



INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND HUMAN
RESOURCE MANAGEMENT
(ICcR & HRM)

MBA (IB) SEMESTER – I

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC111	International Business Management	4	3-1-0	Core courses
PSIBTC112	Marketing Management	4	3-1-0	
PSIBTC113	Accounting for Business Decisions	4	3-1-0	
PSIBTC114	Culture, Society and Organizational Behaviour	4	3-1-0	
PSIBTR115	Industrial Visit (Local/National)	2	0-0-2	
PSIBVC116	Viva Voce	2		
PSIBTC117	Business Economics	4	3-1-0	
PSIBTC118	Quantitative Techniques	4	3-0-1	
PSIBTC120	Human Resource Management	4	3-1-0	
	TOTAL CREDITS	32		

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INTERNATIONAL BUSINESS MANAGEMENT

Course No. PSIBTC111
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec. 2020, 2021 and 2022)

Course Objectives

1. To familiarize the students with the basic concepts, processes and issues of international business management.
2. To enable students to develop contemporary understanding of management principles, managerial analysis and decision making.
3. To develop a critical insight among the students for with regard to international organizations in large and business practices in specific.
4. To develop convergent and divergent perspectives related to management practices across globe

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
2. Understand the complexities associated with management in the organizations and integrate the learning in handling these complexities.
3. Integrate the curriculum centred learning in the organizations for creating synchronization between people and systems
4. To visualize organizations as structures iterations, wherein the work flows are systematized and objective oriented.

UNIT I

The basis of Global Management-Theory and practice: The traditional and contemporary management issues and challenges. The management process and the nature of managerial work; The evolution of management; Current and emerging management thought; Approaches to management. International Management: Trends, goals, approaches, challenges and opportunities; Globalization and internationalization: Drivers of globalization, Global and regional integration; Stages of internationalization; Pattern of growth, Country of origin- Different Management Styles; Comparative management.

UNIT II

The nature and process of decision making; Decision making models; Groups and decision making; Analytical aids in decision making; Managing strategy and strategy planning, Managing new venture formation and entrepreneurship. Nature, purpose and framework of planning; Types of plans; Nature of objectives and Management by Objectives (MBO).

UNIT III

Nature and purpose of organizing; Determinants of organization structure; Basic departmentalization, Line and Staff concept, Downsizing and its implications; Span of management; Authority

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relationships; Delegation and decentralization; Organizational climate; Organizational creativity and innovation; Managing organization change and innovation, Managing human resources in organizations; Emerging ethical issues in organizations.

UNIT IV

Direction as a management function: Its significance and main elements; Coordination- Its importance and techniques: Structural coordination techniques & electronic coordination; Nature, scope and concept of management control systems; Behavioral implications of management control. Managing employee motivation and performance, Managing leadership and influence processes.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Wehrich, H., Koontz, H., & Cannice, M. (2010). *Management: A Global and Entrepreneurial Perspective*, 13e.
- ❖ Koontz & Wheelrich (2005): *Management: The Global Perspective*, Tata Mc Graw Hill, New Delhi
- ❖ Hodgetts, R., Luthans, F. & Doh, J. (2005): *International Management* (6th Ed.), Tata Mc Graw Hill, New Delhi.
- ❖ Saxena, P.K. (2009): *Principles of Management: A Modern Approach*, Global India Publications Pvt. Ltd., New Delhi.
- ❖ Hill, W.L. Charles & McShane, S.L. (2007): *Principles of Management*, McGraw Hill, New Delhi.
- ❖ Robbins, Judge and Vohra (2011): *Organizational Behaviour*, Pearson Education, New Delhi.
- ❖ Rohmetra, N., Singh, B.P. and Sharma, V. (2014): *Sustainable Business Practices*, Excel Books, New Delhi.
- ❖ Luthans Fred (2008) : *Organization Behaviour* (11th Ed.), Tata Mc Graw Hill, New Delhi.
- ❖ Rohmetra, N. and Sharma, D. (2011): *Management Perspectives in the New Age: Strategy, Markets and People*, Excel Books, New Delhi.
- ❖ Hodgetts, R. & Luthans, F. (2003): *International Management: Culture, Strategy and Behavior with World Map*. Tata Mc Graw Hill, New Delhi
- ❖ Rohmetra, N. Singh, B.P. and Sharma, V. (2014): *Business Dynamics: Contemporary Issues and Challenges*, Excel Books, New Delhi.
- ❖ Ricky, W. Griffin (2012), *Management*, Cengage Learning , Boston USA.

MARKETING MANAGEMENT

Course No. PSIBTC112
Minimum contact hours: 45
Duration of examination: 3 hours

Course Credit: 04
Max. Marks: 100 Marks
Internal assessment: 40 Marks
Semester examination: 60 Marks

(For the examinations to be held in Dec 2020, 2021 and 2022)

Course Objectives

1. To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To develop skills to analyze and synthesize information and derive insights related to marketing management from several perspectives.
4. To enhance business communication skills required to work effectively with a marketing team.

Course Outcomes

Upon completion of this course, the learner is expected to:

1. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.
2. Apply contemporary marketing theories to the demands of business and management practice.
3. Find and generate information/data needed to inform problem solving in marketing using appropriate methodology.
4. Analyze information/data critically and synthesize new knowledge and communicate that knowledge via engaging written and oral formats.
5. Organize information and data to reveal patterns and themes, and manage teams and evidence gathering and problem solving processes.

UNIT I

Introduction to marketing management - Core concepts of marketing; Marketing management tasks; Marketing environment; Marketing insight - Understanding the four 'A's of marketing; Marketing mix; Market segmentation & targeting; Analyzing marketing environment - The new marketing realities- Technology, globalization and social responsibility.

UNIT II

Developing marketing strategies and plans: Product and product lines – Product personality, Product decisions, Product mix; Product differentiation & positioning; Product life cycle and strategies; Managing marketing crisis; Packaging and labeling decisions; Branding & brand equity; New product development; Pricing decisions - Cost plus pricing, Multiple product pricing, Peak load pricing, Pricing in lifecycle of a product, Product bundling, Two-part pricing/Disney land pricing.

Unit # 01: Isha Chavhan

UNIT III

Promoting and delivering product- Advertising, Sales promotion, Public relations: Distribution and channel decisions - Channel design and channel management decisions: Wholesaling - Classification: Retailing – Types of retailing, Strategic issues in retailing: Customer relationship management: Customer perceived value, Total customer satisfaction and monitoring satisfaction.

UNIT IV

Emerging trends in marketing- Green marketing: Event marketing: Direct marketing: Social marketing: Buzz marketing Viral marketing: Consumerism: Conducting marketing research: Analyzing consumer and business markets, Tapping into global markets: Addressing competition and driving growth.

Note

A minimum of five cases articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections. Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Kotler, P. Marketing Management: *Analysis, Planning, Implementation and Control* (11th edition). Prentice – Hall.
- ❖ Ramaswamy & Namakumari. *Marketing Management Planning, Implementation and Control* (11th edition) (millennium edition). Mac Milan India Limited.
- ❖ Kotler & Koshy. (2009). *Marketing Management* (13th edition). Pearsons Education.
- ❖ Joel, R. E. & Berman, B. (2008). *Marketing Management*. Cengage.
- ❖ Keller, K. L. & Kotler, P. (2016). *Marketing Management* (15th edition). Pearson India Education Services Pvt. Ltd.

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ACCOUNTING FOR DECISION MAKING

Course No. PSIBTC113
Minimum contact hours: 45
Duration of examination: 3 hours

Course Credit: 04
Max. Marks: 100 Marks
Internal assessment: 40 Marks
Semester examination: 60 Marks

(For the examination to be held in Dec 2020, 2021 and 2022)

Course Objectives

1. Introduces students to the world of accounting and assumes no prior knowledge of the subject area.
2. Introduces students to the world of accounting and assumes no prior knowledge of the subject area.
3. Demonstrating proper journalizing techniques by correct recording of the date, account titles, documentation, debit and credit amounts, and differentiate among these terms and processes.
4. Demonstrating proper posting techniques by correct recording of the date, information in the items column, posting reference, debit and credit amounts, and correct calculation of the new account balance, and differentiate among these terms and processes.
5. Preparing a detailed income statement, balance sheet and the supporting schedules to demonstrate the business progress during a given fiscal period, and differentiate among these terms and processes.

Course Outcomes

Upon successful completion of the course, the learner is expected to:

1. Recognize commonly used financial statements, their components and how information from business transactions flows into these statements.
2. Evaluate the financial performance of an organisation using these various reports.
3. Analyse and evaluate financial information relating to product or service costs and contribution to profit.
4. Demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
5. Prepare Financial Statements and or financial schedules in accordance with Generally Accepted Accounting Principles through analysis and synthesis of information as well.

UNIT I

Basics of Accounting - Conceptual framework, nature and purpose of accounting: Accounting concepts and conventions with special reference to GAAP: Scope of Accounting and Emerging Role of Accounting: Journal Preparation: Preparation of Ledger: Trial Balance: Subsidiary Books with special focus on Cash Books.

UNIT II

Preparation of Financial Statements - Trading, Profit and Loss Account and Balance Sheet including adjustments.

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UNIT III

Management Accounting – Concept, Importance and Scope: Analysis of Financial Statements- Ratio Analysis including DU Pont Analysis.

UNIT IV

Introduction to Cost Accounting and its relationship with Financial and Management Accounting: Cost Classification: Preparation of Cost Sheet: Costing for decision-making- Marginal Costing and Variance Analysis- Material and Labour.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections. Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Anthony, R.N. and Reese, J.S (1998). *Accounting Principles (7th ed.)*. Richard D. Lewis. Homewood, Illinois
- ❖ Bhattacharya, S.K. and Dearden, J. (1997). *Accounting for Management: Text and Cases (3rd ed.)*. Vikas, New Delhi
- ❖ Jain, S.P. & Narang, K.L. (2016). *Cost Accounting - Principles & Practices (25th ed.)*. Kalyani Publisher.
- ❖ Gupta, S.K & Sharma, R.K. (2007). *Management Accounting*. Kalyani Publishers.
- ❖ Juneja, M.C., Chawla, R.C. & Saxena, K.K. (2017). *Elements of Book – Keeping (11th ed.)*. Kalyani Publishers.
- ❖ Fischer, Paul M., Tayler, William J. and Cheng, Rita H. (2012). *Advanced Accounting (11th ed.)*. Cengage.
- ❖ Atkinson, Kaplan R. and Young M.S. (2016). *Management Accounting*. Prentice Hall
- ❖ M.S. (2016). *Management Accounting*. Prentice Hall.

