laws, international investment agreements; Concept of Cross-border merger and acquisition, primary methods of merger and acquisition; Common, consolidated and triangular mergers, reverse triangular merger; Cross-border merger and acquisition motives, Foreign Direct Investment motive, financial motive, strategic motive, international growth in relation with cross border mergers and acquisitions.

**Unit V - Law Relating to Foreign Exchange:** Objectives and definitions under FEMA, 1999; Current account transactions and capital account transactions; Foreign direct investment in India and abroad; Acquisition and transfer of immovable property in India and abroad; Establishment of branch, office etc. in India; Realization and repatriation of foreign exchange; Authorized person; Penalties and enforcement; Powers of central government; Adjudication, appeal and compounding; Offences and penalties.

**Readings (Unit Wise)**

Chuah, J. C. T. (2014) . *Law of International Trade*. Sweet and Maxwell, London.

*Unit (s)-I*

Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.

*Unit(s) – I and II*

Jain, R. (2000). *Foreign Exchange Management Law and Practice*. Vidhi. New Delhi.

*Unit(s) - V*

Pam borides, G.P. (1999). *International Shipping Law: Legislation and Enforcement, Kluwer Law International*. London.

*Unit(s) - III and IV*

Petersmann, E. Ed. (1982). *International Trade Law and GATT/WTO Dispute Settlement System*. Kluwer Law International London .

*Unit(s) – II and III*

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

**Facilitating the achievement of Course Learning Outcomes**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching and Learning Activity</b>        | <b>Assessment Tasks</b>                       |
|-----------------|--|--|---|
| I.              | Ability to understand premise for conduct of business in international platform.   | Lecture/Video/ Case/ Presentation/ Role Play | Class participation, Presentation, Viva/ test |
| II.             | Ability to develop a comprehensive perspective relating to GATT/WTO, Customs Valuation and Dispute settlement.                                 | Lecture/Video/ Case/ Presentation/ Role Play | Class participation, Presentation, Viva/ test |
| III.            | Ability to enable to comprehend and utilise laws relating to working of Companies, legal position of promoters, regular functioning, NCLT etc. | Lecture/Video/ Case/ Presentation/ Role Play | Class participation, Presentation, Viva/ test |
| IV.             | Ability to equip the students about the legitimate rights and obligations under Licensing and Foreign exchange.                                | Lecture/Video/ Case/ Presentation/ Role Play | Class participation, Presentation, Viva/ test |
| V.              | Ability to comprehend about laws relating to relating to International Investments and Cross Border Mergers and Acquisitions.                  | Lecture/Video/ Case/ Presentation/ Role Play | Class participation, Presentation, Viva/ test |

**ADDENDUM**

**Course wise List of Case Studies, Websites, Journals, Newspaper and Blogs for Reference and Use in Teaching of Courses Offered in MBA (IB) Programme**

**Course MBIBCC102: MARKETING MANAGEMENT (Semester I)**

**Case Studies:**

1. Classroom discussions to be supplemented by relevant case studies to be announced and made available to the students in the classroom from time to time. A list of select case studies to be discussed is as follows:
2. Jain, Sanjay K. (2014), Fine Products Ltd., a case study adapted by Jain, Sanjay K. (2010) from a write up appeared sometime back in a business daily.
3. Shoe care Market: A Liquid Turn, a case study adapted by Jain, Sanjay K. (2010) from a write up that appeared in A&M.
4. Tata Nano: The Little Car, a case study adapted by Jain, Sanjay K. (2015) from a write up that appeared sometime back in a journal.
5. Vicks Vaporub, a case study adapted by Jain, Sanjay K. (2010) from a write up that appeared in some study paper.