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CULTURE, SOCIETY AND ORGANIZATIONAL BEHAVIOUR

Course No. PSIBTC114
Minimum contact hours: 45
Duration of Examination: 3 hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the Examinations to be held in Dec.2020, 2021 and 2022)

Course Objectives

1. To enable the students to understand the basic concepts of organization behavior .
2. To develop the skills for diagnosing and understanding the conceptual and theoretical frameworks relating to organizational behaviour and functioning.
3. To acquaint the students about the various aspects of organizational behaviour across individual, group and organizational levels.
4. To enable the students to comprehend the relationship between culture and organizations.
5. To sensitize the students towards the need for managing effectively in culturally diverse environments.

Course Outcomes

Upon successful completion of this course, the learner is expected to :

1. Understand the implications of organizational behavior from a holistic perspective.
2. Address the complexities associated with individual, group and organizational behaviour and its management.
3. Use the theoretical and conceptual frameworks of organizational functioning in designing the interventions for solving organizational issues and problems.
4. Comprehend the role of a multicultural workforce in organizational functioning and the competencies/skills required for managing across cultures.
5. Explain how organizational change and culture affect working relationships within organizations.

UNIT I

Culture: Meaning and concept, foundations of culture, cultural orientations, elements of culture and the cultural phenomenon; Debates surrounding the concept of culture; Culture and society; Cross-cultural differences and managerial implications; Cultural Intelligence (CQ); Cross cultural interaction model.

UNIT II

Organizational behaviour: Conceptual framework, disciplines that contribute to the OB field, OB Model, contemporary challenges and opportunities in organizational behavior, managerial implications of OB; International dimensions of organizational behavior, managing across cultures; trends and developments in OB.

UNIT III

Understanding and managing individual behaviour: Individual differences and work behaviour, attitudes, personality, perception, learning, motivation and leadership across cultures; Self growth and interpersonal effectiveness: The Johari Window Model, Transactional analysis: Ego states, life positions and transactions.

UNIT IV

Understanding groups: group processes and behaviour, cohesiveness and diversity, group decision making; Understanding work teams, difference between groups and teams, building effective teams;

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UNIT IV

Self growth and interpersonal effectiveness: Transactional analysis; Understanding groups: group processes and behaviour, cohesiveness and diversity, group decision making: Understanding work teams, difference between groups and teams, building effective teams: Conflict management: process and resolution; Organization culture; Organization design and Organization structure.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- Thomas, D.C. (2008). Cross-Cultural Management: Essential Concepts, Sage, New Delhi.
- Adler, N.J. (2007). International Organizational Behavior, Cengage Learning, New Delhi.
- Robbins, J. & Vohra, N. (2011). Organizational Behaviour, Pearson Education, New Delhi.
- Rohmetra, N. & Gupta, A. (2014). Cross-Cultural Management: Practice and Research, Primus Books, New Delhi
- Rohmetra, N., Gupta, V. & Sharma, D. (2004). Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.
- Luthans, F. (2008). Organization Behaviour (11th ed.), Tata Mc Graw Hill, New Delhi.
- Rohmetra, N. (2005). Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi.
- Hodgetts, R., Luthans, F. & Doh, J. (2005). International Management (6th ed.), Tata Mc Graw Hill, New Delhi.
- Hofstede, G. (2001). Culture's Consequences (2nd ed.), Sage, New Delhi.
- Hofstede, G., Hofstede, G.J. & Minkov, M. (2010). Cultures and Organizations: Software of the Mind (3rd Ed.), McGraw-Hill, USA.
- Valsinger, J. (2007). Culture in Minds and Societies: Foundations of Cross Cultural Psychology, Sage, New Delhi.
- Rohmetra, N. (2005). Human Resource Development in the Changing Context - Challenges and Opportunities, Anmol Publications Pvt. Ltd., New Delhi.
- Minkov, M. (2013). Cross Cultural Analysis: The Science and Art of Comparing the World's Modern Societies and their Cultures, Sage, New Delhi.
- Rohmetra, N. and Sharma, A. (2012). Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect, Lambert Academic Publishing.
- Rohmetra, N. (1998). Human Resource Development in Commercial Banks In India" Ashgate Publishing Limited, International Publishing in Social Sciences and Humanities. Aldershot Hampshire (U.K)
- Dessler, G. (2015). Human Resource Management (13th ed.), Pearson Education, NJ.

INDUSTRIAL VISIT (LOCAL/NATIONAL)

Course No-PSIBTR115

Course credit: 02

Maximum marks: 50 Marks

(For the examinations to be held in Dec. 2020, 2021 and 2022)

Objectives

1. To facilitate interaction and establish connect between industry and academia.
2. To familiarize the students with the industry and corporate culture while providing an insight into the internal working of the companies.
3. To provide an opportunity to the students to learn through interaction, understand working methods and techniques.
4. To train students to learn how to deal with people-technology interfaces that are critical features of future workplaces.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Infuse among the students the industrial learning so that they can connect it with the theoretical understanding of different functional areas of organizations
2. To prepare reports that shall reflect their key learning's which can be documented for future study for the students
3. To gain firsthand knowledge about the industrial clusters and the requisite skills endorsed by the industry for employment.
4. To network with the industries for fetching industry sponsored internships and corporate placements

Evaluation:

The evaluation for the said course shall be made on the basis of report submission and there after viva-voce to be conducted by external expert (preferably from industry).

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VIVA-VOCE

Course No-PSIBVC116

Course Credit: 02

Maximum Marks: 50 Marks

(For the examinations to be held in Dec. 2020, 2021 and 2022)

Objectives

1. To enable the students to express their knowledge and communication ability with logic and confidence.
2. The viva-voce will be comprehensive in nature, and broadly cover the syllabi of the respective semester, thereby enabling students to have cross functional knowledge of the subject.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Students will be expected to have a broader knowledge of the current business issues and concerns.
2. Develop interactional skills among the students with corporate and responding to the contingency based business situations.

Evaluation:

The viva-voce shall be conducted by an external examiner.

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BUSINESS ECONOMICS

Course No. PSIBTC117
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec. 2020, 2021 and 2022)

Course Objectives

1. To provide basic knowledge of the concepts on business economics that covers both microeconomic and macroeconomic aspects of managerial decisions.
2. To acquaint participants with various microeconomic theories, concepts and tools of economic analysis and the application of the same in business decision – making.
3. To understand the concept of macroeconomic equilibrium and implications for the management of business.
4. To build confidence among students in using the concepts and principles of managerial economics to analyse and communicate business performance.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Gain the skill of using various economics concepts as tool for evaluating, interpreting and obtaining solutions for managerial problems within the organizations.
2. Combine practice and theoretical knowledge of business economics and develop awareness of emerging trends in business economics.
3. Understand the behavior of consumers and firms to examine and evaluate the operations of the market mechanism for different markets structures.
4. Understand the causes and consequences of different market structures.
5. Learn the concept of macroeconomic equilibrium and implications of these macroeconomic factors and policies on business activity in small open economy.

UNIT I

Introduction to managerial economics; Concept of Utility; Demand theory – meaning of demand, types of demand – individual demand, market demand; Determinants of market demand; Law of demand; Business and economic forecasting – survey methods, statistical methods; Elasticity of Demand – price elasticity, income elasticity, cross elasticity, advertising elasticity.

UNIT II

Production theory and analysis - The production function, production with one variable input, production with two variable inputs; Economies of scale and scope; Internal economies, external economies; Laws of returns to scale; Analysis of costs - cost concepts, the link between production and costs, short run and long run cost curves; Break even analysis and plant sizing.

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UNIT III

Market structure and pricing decisions: Perfect competition - characteristics of perfect competition, price determination under perfect competition - short run and long run equilibrium; Monopoly: causes and kind of monopolies, pricing and output decisions in short run and long run, price discrimination under monopoly; Monopolistic competition - price under monopolistic competition in short run and long run; Oligopoly - pricing under oligopoly, kinked demand curve analysis.

UNIT IV

Overview of macroeconomics: Concept of national income: Gross national product (GNP), gross domestic product (GDP), net national product (NNP); Methods of measuring national income; Business Cycles - concept & phases of business cycles, Monetary and fiscal policies, counter - cyclic monetary and fiscal policies; input- output analysis; Concept of inflation and deflation.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Varshney and Maheshwari (2005). *Managerial Economics* (19th edition). Sultan Chand and Sons.
- ❖ Samuelson, W. F. and Mark, S. G. (2005). *Managerial Economics* (5th edition). John Wiley & Sons.
- ❖ Keat (2009). *Managerial Economics: Economic Tools for Today's Decision Makers* (5th edition). India: Pearson Education.
- ❖ Lewis, W. C., Jain, S. K., and Petersen, H. C. (2006). *Managerial Economics* (4th edition). Pearson Education.
- ❖ Froeb, L., McCann, B., Ward, M., and Shor, M. (2013). *Managerial Economics*. Cengage Learning.
- ❖ Dwivedi, D. N (2009). *Managerial Economics* (7th edition). Vikas Publishing House.
- ❖ Mankiw, N. G., and Taylor, M. P. (2011). *Macroeconomics*. South-Western, Cengage Learning.

QUANTITATIVE TECHNIQUES

Course No. PSIBTC118
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60

(For the examinations to be held in Dec. 2020, 2021 and 2022)

Course Objectives

1. To acquaint the students with various statistical tools and techniques used to business decision making.
2. To provide fundamental knowledge and exposure to the students about the basic tools of operations research.
3. To enable students in solving the management problems through modeling and using mathematical approach.
4. To develop analytical thinking so that real time research problems can be solved.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Gain the skill of analyzing data to solve the real-time research problem.
2. Evaluate how to comprehend meaningful information from tons of information available.
3. Solve complex problems of business using complex techniques like linear programming problem and transportation problems.
4. Solve complex research problems with the help of various research techniques.

UNIT I

Measures of central tendencies - Arithmetic mean (for individual observations, discrete series and continuous series); Weighted arithmetic mean; Positional measures - Median, Quartiles and Mode; Measure of dispersion - Range, Quartile deviation, Standard deviation; Coefficient of variation, Skewness and Kurtosis.

UNIT II

Correlation - Meaning, significance and types; Karl Pearson coefficient of correlation; Spearman's rank correlation method; Regression analysis - Introduction, uses and types; Simple linear regression; Regression coefficients; Regression equations; Standard error of estimate and coefficient of determination.

UNIT III

Introduction to operations research; Linear programming - Graphical method, Simplex method for maximization and minimization. Transportation model-minimization/maximization algorithm; Methods for finding initial and optimal solution.

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UNIT IV

Decision analysis - Introduction to decision theory; Criteria for decision making under risk and uncertainty; Decision trees. Introduction to assignment problems of business.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Gupta, S. P. (2011). *Statistical Method*. Sultan Chand Publication.
- ❖ Sharma, J. K.(2007). *Business Statistics*. Pearson Education.
- ❖ Vohra, N.D. (2010). *Quantitative Techniques in Management*. Tata McGraw Hill.
- ❖ Kapoor, V.K.(2006). *Operations Research*. Sultan Chand & Sons.
- ❖ Sharma, J. K.(2008). *Operations Research: Theory and Applications*. Macmillan.

HUMAN RESOURCE MANAGEMENT

Course No. PSIBTC120
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60

(For the examinations to be held in Dec. 2020, 2021 and 2022)

Course Objectives

1. To help the students in understanding the evolution of human resource management, basic concepts, recent roles and trends, management concepts and practices for better HR management.
2. To develop and analyze the future human resource requirements and design action plan for the same.
3. To understand the mechanism of wages and salary administration and grievances redressal at work place.
4. To enlighten the students about the concept and scope of industrial relations and ways to analyze the co-operation and conflict.

Course Outcomes

After the completion of this course, the learner is expected to:

1. Apply the basic concepts and models of human resource management at work place
2. Demonstrate a basic understanding of different tools of forecasting and planning human resource needs as well as formalize, design, and evaluate various recruitment, selection and placement policies
3. Design compensation plan for various levels and develop system for the management of the same
4. Apply various industrial relations approaches for managing workplace conflicts as well as industrial disputes and devising mechanism for their redressal.
5. Use labour officer for education employees about their rights.

UNIT I

HRM- Features, functions, principles and challenges; General evolution of HRM, evolution of HRM in India; HRM models- Harvard model, Guest model, Michigan model and Warwick model; HR policies-Specific and overall HR policies; Qualifications of HR professionals; Jobs in HRM; Code of ethics of society for HRM; Personnel management v/s HRM.

UNIT-II

Human resource planning- Process and factors affecting human resource planning; Job analysis- Job description & job specification; Recruitment- Process and sources of recruitment; Selection; Placement; Orientation; Promotion & transfers; Absenteeism; Employee training; Performance appraisal – Approaches, evaluation process, methods and ethics of appraisal.

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UNIT-III

Job evaluation-Need, process and techniques; Wage & salary administration- Wage concepts, wage determination process, factors affecting wage & salary structure, principles of wage administration; Broad banding-Concept and process; Incentives – Monetary and non-monetary incentives; Group incentives; Grievance redressal – Causes, need, machinery & guiding principles.

UNIT-IV

Approaches of industrial relations; Industrial disputes –Causes; Machinery for settlement of industrial disputes- Conciliation, arbitration, adjudication; Conflict resolution-Collective bargaining, Workers' participation in management & workers' empowerment; Labour welfare – Features, need, types & approaches; Labour welfare officer – Qualification, functions & duties.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, Section A (20 Marks) and section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Cascio, W and Nambudiri, R. Managing Human Resources, *Tata McGraw Hill Education Pvt. Ltd.*, New Delhi
- ❖ Dessler, G. Human Resource Management, *Prentice Hall India*, New Delhi.
- ❖ Rao, P.S. Human Resource Management, *Himalaya Publishing House*, New Delhi
- ❖ Memoria, C.B., Memoria, S. and Gankar, S.V. Dynamics of Industrial Relations. *Himalaya Publishing House*, New Delhi.
- ❖ Armstrong, M. Armstrong's Handbook of Human Resource Management. *Kogun Page Publishers*, UK



INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND HUMAN
RESOURCE MANAGEMENT
(ICcCR & HRM)

MBA (IB) SEMESTER - II

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC211	International Business Environment	4	3-1-0	Core courses
PSIBTC212	International Marketing Management	4	3-1-0	
PSIBTC213	International Human Resource Management	4	3-1-0	
PSIBTC214	Financial Management	4	3-1-0	
PSIBTR216	Industrial Visit (Local/National/ International Immersion)	2	0-0-2	
PSIBVC217	Viva Voce	2		
PSIBTC218	Seminar on Business Research Methods	2	1-0-1	
PSIBTC219	Foreign Language (French/Mandarin/German)	2	2-0-0	
PSIBTC220	Import and Export Management	4	3-1-0	
PSIBTC221	India's Foreign Trade and Trade Policy	4	3-1-0	
	TOTAL CREDITS	32		

6-8 Week Summer Training at the end of Semester II

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INTERNATIONAL BUSINESS ENVIRONMENT

Course No. PSIBTC211
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To enlighten the students on various aspects of international business environment.
2. Develop an understanding of the basic concepts related to global environmental issues.
3. To help students to analyse the impact of globalization on the Indian industry.
4. To conduct country specific studies environmental evaluation for international businesses.
5. Develop an understanding, how key changes in international business affects a country and business unit.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Gain the basic understanding how business is conducted internationally.
2. Identify various parameters that affect the domestic and international business.
3. Have an understanding how to carry out risk analysis of various countries with specific focus on international business.
4. Evaluate business in the context of various business associations across the globe.

UNIT I

An overview of international business environment; Analysis of global environment- Political, social, cultural, legal, technological environment; Globalization forces -Meaning, dimensions and stages in globalizations, globalization boon or bane.

UNIT II

Managing the multinational enterprises- Problems and potential; Multinational service organizations; Indian companies becoming multinationals- Potential, need and problems; Rise of new economies like Brazil, Russia, India and China (BRIC) and Association of Southeast Asian Nations (ASEAN) countries.

UNIT III

Country risk analysis - Political, social, economic, cultural and ethical practices; Responsibilities of international business, Opportunities and threats for international business; Trade blocks; Types of integration- Theory of custom union, European union, Regional groupings, Integration of developing countries- SAARC and SAPTA: Contemporary Issues.

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UNIT IV

Managing international technology transfers - Nature of technology transfer; Stages in the transfer process and international technology issues; Foreign Direct Investment (FDI)- Introduction, types of FDI, policy frame work to promote foreign direct investment, FDI trends in India.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Agarwal,O.P. and Chaudhary, B. K. (2009). *Foreign Trade and Foreign Exchange*. Himalaya Publishing House.
- ❖ Sharan,V. (2011). *International Business - Concept, Environment and Strategy*. Pearson Education.
- ❖ Cherunilam,F. (2010). *International Business, Text and Cases*. Prentice Hall of India Private Limited.
- ❖ Joshi,R.M. (2009). *International Business* . Oxford University Press.
- ❖ Paul,J. (2008). *International Business* . Prentice Hall of India Learning Pvt. Ltd.
- ❖ Rao,P.S. (2013). *International Business, Text and Cases* .Himalaya Publishing House.
- ❖ Daniels,J.D., Radebaugh,L.H., Sullivan, D.P., & Salwan,P. (2009). *International Business- Environment and Operations*. Pearson Publication.

INTERNATIONAL MARKETING MANAGEMENT

Course No. PSIBTC212
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To provide students with evolving perspectives underlying international marketing management, its environment and complexities.
2. To understand the interdependence among various nations and its impact on the international marketing opportunities and challenges.
3. To understand the influence of macro-environment on international market selection and international market entry modes.
4. To understand the specific international issues affecting the 4Ps of marketing.

Course Outcomes

Upon completion of this course, the learner is expected to:

1. Have developed an understanding of major issues related to international marketing.
2. Have developed skills in researching and analyzing trends in global markets and in modern marketing practice.
3. Be able to assess an organization's ability to enter and compete in International markets.
4. Have developed skills in researching and analyzing International marketing issues and opportunities using the right mix of 4Ps.

UNIT I

Concept of international marketing; Differences between international and domestic marketing; Local responsiveness Vs Global integration grid; Targeting international market opportunities -Regional market characteristics; Marketing in transitional economies and Third world countries; Inter - market segmentation process; International market entry strategies.

UNIT II

International product management - International product positioning, Product saturation levels in global market; International product life cycle; New products in international marketing; Brands in international market.

UNIT III

Pricing and promotion for international markets: Environmental influences on pricing decisions; Grey market goods; Transfer pricing; Global pricing policy; Global advertising and branding.

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UNIT IV

International marketing channels: Channels distribution structures, Distribution patterns. Factors effecting choice of channels; International distribution strategy - Selecting foreign country market intermediaries; International logistic decisions.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Cateora, P. R. & Graham, J. L. (2009). International Marketing. Tata McGraw-Hill Co. Ltd.
- ❖ Joshi, R. M. (2014). International Marketing, (1st edition). Oxford University Press.
- ❖ Mathur. (2009). International Marketing. Sage Publications.
- ❖ Cherunillum, F. (2009). International Marketing. Himalaya Publishing.
- ❖ Shaw, J. J. (2009). International Marketing Analysis and Strategy, (3rd edition). SakOnkvisit, Pearson.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course No. PSIBTC213
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To sensitize students about the concepts, theoretical frameworks and issues in IHRM.
2. To make students understand and appreciate contemporary IHRM practices across nations.
3. To outline the differences between domestic and international human resource management.
4. To assess the role of international industrial relations in people mobility across borders
5. To explicitly present people management systems across regions and countries.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Diagnose cross country IHRM differences and implications for international business management.
2. To undertake comparative HRM projects and assignments highlighting the case of India vis-à-vis global economies.
3. To identify the factors that moderate career development in international corporate assignments
4. To understand the characteristics of international labour markets and resultant mobility challenges for pursuing global careers.

UNIT I

International HRM, definition, concepts and approaches; Cultural, comparative and organisational perspectives on IHRM; Differences between domestic and International Human Resource Management; Development of IHRM function; IHRM as a driver of competitive advantage; Theoretical frameworks; Strategic issues in IHRM; Managing people in International context- India, China, Japan, EU, USA, UK. IHRM and culture; IHRM & fourth industrial revolution: HR Analytics- Concept and Applications.

UNIT II

Globalisation and human resource management: Managing international mobility, HR contribution towards global strategic alliances; Global staffing: International recruitment and selection, Developing international staff and multinational teams; Managing global diverse workforce, expatriation and repatriation-Issues and concerns; International training and development: Developing global leaders and expatriates; Global leadership: Competencies.

UNIT III

International performance management, Concepts and purposes, Cultural factors and issues in performance management; Performance management in multinational corporations and international assignees-Evaluation issues and guidelines; International compensation: Managing compensation on a

UNIT III

International performance management, Concepts and purposes. Cultural factors and issues in performance management; Performance management in multinational corporations and international assignees-Evaluation issues and guidelines; International compensation: Managing compensation on a global scale, Culture impact and compensation policy; Tahvanainen contextual model of expatriate performance management.