**Course MBIBCC201: LEGAL ASPECTS OF BUSINESS (Semester II)**

**Website:**

1. <http://www.mca.gov.in>
2. <http://www.mca.gov.in/MinistryV2/llpact.html>
3. <https://rtionline.gov.in/>
4. [https://www.uncitral.org/pdf/english/texts/arbitration/ml-arb/07-86998\\_Ebook.pdf](https://www.uncitral.org/pdf/english/texts/arbitration/ml-arb/07-86998_Ebook.pdf)

**Course MBIBCC301: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY (Semester III)**

**Case Studies:**

1. Bank of Credit and Commerce International, UK, 1991-92
2. Enron, US, 2001
3. Facebook, Global, 2018
4. ICICI and Chandra Kochhar, India, 2018
5. Infosys and Narayana Murthy, India, 2017
6. Kingfisher, India, 2012
7. Maxwell Corporation, UK, 1991
8. Nick Leeson and Barings Bank, UK, 1991-93
9. Poly Peck International, UK, 1991
10. Punjab National Bank, and NiravModi, India, 2018
11. Rajat Gupta, USA, 2010-12
12. Sahara India, 2011-12
13. Satyam Computers, India, 2008
14. Tata Group and Cyrus Mistry, India, 2016
15. Uber, Global, 2017,
16. Vivendi, France, 2002

17. World.com, US, 2001

**Website:**

1. <https://financial.thomsonreuters.com>
2. Integrated Reporting, <http://integratedreporting.org/>

**Course MBIBCC303: SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT (Semester III)**

**Case Studies:**

1. David, B., & Adrian, P. (1998). Service failure and loyalty: an exploratory empirical study of airline customers". *Journal of Services Marketing*, 12 (1), 7-22.
2. Jennifer, R. (2005). Building brand webs: Customer relationship management through the Tesco Clubcard loyalty scheme. *International Journal of Retail & Distribution Management*, 33 (3), 194-206.
3. Mansuri, X. X. (January - March, 2009). Customer Relationship Management (CRM) - A Case Study of Airtel. *Journal of Contemporary Research in Management* , 105-11.
4. Mohapatra, P. (n.d.). Customer Relationship Management in India- Case of Volkswagen India. Retrieved from SCRIBD: <https://www.scribd.com/doc/87613060/Customer-Relationship-Management-in-India-Case-of-Volkswagen-India>
5. Verma, H. V. (2012). *Services Marketing: Text and Cases*. Delhi: Pearson.

**Course MBIBCC304: INTERNATIONAL FINANCIAL MANAGEMENT(Semester III)**

**Case Studies:**

1. A Report for FOREX on Lufthansa: Retrieved from: <https://www.scribd.com/doc/54754660/Luftansa-Case-Study>
2. Case Study of Coca-Cola-Financial Management: Retrieved from: <https://www.docsity.com/en/case-study-of-coca-cola-financial-management-assignment-solution/79040/>
3. Kemica's Foreign Exchange (FX) Hedge Strategy: Retrieved from: [https://www.bauer.uh.edu/centers/uhgemi/casedocs/abstracts/Kemica%E2%80%99s\\_Foreign\\_Exchange\\_\(FX\)\\_Hedge\\_Strategy.pdf](https://www.bauer.uh.edu/centers/uhgemi/casedocs/abstracts/Kemica%E2%80%99s_Foreign_Exchange_(FX)_Hedge_Strategy.pdf)
4. Moffett, M. H. (2001). *Cases in International Finance*. Pearson
5. Profitability Improvement in the Oil Refinery - Retrieved from: <http://www.cek.ef.uni-lj.si/magister/boro460.pdf>
6. Szeles, Z., Szeles, Z. &, Miszori, I. (2011). How Does The JEREMIE Program Affect The Hungarian Venture Capital Market? *International Journal of Economics and Finance Studies*, 3(1), 273-282. Retrieved from : <http://www.hvca.hu/wp-content/uploads/2011/12/How-does-the-JEREMIE-program-affect-the-Hungarian-Venture-Capital-Market.pdf>
7. Vargas, O.R., Ramos-Escamilla, M. &, Garcia, L. (2016). Human Rights and External Debt: Case Study Spain. *Economía Informa*, 396, 3-33. Retrieved from: [https://ac.els-cdn.com/S0185084916000025/1-s2.0-S0185084916000025-main.pdf?\\_tid=b1eee702-6a8d-4c8f-9a6f-9dbf61541d75&acdnat=1528642143\\_e342ff444a7ccdadc4f41215d0401cb5](https://ac.els-cdn.com/S0185084916000025/1-s2.0-S0185084916000025-main.pdf?_tid=b1eee702-6a8d-4c8f-9a6f-9dbf61541d75&acdnat=1528642143_e342ff444a7ccdadc4f41215d0401cb5)