UNIT IV

Industrial relations in comparative perspective, Global unions, The transfer of employment practices across borders in multinational companies, Contemporary issues in IHRM; International trends in unionization, International Labour Standards, International and collective bargaining; Equal opportunity and diversity management in the global context.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999). *International Human Resource Management, Managing People In A Multinational Context* by, South Western College Publishing.
- ❖ Neelu Rohmetra and Anil Gupta, *Cross-Cultural Management: Practice and Research*. Primus Books, New Delhi, 2014.
- ❖ Neelu Rohmetra (2005). *Cultural Paradigm in Managing People and Organizations: Ethics, Change and Development*, Excel Books.
- ❖ Chris Brewster, Paul Sparrow and Guy Vernon (2008): *International Human Resource Management*, Universities Press (India) Pvt. Ltd.
- ❖ P.L.Rao (2008). *International Human Resource Management-Text And Cases*. Excel Books.
- ❖ Neelu Rohmetra and Dinesh Sharma (2011). *Managing Perspectives in New Age: Strategy, Markets and People*, Excel books.
- ❖ Randall S. Schuler and Susan Jackson (2003): *Managing Human Resources in Cross-Border Alliance*, Routledge Taylor and Francis Publications.

FINANCIAL MANAGEMENT

Course No. PSIBTC214
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. Introduce students to financial management, its importance and its applications in business, their relationship with the business environment and the role and functions of chief finance officer.
Introduce students to financial planning, and objectives, and its benefits, and the types of areas and stages of financial planning, and the factors that help the success of financial planning.
2. Introduce students to the methods used in financial planning to assess the short-term financial needs.
3. Introduce students to time value of money and its relationship to the objectives of financial management, rationale for using the time value of money, and simple and compound interest and how to calculate it, and also to understand the present value of the future payments.
4. Analyse the complexities associated with management of cost of funds in the capital structure.

Course Outcomes

Upon successful completion of the course, the learner is expected to:

1. By the end of the course students will able to use finance functions for decision making, describe time value of money, how a project is made and appraised.
2. Differentiate between the various sources of finance and their pros & cons.
3. Apply the Leverage and EBIT EPS analysis associate with financial data in the corporate.
4. Outline capital requirements for starting a business & management of working capital.
5. Recommend whether and why an investment should be accepted or rejected.

UNIT I

Nature, scope and objectives of Financial Management; Risk-return framework for Financial decision-making; Role of a finance manager in a firm and agency problems; Capital budgeting decisions - Nature and kinds of capital budgeting decisions; Evaluation techniques; Time value of money.

UNIT II

Cost of capital-valuation & measurement of specific costs: Debt, preference shares, equity shares, retained earnings, weighted average cost of capital; Sources of long-term finance; Basics of working capital planning and management; Estimation of working capital requirements; Factors affecting working capital requirements.

UNIT III

Capital structure: Operating leverage, financial leverage and its impact on the valuation of firm; Theories of capital structure; Optimal capital structure; Determinants of capital structure.

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UNIT IV

Dividend policy: Dividend and its form; Cash dividend, Right and Bonus shares and Buy-back of shares; Theories of dividend policy and their impact on the value of a firm; Types of dividend policy; Determinants of dividend policy.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, Section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Pandey I. M. (2016). *Financial Management* (11th ed.). Vikas Publishing House Pvt. Ltd., 2010.
- ❖ Khan M. Y. & Jain P. K. (2018). *Financial Management - Text, Problems & Cases* (8th ed.). Tata McGraw Hill.
- ❖ Bhalla V.K. (2007). *Financial Management & Policy* (4th ed.). Anmol Publications-Pvt. Ltd.
- ❖ Horne Van (2011). *Financial Management & Policy* (12th ed.). Pearson.
- ❖ Chandra P. (2017). *Financial Management Theory & Practice* (9th ed.). Tata McGraw Hill.
- ❖ Brealey R and Myers S.C. (2007). *Principles of Corporate Finance* (9th ed.). Tata McGraw-Hill.
- ❖ Kapil .S. (2010). *Financial Management* (1st ed.). Pearson education.
- ❖ Lasher W.R. (2013). *Financial Management: Principles and Practice* (7th ed.). South Western College Publishing.

INDUSTRIAL VISIT (LOCAL/NATIONAL/INTERNATIONAL IMMERSION)

Course No-PSIBTR216

Course Credit: 02
Maximum Marks: 50 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Objectives

1. To facilitate interaction and establish connect between industry and academia.
2. To familiarize the students with the industry and corporate culture while providing an insight into the internal working of the companies.
3. To provide an opportunity to the students to learn through interaction, understand working methods and techniques.
4. To train students to learn how to deal with people-technology interfaces those are critical features of future workplaces.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Infuse among the students the industrial learning so that they can connect it with the theoretical understanding of different functional areas of organizations
2. To prepare reports that shall reflect their key learning's which can be documented for future study for the students
3. To gain firsthand knowledge about the industrial clusters and the requisite skills endorsed by the industry for employment.
4. To network with the industries for fetching industry sponsored internships and corporate placements

Evaluation:

The evaluation for the said course shall be made on the basis of report submission and there after viva-voce to be conducted by external expert (preferably from industry).

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VIVA-VOCE

Course No-PSIBVC217

Course Credit: 02

Maximum Marks: 50 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Objectives

1. To enable the students to express their knowledge and communication ability with logic and confidence.
2. The viva-voce will be comprehensive in nature and broadly cover the syllabi of the respective semester, thereby enabling students to have cross functional knowledge of the subject.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Students will be expected to have a broader knowledge of the current business issues and concerns.
2. Develop interactional skills among the students with corporate and responding to the contingency based business situations.

Evaluation: The viva-voce shall be conducted by an external examiner

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SEMINAR ON BUSINESS RESEARCH METHODS

Course No. PSIBTC218
Minimum Contact Hours: 25

Course Credit: 02
Max. Marks: 50 Marks
Duration of Examination: 2 Hours

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objective

1. To develop an understanding of applied business research methods.
2. To impart usefulness of business research in managerial decision making.
3. To expose the students with the various qualitative and quantitative research techniques.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Demonstrate proficiency in analysis of data for obtaining research results.
2. Identify the kind of research analysis technique suitable for which kind of data.
3. Conduct a short research assignment based upon data collection & data analysis.

UNIT I

An overview of research methodology; Research process; Research methodology; Scales and measurements, Rating scales, Attitude scales, Thurston scale, Likert scales, Hypothesis – Basic concepts, Semantic differential scale; Questionnaire design and survey research, – Methods of data collection, Interviews, Observation, Schedule, Questionnaire ; Other methods of data collection, Panel research, Warranty cards, pantry audit and consumer panel, Mechanical devices, Projective techniques.

UNIT II

Designing qualitative research – Literature review; Research questions and purpose; Qualitative data collection, Qualitative analysis – Thematic coding and content analysis, Meta synthesis of qualitative studies, Muddling qualitative methods; Quantitative research - Research hypotheses; Type I and type II errors, One tailed and two tailed tests, Tests of significance for attributes; Tests of significance for variables; Chi square test of independence and goodness of fit; F – test.

UNIT III

Marketing research – Framework for international marketing research; Demand forecasting - Consumer survey methods, Opinion poll methods, Trend projection methods, Barometric methods, Econometric methods; Perceptual mapping; Human resource research methods; Human resource accounting and audit research – HR valuation methods; HR scorecard and metrics; HR audit research; Six sigma and total quality management

Statistical Lab: T-test, Z-test and basic introduction to SPSS, Excel and other related softwares.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Zikmund, W.G.(2007). *Business Research Methods*. Thomson.
- ❖ Cooper,D.R. and Schindler,R.S.,(2000). *Business Research Methods*. Tata McGraw Hill Publishing Company.
- ❖ Bhattacharya, D.K.(2010). *Human Resource Research Methods*. Oxford University Press.
- ❖ Malhotra, N. K. and Dash, S. (2010). *Marketing Research – A Applied Orientation*.Pearson.

FOREIGN LANGUAGE

Course No. PSIBTC219
Minimum Contact Hours: 30
Duration of Examinations: 1.30 Hours

Course Credit: 02
Max. Marks: 50 Marks
Internal Assessment: 20 Marks
Semester Examinations: 30 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To familiarize the students with the basic French so that they can read and write short and simple texts.
2. The course also enables in developing the ability to construct sentences and frame questions.
3. To assist them in inferring the basic French language that is used across corporate.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Demonstrate threshold proficiency in understanding and articulating French language.
2. Speak basic language used for communication in corporate settings.
3. Use French language proficiency for building their careers at international destinations.

UNIT I

Les Articles, Prepositions, Les Adjectifs Qualificatifs, Phrases, Brief introduction of French and Francophonic countries, Presenting oneself, getting information about someone else, greeting and taking leave, asking/giving personal information.

UNIT II

Verbes (Present), Les adjectives, Le corps, L'adjectif possessif, Introduction, Pronouncing and writing numbers in French, Spell and count numbers, telling the time, fixing an hour, place for a meeting, French dialogues (at the bakery, arriving at a hotel)

UNIT III

Repas, Fruits et' legumes, describing a person, object and place, describing relation in a family, description of objects, people and places, nationalities, speaking about one's professions, expressing actions using -er, -ir, -re, -oir verbs.

BOOKS RECOMMENDED

- ❖ G.Mauger, *Cours de Langue et de Civilisation Francaises*, Goyal Publishers
- ❖ Arun Sharma, *French Conjugation*, Highbrows Publishers
- ❖ Sanjay Kumar, *Grammaire Francaise*, Langers
- ❖ Jacques Pecheur, *Methods de Francais*, cle International Esprit 1, langers

(Latest edition of text books be used)

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IMPORT AND EXPORT MANAGEMENT

Course No. PSIBTC220
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To make the students understand the complete import and export procedure and the documentation needed for the same.
2. To provide an insight into the concepts of export and import management and have a clear understanding of framework of EXIM trade.
3. To bring about an understanding of the roles and responsibilities of the several parties like export houses, trading houses, banks, custom agents etc., in the smooth conduct of international trade.
4. To familiarize the students with the requisite legalities and norms involved in cross border trade.

Course Outcomes

Upon successful completion of this course, the learner is expected:

1. To apply various exports procedures and formalities to run an export business.
2. To be knowledgeable about the various incentives and export benefits available for indulging into cross border trade.
3. To reflect upon the complete import procedure and its documentation.
4. To explicate upon the role of the several parties involved in the process of conducting international trade through exports and imports.

UNIT I

Preparation for exports: Registration of firms with authorities, PAN No., IE code, BIN No., EPC, Central Excise etc.; Export-Import documentation; Category of exports: direct, indirect, third party exports; Category of exporters: manufacturer and merchant exporter; Export Oriented Units (EOU); Special Economic Zones (SEZ), biotech parks, soft ware tech parks; Export houses; Trading houses: super trading, star trading houses.

UNIT II

Export benefits: Duty drawback, advance authorization scheme, duty free import authorization, duty exemption entitlement scheme, export promotion capital goods (EPCG), duty entitlement pass book scheme, market development assistance, focus product, focus marketing, market access initiative.

UNIT III

Export Management: Report procedures, general excise clearances; Role of custom house agent and freight forward agents; Terms of delivery, Incoterms; Types of custom duties; Shipment of export cargo; Valuation rules; Marine insurance policy; Export credit: Export credit guarantee and policies; Finance for exports on deferred payment terms.

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UNIT IV

Import management: Procurement planning, identification and selection of suppliers, purchase contract, terms of payments. Import procedures - Import licensing policy; Actual user licensing; Replenishment licensing; Import export pass book; Capital goods licensing; Procedure for import clearance at sea port and by air.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Pamecha, V.K. (2011). *A Guide to Export-Import Consultancy & Registration Services* (5th ed.), Indian print.
- ❖ Hinkelman, E.G. (2009). *A Short Course in International Payments - Letters of Credit, Documentary Collections and Cyberpayments in International Transactions*, (3rd ed.), Indian print
- ❖ Newfarmer, R., Shaw, W. & Walkenhorst, P. (2009). *Breaking into New Markets - Emerging Lessons for Export Diversification*, Indian Print.
- ❖ Johnson, T.E. (2002). *Export/import Procedures and Documentation*, (4th ed.), AMACON.
- ❖ Ram, P. & Garg, N.K. (2013). *Export - What, Where & How - Only A-Z Book on Export Marketing, Procedure & Documents*, (46thed.), Anupam Publishers.
- ❖ Khurana, P.K. (2013). *Export Management*, (8th ed.), Jain Book Agency.
- ❖ Bhatnagar, S. M. (2013). *Export Oriented Units - Law and Procedures (14thed.)*. Jain Book Agency
- ❖ Jain, R.K. (2014). *Foreign Trade Policy & Handbook of Procedures with Forms, Circulars & Public Notices (Vol.1)*, (20th ed.), Centex.

INDIA'S FOREIGN TRADE AND TRADE POLICY

Course No. PSIBTC221
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2021, 2022 and 2023)

Course Objectives

1. To develop an understanding about the various aspects of foreign trade and policy and their impact on the business.
2. To provide the students a thorough understanding of EXIM procedures in today's global village.
3. To make the students familiar with the regulatory framework for export promotion in India.
4. To sensitize the students about a very broad spectrum of issues related to policy options for trade promotion available to the developing countries.
5. To build confidence among students in using the concepts and vocabulary of EXIM business.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Use international trade terms and concepts when communicating.
2. Explain the international trade concepts used in making global decision.
3. Use effective communication skills to promote respect and relationship for international trade.
4. Utilize information by applying a variety of business and industry software and hardware to major international trade function.
5. Demonstrate a basic understanding of international trade.

UNIT I

World trade- Direction of world trade; Composition and direction of world merchandise trade & world commercial services trade; India's foreign trade- Its direction and composition; Terms of trade; Constraints in India's export growth; Balance of trade and corrective measures; Balance of payments and corrective measures.

UNIT-II

Preferential Trading Arrangement (PTA): Forms of international economic integration; Growth of Regional Trading Agreements (RTA) in different parts of world; Limitations of Regional economic integration; RTA vis-à-vis multilateral trading system and India's participation in PTAs.

UNIT-III

Organizations for international trade promotion- International trade centre, import promotion organizations; Institutional framework for trade promotion in India- Department of Commerce, Advisory bodies, Commodity organizations, Autonomous bodies, Service institutions, Government participation in foreign trade, State's involvement in promoting exports.

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UNIT-IV

Trade policy options for developing countries; Strategic options for trade policy; Instruments of trade policy; The Foreign Trade (Development and Regulation) Act, 1992; India's foreign trade policy –Prohibitions and restrictions on import and export; Policy measures for trade promotion; Scheme to augment export production and other export promotion measures; Policy initiatives and incentives by the State Governments.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Cherunilam, F. (2010). *International Business, Text and Cases* (5th ed.). Prentice Hall of India Private Limited, New Delhi.
- ❖ Joshi, R.M. (2009). *International Business* (1sted.). Oxford University Press.
- ❖ Paul, J. (2008). *International Business* (4th ed.). Prentice Hall of India Learning Pvt. Ltd.
- ❖ Agarwal, O.P. & Chaudhary, B.K. (2009). *Foreign Trade and Foreign Exchange* (6th ed.). Himalaya Publishing House.
- ❖ Sharan, V. (2011). *International Business- Concept, Environment and Strategy* (3rded.). Pearson Education.
- ❖ SubhaRao, P. (2013). *International Business, Text and Cases* (3rded.).Himalaya Publishing House.
- ❖ Pamecha, V.K. (2012). *A Guide to Export-Import Consultancy & Registration services* (5th ed.). Jain Book Agency.
- ❖ Hinkelman, G. (2009). *A Short Course in International Trade Documentation* (3rd ed.) *The Documents of Exporting, Importing, Shipping and Banking* Edward, Indian print.



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND
HUMAN RESOURCE MANAGEMENT
(ICcR & HRM)**

MBA (IB) SEMESTER - IV

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC411	International Project Management	4	3-1-0	Core courses
PSIBTC412	Corporate Governance and Social Responsibility	4	3-1-0	
PSIBTC413	WTO- Implications on International Business	4	3-1-0	
PSIBTC414	International Financial Markets and Institutions	4	3-1-0	
PSIBTR415	Seminar on Cross-Cultural Business Negotiations/ Visit to National/International Institutions	2	0-0-2	
	Open Course in Other Departments	4	4-0-0	
PSIBVC416	Comprehensive Viva Voce	2		
PSIBTE417	Management of Multinational Corporations	4	3-1-0	Electives (Any two)
PSIBTE418	Entrepreneurship Development	4	3-1-0	
PSIBTE419	International Banking	4	3-1-0	
PSIBTE420	Global Sourcing and Business Development	4	3-1-0	
PSIBTE421	Management Information System	4		
	TOTAL CREDITS	32		

*Visit to National and International institutions shall be conducted for the professional development of the student.

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INTERNATIONAL PROJECT MANAGEMENT

Course No. PSIBTC411
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. This course aims at apprising the students with the concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control.
2. Develop necessary skill for international project planning and management.
3. Develop critical thinking of handling various projects simultaneously.
4. Evaluation of international business projects in the context of PESTLE environment.
5. Developing a mechanism for financial evaluation of different projects.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Have proficiency in critically analyzing the performance of the various projects using PERT, CPM or Financial analysis.
2. Combine practical and theoretical knowledge of project management and develop awareness of emerging trends in real-time project management.
3. Evaluate different business ideas on the basis of various project analysis techniques like PERT, breakeven analysis etc.
4. Develop such project organization structures that can be global in application.

UNIT I

Need for project management; Project characteristics, Project constraints, Attributes of good project manager; International project environments- Project management in industrial settings, Project management in service sector ; Different types of needs leading to different types of international projects under BOMRED (Balancing, Modernization, Replacement, Expansion, Diversification), Considerations involved in decisions under each of these types.

UNIT II

International/ Global project identification: Generation of ideas, Monitoring the environment, Corporate appraisal, Scouting for project ideas; Preliminary screening, Project rating index; Sources of positive net present value on being an entrepreneur.

International/Global project formulation: Market and demand analysis, Technical analysis- PERT and CPM.

UNIT III

International/ Global economic analysis, International/ Global financial analysis; Cost of project, Means of financing, Estimates of sales and production, Cost of production, Working capital requirements and its financing; Estimates of working results; Breakeven point,

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Projected cash flow statement, Projected balance sheet: Cases on major international project collaborations.

UNIT IV

International / Global project control- Purpose of project control, Approaches to project control, Project control process.

International / Global project organization structure and integration: Formal organizational structure, Requirements of project organizations, Pure project organizations, Matrix organization; Selecting a project form, Project office, Informal organization, Integration in large scale projects; Rationale of SCBA with an international perspective; Human aspects of international project management.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Chandra,P.(2010). *Projects*. Tata Mc Graw Hill.
- ❖ Chaudhary,S.(2010). *Project Management*. Tata Mc Graw Hill.
- ❖ Patel,B.M. (2000). *Project Management*. Vikas Publishing House.
- ❖ Thirumalai,R.(2002). *Project Management*. Himalaya Publishing House.
- ❖ Jack,G. and Clements,P.(2010). *Project Management*. International Thompson Publishing.
- ❖ Clements,G.(2012). *Project Management*. Cengage Learning Management.
- ❖ Pinto,J.K. (2012). *Project Management*. Pearson Education.

CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

Course No. PSIBTC412
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To develop an understanding of the underlying concepts of corporate governance, business ethics and CSR which are relevant to the contemporary business environment.
2. To gain an in-depth perspective of the various reports and committees that advanced the evolution of the governance structures over the decades.
3. To provide students with in-depth knowledge of corporate governance and corporate social responsibility issues in the business world.
4. To introduce the student to the tension and tradeoffs involved in the adoption of CSR by a firm in competitive economy.
5. To understand the role of governmental and legal structures in providing and facilitating a framework for corporate governance and corporate social responsibility.

Course Outcomes

Upon completion of this course, the learner is expected to:

1. Distinguish the various expectations and demands that emanate from stakeholders on business firms.
2. Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues.
3. Describe the ethical and current social responsibility issues and the influence of these issues on society, management decision making, behavior, policies and practices;
4. Define governance in business and recognize the legitimacy of business as an institution in a global society.
5. Imbibe the ethical issues in corporate governance and to adhere to the ethical codes of conduct.

UNIT I

Corporate Governance – Evolution, concept and principles; Internal structural mechanism for managing corporate governance – Board of Directors, Governance committees, Corporate credos, Whistle blowing; Legal framework for dealing with corporate governance – SEBI guidelines, Companies Act.

UNIT II

Global corporate governance Models, Corporate governance structure in U.K and U.S.A.; Reports and recommendation on corporate governance – Cadbury report, Hampel report, Greenbury report, Turnbull, Higgs report, Combined Governance Code 2008, OECD recommendations, SOX Act, Corporate governance structure in India – CII Corporate Governance Code, Kumar Manglam Birla committee report and Narayan Murthy committee report.

UNIT III

Corporate social responsibility – Concept, evolution, factors influencing CSR; Difference between CSR and charity/ philanthropy; Difference between CSR and corporate governance; CSR under Companies Act 2013 - The issues: resources, people, climate, and natural resources; The

The environmental impacts of global economic growth – The Environment Protection Act, 1986: Carbon Foot Printing; Current Indian and International CSR Practices - The Consumer Moment, – Consumer Protection Act 2019.

UNIT IV

Corporate sustainability – Concept, various sustainability reporting indexes, Comprehensive Sustainability Phase Model; Measurement of business social performance – Measuring social benefits and costs; Legal framework – UN on Human Environment, Brundtland Commission.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Machiraju, H. R. (2013). *Corporate Governance*. Himalaya Publishing House.
- ❖ Kumar, S. (2010). *Corporate Governance*. Oxford University Press.
- ❖ Chandler & Werther. (2014). *Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation*, (3rd edition). Sage Publications.
- ❖ Benn & Bolton. (2011). *Key Concepts in Corporate Social Responsibility*. Sage Publications.
- ❖ Gwendolen B. W. (2009). *Sustainability Reporting: Managing for Wealth and Corporate Health*. Business Expert Press.
- ❖ Brockett, A. & Rezaee, Z. (2012). *Corporate Sustainability: Integrating Performance and Reporting*. John Wiley & Sons.
- ❖ Müller-Christ, G. *Sustainable Management: Coping with the Dilemmas of Resource-Oriented Management*. Springer.
- ❖ Schwartz, M. S. (2011). *Corporate Social Responsibility: An Ethical Approach*. Broadview Press.