**Course COMOE01: ENTREPRENEURSHIP AND NEW VENTURE PLANNING  
(Open Elective) (Semester III)**

**Case Studies:**

1. A ASSESSMENT ON THE EXTERNAL INTERNATIONAL BUSINESS ENVIRONMENT FACING WALMART. RETRIEVED FROM: <http://businessessays.net/strategic-management/a-assessment-on-the-external-international-business-environment-facing-walmart/>
2. A BUSINESS PLAN FOR ORIENTAL TRAVEL AGENCY. Retrieved From: <http://businessessays.net/tourism-management/a-business-plan-for-oriental-travel-agency/>
3. A CRITIQUE ON BUSINESS PLAN. Retrieved from: <http://businessessays.net/marketing-management/a-critique-on-business-plan/>
4. Atkinson, S., & Botham, R. () Developing an entrepreneurship strategy. The role of survey research
5. IMPORTANT TRAITS, BEHAVIORS AND STYLES OF A LEADER. Retrieved From: <http://businessessays.net/human-resources-management/important-traits-behaviors-and-styles-of-a-leader/>
6. MANAGING CREATIVITY AND INNOVATION: ISSUES AND APPLICATIONS. Retrieved from: <http://businessessays.net/uncategorized/managing-creativity-and-innovation-issues-and-applications/>
7. MARKETING MIX OF TESCO. Retrieved from: <http://businessessays.net/case-study/marketing-mix-of-tesco/>
8. Precourt, G. (2011). Innovation and entrepreneurship: Andrew Delbridge on the future of strategy. Retrieved From: <https://www.warc.com/content/paywall/article/event-reports/innovation-and-entrepreneurship-andrew-delbridge-on-the-future-of-strategy/95374>
9. SOURCES OF FINANCE FOR SME. Retrieved from: <http://businessessays.net/economics-and-finance/sources-of-finance-for-smes/>
10. Sriram, M. M. (n.d.). DOVE : Using Social Media for Social Viral. Retrieved from <http://sdmimd.ac.in/SDMRCMS/cases/CIM2013/3.pdf>
11. VALUE INNOVATION IN APPLE INC. Retrieved from: <http://businessessays.net/strategic-management/value-innovation-in-apple-inc/>

**Course COMOE09: PLANNING FOR PERSONAL FINANCE (Open Elective) (Semester III)**

**Website:**

1. [www.economicstimes.com](http://www.economicstimes.com)

**Newspaper:**

1. Business Standard Daily
2. ET Wealth Daily

**Course MBIBCC401: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (Semester IV)**

**Website:**

1. [www.bseindia.com](http://www.bseindia.com)
2. [www.nseindia.com](http://www.nseindia.com)
3. [www.sebi.gov.in](http://www.sebi.gov.in)

**Journals:**

1. Financial Analyst, CFA Institute
2. Journal of Asset Management, Palgrave- Springer
3. Journal of Financial Economics, Elsevier