WTO - IMPLICATIONS ON INTERNATIONAL BUSINESS

Course No. PSIBTC413
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To enhance knowledge and understanding of the WTO and its role in international trade.
2. To help them in developing an understanding about the various aspects of WTO Policy and their impact on both in terms of domestic as well as international business.
3. To summarize the evaluation, criticism and misunderstanding about WTO from the perspective of developing and developed nations.
4. To sensitize the students about various multilateral trade agreements and their implication in the emerging global scenario.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Learn the genesis and significance of international monetary system, GATT and WTO.
2. Understand how the activities, functions and operations of WTO are organized.
3. Know the outcome of the different ministerial meetings of the WTO.
4. Understand the various multilateral agreements namely GATT, GATS, TRIPS, TRIMS etc under the WTO framework.

UNIT I

GATT to WTO; Bretton woods institutions - IMF, ITO, & IBR; GATT 1947 - from Havana to Tokyo; Uruguay round negotiations; Difference between GATT & WTO; Status of GATT in WTO.

UNIT II

Norms and benefits of joining WTO; Important WTO agreements - Marrakech agreement establishing the WTO, Multilateral agreements - trade in goods and services and intellectual property rights; Dispute settlement mechanism; Common misunderstandings about the WTO

UNIT III

Major issues and negotiations of the WTO ministerial conferences - Singapore Round 1996, Geneva Round 1998, Seattle Round 1999, Doha Round 2001, Cancun Round 2003, Geneva conference 2004 and afterwards.

UNIT IV

Agreement on trade related investment measures (TRIMs) and its business implications; Coverage of trade related aspects of intellectual property rights (TRIPs) and its coverage in the light of prevailing India laws; IPRs and its impact on Indian industries; General agreement on trade in services (GATS) - the framework, regulations, MFN exemption and ongoing work, and structure of GATS.

Note

A minimum of five cases/articles/reports combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Matsushita, M., Schoenbaum, T. J. and Mavroidis, P. C. (2006). *The World Trade Organization Law, Practice and Policy* (2nd ed.). Oxford University Press.
- ❖ Vasudeva, P. K. (2005). *World Trade Organization* (1st ed.). New Delhi. Pearson Education.
- ❖ Mattoo, R., Stern, M. and Zanini, G. *A Handbook of International Trade in Services (Paperback)*. Oxford University Press.
- ❖ Joshi, R. M. (2009). *International Business* (1sted.). Oxford University Press.
- ❖ Paul, J. (2008). *International Business* (4thed.). India: Prentice Hall of India Learning Pvt. Ltd.
- ❖ Rao, P. S (2013). *International Business. Text and Cases* (3rded.). Himalaya Publishing House.

INTERNATIONAL FINANCIAL MARKETS AND INSTITUTIONS

Course No. PSIBTC414
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. Equip students with an understanding of the financial system, its constituents, the principles on which it operates inter-linkages and regulatory concerns.
2. To teach them the understanding of money and capital markets- primary and secondary
3. Introduce students to the basics of domestic financial markets and their components and functions of the financial market and the intermediaries involved in the financial markets.
4. To teach students about the international money markets and capital markets, then find out the efficiency standards and regulations of the financial market.
5. Introduce students about the emergence of new financial centers, their primary roles, importance and inter-linkages between them.

Course Outcomes

Upon successful completion of the course, the learner is expected to:

1. Apply concepts relevant to financial markets and financial institutions, to current events or topical issues.
2. Understand the appropriate measures of risk and return for the foreign exchange markets.
3. Understand the mechanics and regulation of financial securities exchanges and determine how the stocks, bonds, and securities are managed.
4. Identify and understand the structure and functioning of the various development banks both domestic and international.
5. Understand the international financial systems, their development and advantages.

UNIT I

Role and importance of financial institutions; Indian financial markets: Money market organization in India, nature, constituents and instruments; Capital markets in India; New issue market and stock exchange – Differences and similarities, functions; Methods of new issues; Regulatory framework.

UNIT II

History of the International financial system – the rise and fall of Bretton Woods, World Bank; Introduction to International Monetary Fund (IMF) and Special Drawing Rights (SDR).

UNIT III

Foreign exchange markets; International banking; International credit markets; International money markets and their instruments; International capital markets and their instruments; Offshore markets; Euro markets; International bond markets.

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UNIT IV

International financial institutions; International Bank for Reconstruction and Development (IBRD); International Financial Corporation (IFC); International Development Association (IDA); Asian Development Bank (ADB) and other sources of Foreign aid.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections, Section A (20 marks) and Section B (40 marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Cherunilam, Francis (2010). *International Business, Text and Cases* (5th ed.). Prentice Hall.
- ❖ Agarwal, O.P. & Chaudhary, B. K. (2009). *Foreign Trade and Foreign Exchange*. Himalaya Publishing House.
- ❖ Buckley, Adrain (2005). *Multinational Finance* (5th ed.). Prentice Hall Inc.
- ❖ Shaprio, A.C. (2009). *Foundations of Multinational Financial Management* (9th ed.). Wiley.
- ❖ Jain K. (1995). *International Financial Markets and Institutions*. Wiley –Blackwell.
- ❖ Madura J. (2014). *Financial Institutions and Markets* (10th Revised ed.). Cengage.
- ❖ Joshi, R.M. (2009). *International Business* (6th Edition). Oxford University Press.
- ❖ Levich R.M. (2001). *International Financial Markets: Prices and Policies* (2nd ed.). McGraw-Hill Education.

SEMINAR ON CROSS-CULTURAL BUSINESS NEGOTIATIONS/VISIT TO NATIONAL/INTERNATIONAL INSTITUTIONS

Course No. PSIBTR415
Minimum Contact Hours: 25
Duration of Examination: 2 Hours

Course Credit: 02
Max. Marks: 50 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To make the students familiar with the framework for understanding how to effectively communicate across cultures.
2. To sensitize the students about the variations in the negotiation styles of various countries.
3. To develop a better understanding among the students about the importance of non-verbal cues in communication.
4. To acquaint students with the ethical issues in cross cultural negotiations.
5. To enable students to develop strategies to overcome their natural parochial tendencies.
6. To acquaint the students, in a comprehensive manner, about the basics of conducting intercultural negotiations and effectively managing such negotiations in the global context.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Explain the concepts of cultural contact, such as enculturation, assimilation, accommodation, acculturation, deculturalization, biculturalism, and multiculturalism.
2. Examine the role of culture in the construction and co-construction of cultures and cultural identities.
3. Analyze and reflect on the impact of their culture and co-culture on their values, assumptions, perceptions, expectations and behavior
4. Construct a list of suggestions and strategies for improving intercultural communication in their field of study or occupation and
5. Evaluate their progress in developing your intercultural communication knowledge and skills.

UNIT I

Cross cultural communication and its process; Cross cultural misperception; Cross cultural misinterpretation and its sources; Cross cultural misevaluation and developing cultural intelligence (CQ) at work.

UNIT II

Communication styles: Explicit vs. implicit communication, Direct vs. indirect communication, Role of silence, Use of praise, Other language considerations: Slang and jargon, euphemisms, idioms, proverbs and maxims; Language pragmatics: Language accommodation, Stylistic accommodation and language fluency; Non-verbal communication: Tone of voice, Proxemics, Body position and gestures, Facial expressions and Eye contact.

UNIT III

Negotiating with specific countries: US, Japan, China, India, UK, Arab nations-negotiating styles, Business etiquettes and perspectives.

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BOOKS RECOMMENDED

- ❖ Thomas, D.C. (2008). *Cross-Cultural Management: Essential Concepts*. Sage, New Delhi.
- ❖ Adler, N.J. (2008). *International Organizational Behavior* (5th Ed.), Cengage Learning, New Delhi.
- ❖ Mortan, R.T. & Stripp, W.G. (2004). *Dynamics of Successful International Business Negotiations*. Jaico Publishing House, Mumbai.
- ❖ Denry, R. (2009). *Communicate to Win* (2nd ed.), Kogan Page India, Pvt. Ltd. New Delhi.
- ❖ Michalle E. & Barak, M. (2014). *Managing Diversity: Towards a Globally Inclusive Workplace* (3rd ed.), Sage, New Delhi.
- ❖ Rohmetra, N. & Gupta, A. (2014). *Cross-cultural Management: Practice and Research*. Primus Books, New Delhi.
- ❖ Rohmetra, N. (2005). *Cultural Paradigm in Managing People and Organisations*. Excel Books, New Delhi.
- ❖ Gudykunst, W.B. (2003). *Cross-cultural and Intercultural Communication*. Sage, New Delhi.
- ❖ Rohmetra, N. (2005). *Human Resource Development in the Changing Context - Challenges and Opportunities*. Anmol Publications Pvt. Ltd., New Delhi.
- ❖ Chaney, L.H. & Martin, J.S. (2007). *Intercultural Business Communication* (4th ed.), Upper Saddle River, Prentice-Hall, NJ.
- ❖ Rohmetra, N., Gupta, V. and Sharma, D. (2004). *Transformative Organizations Across Globe*. Response Books, Sage India, New Delhi.

COMPREHENSIVE VIVA-VOCE

Course No. PSIBVC416

Course Credit: 02
Max. Marks: 50 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Objectives

1. To enable the students to express their knowledge and communication ability with logic and confidence.
2. The viva-voce will be comprehensive in nature and broadly cover the syllabi of the respective semester, thereby enabling students to have cross functional knowledge of the subject.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Students will be expected to have a broader knowledge of the current business issues and concerns.
2. Develop interactional skills among the students with corporate and responding to the contingency based business situations.

Evaluation: The viva-voce shall be conducted by an external examiner.

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MANAGEMENT OF MULTINATIONAL CORPORATIONS

Course No. PSIBTE417
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To enable the students to reflect upon how MNCs operate in the global business environment.
2. To provide an understanding of the specific organizational and managerial issues and challenges faced by the modern MNCs.
3. To enable in determining the global business strategic options available for MNCs for operating internationally.
4. To explicate upon the roles and responsibilities of the subsidiaries.
5. To reflect upon the shaping of the global company's business model and how they create a value proposition for marking their presence in the global business scenario.

Course Outcomes

Upon successful completion of this course, the learner is expected:

1. To have an understanding of the implications of operating across national borders.
2. To analyse different combinations of international strategies and organizational structures through which the MNCs operate.
3. To examine how different aspects of the organizational environment affects knowledge development and transfer.
4. To tackle the problems related to controlling and managing foreign operations.
5. To gain a broad perspective in terms of managing and dealing with international management issues and contexts.

UNIT I

MNCs: Concept, importance, advantages and disadvantages to home and host nations; Strategic approaches to MNCs; Organizational structures of MNCs; Social responsibility of MNCs and ethics.

UNIT II

The competitive advantage of nations; Global economies of scale/scope vs localization; Globally coordinated strategic intent and maneuvering; Building global value added chains; Global stages of internationalization; Choosing the mode of entry.

UNIT III

Organizing for cross-border knowledge transfer and innovation; Regional product launch strategy; Global growth strategy; Transitioning from a multi-domestic to a globally integrated corporation; Host country and MNC relations including coordination mechanisms; Subsidiary roles and functions.

UNIT IV

Global company's business model: Identifying the company's value proposition, Global core competencies; Resource allocation; Attack of global competitors; Knowledge management in MNCs.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

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NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Jones G. (2005). *Multinational Corporations and Global Capitalism: From Nineteenth to the Twenty-First Century* (5th ed.), Oxford University Press.
- ❖ Tolenting P.E. (2000). *Multinational Corporations: Emergence and Evolution*, Routledge.
- ❖ Haghirian P. (2010). *Multinationals and Cross-Cultural Management: the Transfer of knowledge within Multinational Corporations*, Routledge.
- ❖ Casson M. (1990). *Multinational Corporations*, Edward Publishing Ltd.
- ❖ Rohmetra, N. Singh, B.P. and Sharma, V. (2014). *Business Dynamics: Contemporary Issues and Challenges*, Excel Books, New Delhi.
- ❖ Rohmetra, N. & Dhotra, J.R. (2006). *Strategic Thought in the New Age Management*, Excel Books, New Delhi.
- ❖ Kristensen P.H. & Zeitlin J. (2004). *Local players in Global Games: The Strategic Constitution of a Multinational Corporation*, OUP Oxford.
- ❖ Dunning J.H. (1995). *Multinational Enterprises, Economic Structure and International Competitiveness*, Wiley & Sons.
- ❖ Rohmetra, N. & Sharma, D. (2011). *Management Perspectives in the New Age: Strategy, Markets and People*, Excel Books, New Delhi.
- ❖ Rohmetra, N., Gupta, V. & Sharma, D. (2004). *Transformative Organizations across Globe*, Response Books, Sage India, New Delhi.

ENTREPRENEURSHIP DEVELOPMENT

Course No. PSIBTC418
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. The objective of this course is to enable the students to develop the insight needed to discover and create entrepreneurial opportunities
2. To explore and evaluate the entrepreneurial requisites for successfully starting and managing their own businesses.
3. To assess the impact of laws in starting new ventures and start ups
4. To understand the entrepreneurial ecosystem and its components, that will lead students to develop business propositions in alignment to the ecosystem.
5. To enable students to learn the essentials of developing regional/national/international business plans so that they can pitch their ideas on regional/national/international platforms

Course Outcomes

Upon successful completion of this course, the learner is expected to:-

1. Understand the entrepreneurial intricacies of starting a new venture
2. To analyze the challenges that moderate the success and sustainability of entrepreneurial ventures
3. To develop niche business plans that will solve regional/national and international problems prevalent in the market.
4. To understand various entrepreneurial prerequisites required for running an enterprise successfully.

UNIT I

Entrepreneurship: Concept, Knowledge and Skill Requirement; Role of Entrepreneurship in Economic Development; Entrepreneurship Process; Factors impacting Emergence of Entrepreneurship; Managerial Vs Entrepreneurial Approach; SMEs and their Role in the National Economy; Ancillary Industry Development; Women Entrepreneurs – Challenges, Achievements and Role Models.

UNIT II

Starting the Venture – Idea Generation, Environmental Scanning: Macro-economic Environment and General Commercial Knowledge and Taxation, Competitor and Industry Analysis, Creating a Business and Formulating Strategy: Feasibility Study, New Venture Creation and Project Reports, Entrepreneurial Financing: Presenting Business Plans to the Investors.

UNIT III

Innovation and Technology Management, New Product Development, Family Businesses: Understanding and Professionalization, Entrepreneurial Mindset: Concept and Mapping Techniques, Process of Developing Entrepreneur Qualities, Entrepreneurial Ecosystem: Enterprise Launching & Resources, Government Programmes, Policies, Incentive and Institutional Networking for Enterprise setting, Steps of setting new enterprises, Start Ups and Funding.

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UNIT IV

International Entrepreneurship and the Global trends Affecting New International Ventures: Cross Cultural Issues in International Networking: Identification of Viable Business Opportunities in International Context: Challenges of Developing Business Concepts in Geographically Dispersed International Teams.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Kuratko. D. F., & Rao, T. V. (2012). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
- ❖ Desai V. (2013) *The Dynamics of Entrepreneurial Development*, 5th ed; Himalaya Publishing House.
- ❖ Gordon, E., Natarajan, K., & Arora, A. (2009). *Entrepreneurship Development*. Himalaya publishing house.
- ❖ Buttner, E. H., & Moore, D. P. (1997). *Women Entrepreneurs: Moving Beyond the Glass Ceiling*. Beverly Hills, CA: Sage.
- ❖ Markovi, M. R. (Ed.). (2007). *The Perspective of Women's Entrepreneurship in the Age of Globalization*. IAP.
- ❖ London, T., & Hart, S. L. (2010). *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Pearson Education India.
- ❖ Hisrich, R. D. (2015). *International Entrepreneurship: Starting, Developing, and Managing a Global Venture*. SAGE publications.
- ❖ Hisrich, R. D. (2014). *Advanced Introduction to Entrepreneurship*. Edward Elgar Publishing.

INTERNATIONAL BANKING

Course No. PSIBTE419
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. The objective of this course is to promote and develop an understanding of sound and progressive International banking principles, practices and conventions.
2. To draw out comparison between international money markets and its relevance for global banking industry.
3. To understand the role of technology in easing international banking functions.
4. To understand Indian banking system, regulatory framework and its connectedness with international banking/financial institutions

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Develop an understanding of the working of international banking institutions and various governance structures under which they operate.
2. To understand the working of Worldwide Interbank Financial Telecommunication (SWIFT) model for developing a technology centric understanding of international banking.
3. To create a contemporary understanding of international money markets and banks for consolidate evaluation of international banking regimes.
4. To develop among the students the awareness related to different monetary regimes and subsequent development of banking structures and models.

UNIT I

Introduction: Importance of the study of Banking Systems. Developed and Less developed Money Markets, Their Characteristics. Importance of Developed Money Market in a Banking System. English Banking System – Bank of England, Origin and growth, organizational Structure, Functions, London Money Market, and EURO Currency.

UNIT II

Federal Reserve System: Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. New York Money Market – Constituents and working, Comparison between London Money Market and New York Money Market.

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UNIT III

International Banking Technology; Electronic Banking-Core Banking –Distribution Channels-Remittance Facilities & Clearing System-Online Banking- Electronic Fund Transfer System-Real Time Gross Settlement (RTGS). Society for Worldwide Interbank Financial Telecommunication (SWIFT).

UNIT IV

Indian Banking: Reserve Bank of India: Functions. Monetary and Credit Policy-its evaluation: Achievements and failures of R.B.I. Indian Money Market. Constituents. Characteristics. defects and measures. International Financial Institutions: I.M.F. and I.B.R.D. –Objectives. Functions. Assistance to India by these Institutions.

NOTE

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Frederic Mishkin (2013): *The Economics of Money, Banking and Financial Markets*. (3rded.)Pearson New International.
- ❖ Carl Felsenfeld (2011): *International Banking Regulations* – (3rd ed.) Hardcover.
- ❖ OP Agrawal(2008): *International Banking and Finance*. (1st ed.) , Himalaya. Publishing House
- ❖ P.M. Rao (2002): *Financial Services- Text, Cases and Strategies*, Published by Deep & Deep Pvt. Ltd., New Delhi.
- ❖ Walter Tyndale (2009): *Fundamentals of Offshore Banking- How to Open Accounts Almost Anywhere*, (1st ed.), Prätzen Publishing.
- ❖ A M Arondekar, O.P. Agarwal, Dr. OnkarNath, P. S. Khandelwal: *Principles & practices of Banking*, M/s Macmillan India Limited.
- ❖ S.K. Dutta, P.S.R. Prasad, A.D. Bhorkar, S.D. Bargir: *Accounting & Finance for Bankers*, M/s Macmillan India Limited.
- ❖ K.D. Zacharias, C.P. Ravindranath, P.R. Kulkarni.B. Gopalakrishnan: *Legal Aspects of Banking Operations*,M/s Macmillan India Limited.
- ❖ GaurangVasavada, Dr. Sharad Kumar, Dr. S.UpendraRao, Dr. SatishPai (2005): *General Bank Management*, M/s Macmillan India Limited.

GLOBAL SOURCING AND BUSINESS DEVELOPMENT

Course No. PSIBTE420
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To provide an understanding of managing the emerging phenomenon of global sourcing.
2. To develop an understanding of the strategic role that sourcing decisions can play in supply chain management.
3. To understand the intricacies of attaining sustainable competitive advantage in a global environment.
4. To enable the students to have an understanding of business process outsourcing scenarios across globe and the prerequisites of managing BPO industry.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Develop understanding of the challenges of working in highly volatile industries and cross functional teams.
2. To have a comprehensive knowledge about global sourcing agreements with implications for managing sourcing industry.
3. To assess the destination potential of emerging economies in terms of sourcing and business development.
4. To develop global sourcing strategy for destinations and map subsequent implications for business stakeholders.

UNIT I

An overview of global sourcing; Developing a global sourcing strategy; Global sourcing process; International trade requirements; The most attractive regions for international procurement; Country attractiveness for sourcing - China, India, and Eastern Europe.

UNIT II

Global sourcing as a growth booster; Positive effects of global sourcing on shareholder value; Decision for or against global sourcing; Supplier evaluation and selection - Vendor selection strategy, Retained management capabilities; Introduction to business process outsourcing - Reasons for outsourcing, Emerging BPO destinations, BPO categories.