**Course MBIBCC403: CROSS -CULTURAL CONSUMER BEHAVIOUR AND INDUSTRIAL BUYING BEHAVIOUR (Semester IV)**

**Case Studies:**

1. Altman et al. (n.d.).DOVE : Dove Campaign for Real Beauty. Retrieved from <http://www.madisonbamman.com/img/Case%20Study.pdf>
2. Case Study on Marketing Strategy: Starbucks Entry to China. (n.d.). Retrieved from <https://www.mbaknol.com/management-case-studies/case-study-on-marketing-strategy-starbucks-entry-to-china/>
3. Gambhiraopet and Nagendra et al. (n.d.).ET Cases :Visualizers vs Verbalizers: Consumers' Cognition and Marketers' Conviction.Retrieved from <http://www.etcases.com/visualizers-vs-verbalizers-consumers-cognition-marketers-conviction.html>
4. Montgomery.(n.d.). The role that personality and motivation play in consumer behaviour: A case study onHSBC.Business Intelligence Journal. Retrieved from <https://pdfs.semanticscholar.org/3002/6cc6db7e839902586f09742481bf8559f5d0.pdf>
5. Strategies of Fast Food Providers to Influence Consumer Behaviors. (n.d.). Retrieved from BusinessEssays.net:<http://businessessays.net/consumer-behaviours/strategies-of-fast-food-providers-to-influence-consumer-behaviors/>
6. WARC100. (n.d.). Retrieved from The world's best marketing campaigns and companies 2017: [https://cdn2.hubspot.net/hubfs/358208/WARC%20100%20Summary%20of%20Results.pdf?\\_hssc=95498051.2.1513022131871&\\_hstc=95498051.dc35b4932a29ab69459a4b4ad0d21d0e.1513022131870.1513022131870.1513022131870.1&\\_hsfp=1230011665&hsCtaTracking=96588441-6da2-4470-a](https://cdn2.hubspot.net/hubfs/358208/WARC%20100%20Summary%20of%20Results.pdf?_hssc=95498051.2.1513022131871&_hstc=95498051.dc35b4932a29ab69459a4b4ad0d21d0e.1513022131870.1513022131870.1513022131870.1&_hsfp=1230011665&hsCtaTracking=96588441-6da2-4470-a)

**Newspaper Articles & Blogs:**

1. [Murray.R. \(2013, May31\). Cheerios ad featuring interracial couple sparks racist backlash. New York Daily news. Retrieved from New York Daily News: http://www.nydailynews.com/life-style/cheerios-ad-sparks-racial-backlash-article-1.1359690](http://www.nydailynews.com/life-style/cheerios-ad-sparks-racial-backlash-article-1.1359690)
2. [Parameswaran.A. \(2017, Dec 26\). Shaping consumer behaviour at school level. Live Mint.Retrieved fromhttps://www.livemint.com/Opinion/bKaklXDleVOaB2QhmISi2H/Shaping\\_consumer-behaviour-at-school-level.html](https://www.livemint.com/Opinion/bKaklXDleVOaB2QhmISi2H/Shaping_consumer-behaviour-at-school-level.html)
3. 2018, June 21. UAE's Global Food launches „healthy“ farm range. Trade Arabia Business News information. Retrieved from [http://www.tradearabia.com/news/MISC\\_341968.html](http://www.tradearabia.com/news/MISC_341968.html)

**Course MBIBCC404: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**  
**(Semester IV)**

**Case Studies:**

1. Agarwal, Y. (2013). Coke and Pepsi - Case Study in the Indian Business Environment. Retrieved from In. Slide share: <https://www.slideshare.net/Yashaswini100/coke-and-pepsi-case-study-in-the-indian-business-environment>
2. Branding Business: The Leading Brand Strategy Agency Dedicated To Building B2B Brands. (n.d.). Retrieved from HUAWEI: Introducing the tech giant to North America.: <http://www.brandingbusiness.com/case-studies/huawei>

**Course MBIBEC02: CYBER LAWS AND BUSINESS DECISIONS**  
**(Elective) (Semester IV)**

**Websites:**

1. <http://meity.gov.in/content/cyber-laws>
2. [http://meity.gov.in/writereaddata/files/cisos\\_top\\_best\\_practices\\_guidelines.pdf](http://meity.gov.in/writereaddata/files/cisos_top_best_practices_guidelines.pdf)
3. [www.rbi.org.in](http://www.rbi.org.in)
4. [www.nsd.com](http://www.nsd.com)

**Course MBIBEC06: LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**  
**(Elective) (Semester IV)**

**Websites:**

1. <https://www.lawteacher.net/free-law-essays/business-law/cross-border-merger-and-acquisitions.php>
2. [https://mpira.ub.uni-muenchen.de/63410/1/MPRA\\_paper\\_63410.pdf](https://mpira.ub.uni-muenchen.de/63410/1/MPRA_paper_63410.pdf)