UNIT III

Managing sourcing relationship - Managing globally distributed teams - Types of globally distributed teams, Structure of globally distributed teams; Governance of outsourcing projects; Innovation through sourcing; Offshore captive centers

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UNIT IV

Global sourcing agreements – Eight primary global sourcing agreements; Master service agreements; Risk addressed in global sourcing agreements; Regulations affecting private and public/Government entities.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, section A (20 Marks) and section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Christine V. Bullen, Richard LeFave, Gad J. Selig, Van Haren Publishing (2010). *Implementing Strategic Sourcing: A Manager's Guide to World Class Best Practices*.
- ❖ Borstelmann, K.(2008). *Global Sourcing: An International Procurement Strategy for the Emerging Markets of Eastern Europe and Asia*.
- ❖ Wolfgang Schneid (2003). *Global Sourcing – Strategic Reorientation of Purchasing*. GrinVerlag Pub.
- ❖ Rick L. Click, Thomas N. Duening, *Business Process Outsourcing: The Competitive Advantage*. John Wiley & Sons (2004)
- ❖ John K. Halvey, Barbara Murphy MelbJohn (2007). *Business Process Outsourcing, Process, Strategies and Contracts*. Wiley & Sons

MANAGEMENT INFORMATION SYSTEM

Course No. PSIBTE421
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in May/June 2022, 2023 and 2024)

Course Objectives

1. To expose the students to the managerial issues relating to information systems
2. To understand the role of Business Process Reengineering technique in an organization
3. To enable students to have threshold understanding of business planning systems
4. To develop analytical thinking in students for enterprise management and resultant challenges.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Analyze integration of information technology with business strategy and its impact on industries.
2. To have knowledge about the basic information management systems that is vital for organizations.
3. To use tech centric knowledge with human decision making, that further will increase the decision making effectiveness.
4. To assist corporates in reengineering their businesses in light of technological disruptions and changes.

UNIT I

Meaning and role of information systems. Types of information systems: Operations support systems, management support systems, Expert systems and Knowledge management systems; Information systems for strategic management: Competitive strategy concepts, Strategic role of information systems; Integrating information systems with business strategy, Value chain analysis, and Strategic information systems framework.

UNIT II

Planning for information systems: Identification of applications, Business planning systems and Critical success factors, Method of identifying applications, Risks in information systems. Resource requirements for information systems: Hardware and capacity planning, Software needs, Procurement options – Make or buy decisions, Outsourcing as an option. Information systems for strategic advantage: Strategic roles of IS-Breaking business barriers, Reengineering business processes, Improving business quality, Creating virtual company. Using internet strategically, Challenges of strategic IS.

UNIT III

Managing information systems: Enterprise management, Information resource management, Strategic management, Operational management, Resource management, Technology management, Distributed

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management. Distributed management. IS planning methodologies, Business systems planning. Computer aided planning tools. Security & ethical challenges: IS controls, Facility controls. Procedural controls, Computer crime. Privacy issues. Aspects of technology adoption in MIS.

UNIT IV

Introduction to BPR: Concept, need for reengineering, Benefits, guiding principles .BPR and performance improvement, Pitfalls in BPR, Myths of BPR, BPR implementation methodology, BPR implementation methodology, BPR experiences in Indian industry. Strategic aspects of BPR.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections. section A (20 Marks) and section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus. out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ James A O'Brien, George M Marakas and Ramesh Behl. (2009). *Management Information Systems*, 9th Edition, Tata McGraw Hill Education, New Delhi.
- ❖ Michael Hammer and James Champy, (2003). *Reengineering the Corporation: A Manifesto for Business Revolution*, 1st Edition, HarperCollins
- ❖ Turban, E., McLean, E. and Wetherbe, J. (2000). *Information Technology for Management: Making Connections for Strategic Advantage*, . 2nd Edition, John Wiley and Sons.
- ❖ D.P.Goyal. (2006). *Management Information Systems-Managerial Perspectives*, 2nd Edition, Macmillan, New Delhi.
- ❖ S.A.Kelkar. (2009). *Management Information Systems-A concise Study*, 2nd Edition, Prentice Hall of India.
- ❖ Nirmalya Bagchi. (2010). *Management Information Systems*, 1st Edition, Vikas Publishing House, New Delhi



**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH AND HUMAN
RESOURCE MANAGEMENT
(ICcR & HRM)**

MBA (IB) SEMESTER – III

Course Code	Course Title	Credits	L-T-P	Nature of Course
PSIBTC311	Competitive Strategy for Global Markets	4	3-1-0	Core course
PSIBTC312	International Economics	4	3-1-0	
PSIBTC313	International Trade Logistics and Supply Chain Management	4	3-1-0	
PSIBTC314	Cross Cultural Consumer Behavior & Practices	4	3-1-0	
PSIBTC315	Cross Culture and Diversity Management	4	3-1-0	
PSIBDC316	Summer Training Report Evaluation (External Evaluation with Presentations)	4	0-0-4	
PSIBTR317	Industrial Visit (Local/National/International Immersion Programme)	2	0-0-2	
PSIBVC318	Viva Voce	2		
	Open Course in Other Departments	4	4-0-0	
PSIBTE319	International Business Laws	4	3-1-0	
PSIBTE320	International Financial Management	4	3-1-0	
PSIBTE321	Business Innovation and Creativity Management	4	3-1-0	
PSIBTE322	International Services Marketing	4	3-1-0	
PSIBTE323	International Retail Management	4	3-1-0	
PSIBTE324	Comparative Management	4	3-1-0	
	TOTAL CREDITS	40		

*Industrial Visits (Local/National/International Immersion Programme) shall be conducted for the professional development of the students.

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COMPETITIVE STRATEGY FOR GLOBAL MARKETS

Course No. PSIBTC311
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022,2023)

Course Objectives

1. To present the students with the concept and framework of strategic management.
2. To equip the students to analyze the company's business environment.
3. To enable the students to formulate a strategy, and prepare the organizational objectives necessary to put into action.
4. To help students to carry out various kind of business unit evaluations.
5. To acquaint student with the current business strategies in action.

Course Outcomes

Upon successful completion of this course, the learner is expected to

1. Carry out strategic analysis of various business organizations.
2. Evaluate performance of the industry and business organizations.
3. Acquire the ability to solve some complex strategic problems being faced by the corporate.
4. Have critical understanding of strategic business environment and its implications for international corporate setups.

UNIT I

Overview of strategic management; Concept of strategy; Process of strategic management; Strategic decision making; Roles of a strategist; Globalization and its impact; Corporate strategy and corporate governance; Strategic intent- Vision, mission, goals and objectives; Competitive advantage.

UNIT II

Environment appraisal – Concept of environment, Components of environment; Environmental scanning techniques- ETOP and SWOT analysis (TOWS); Organizational appraisal- Internal environment; Strategic advantage profile and methods for organizational appraisal; Industry analysis; Value chain analysis; Competition and competitive dynamics; Concept, Importance and use of core competence.

UNIT III

Corporate level strategies- Stability, expansion, retrenchment and combination; Business level strategies – Conditions, risk and benefits of cost leadership , Differentiation and focus leadership, Porter's framework of competitive strategies. Identification of critical success factors; Entering international market and competitive positioning.

UNIT IV

Strategic analysis and choice- Process of strategic choice; Subjective factors in strategic choice; Techniques of strategic analysis (BCG, GE Nine Cell, Product market evolution , Directional policy matrix); Aspects of strategic implementation; Resource allocation; Issues in strategy implementation; Procedural implementation; Structural implementation; Behavioural implementation; Operational

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Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Kazmi,A. (2008). *Strategic Management and Business Policy*, Tata Mc Graw Hill.
- ❖ Gupta,V., Gollakot,K., Srinivasan,R. (2007). *Business Policy and Strategic Management: Concepts and Applications*, Prentice Hall India
- ❖ Srinivasan, R.(2012). *Strategic Management, The Indian Context*, Prentice Hall India.
- ❖ Hill,C. and Jones,G.(2011). *Strategic Management Theory: An Integrated Approach*. Cengage Learning.
- ❖ Hitt,M.A., Ireland,R.D. and Hoskisson, R.E. (2008). *Strategic Management. Competitiveness and Globalization : Concepts and Cases* , Cengage Learning.
- ❖ Rohmetra, N. and Dhotra, J.R. (2006). *Strategic Thought in the New Age Management*. Excel Books.
- ❖ Johnson(2010), *Exploring Corporate Strategy: Text and Cases* , Pearson Education India.
- ❖ Rohmetra, N., Singh, B.P. and Sharma, V. (2014): *Sustainable Business Practices*. Excel Books.
- ❖ Kim,W.C. and Mauborgne,R.(2005). *Blue Ocean Strategy, How to Create uncontested Market Space and Make Competition Irrelevant* , Harvard Business School Press.
- ❖ Kaplan,R.S. and Norton,D.P.(2000). *The Balanced Scorecard: Translating Strategy into Action* , Harvard Business School Press.

INTERNATIONAL ECONOMICS

Course No- PSIBTC312
Minimum Contact Hours- 45
Duration of Examination: 3 Hours

Course Credit: 04
Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Course Objectives

1. The course is designed for getting an analytical understanding of the intricate subject like international economics.
2. The course aims to make students enquire into ever changing facts, events of the world trade in modern era in both their positive and normative aspects.
3. The course enables students to understand the historical evolution of international theories of economics and their implications on international trade.
4. The course enables students to transcend across the national economic systems and have an understanding of the implications of international economics on trade.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Comprehensively evaluate the cross national economic intricacies for developing global understanding of doing businesses.
2. Develop the theoretical understanding of international economics and its implications on international monetary relations and trade.
3. To assess nation specific economic issues and their resultant impact on comparative advantage across nations.

UNIT I

International economics: Theory, practice and significance; Internal and international trade: A distinction; Distinct features of international economics and transactions; The international economy and globalization, Globalization of economic activity; Waves of globalization: First wave of globalization: 1870–1914, Second wave of globalization: 1945–1980, Latest wave of globalization; The United States as an open economy; Detroit's Big three face obstacles in restructuring; Common fallacies of international trade, International trade an opportunity or a threat, backlash against globalization.

UNIT II

International trade relations, Foundations of modern trade theory: Comparative advantage. Historical development of modern trade theory. The Mercantilists, Why nations trade: Absolute advantage, Comparative advantage, David Ricardo, Production possibilities schedules, Trading under constant-cost conditions, Basis for trade and direction of trade, Production gains from specialization, Comparative advantage extended to many products and countries, Economic growth and international trade, International trade and economic development.

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UNIT III

Tariffs: Welfare impact of tariffs, Gains from eliminating tariffs, Non tariff trade barriers: Quotas vs. tariffs, Non tariff barriers and protectionism, Trade policies for the developing nations. The OPEC oil cartel, Economic growth strategies: Import substitution vs. export led growth: Case of east Asian economies, FDI and economic development, India: Breaking out of third world, International factor movements and MNE's, Direct exporting versus foreign direct investment/Licensing: A case of Japanese transplants in the U.S. Automobile industry, Country risk analysis, International trade theory and Multinational enterprise.

UNIT IV

International monetary relations, Balance of payments, Structure, International payment processes, Balance of payment adjustments, Paradox of foreign debt, Foreign exchange market, Exchange rate determination, Inflation differentials and foreign exchange rate, Indexes of the foreign-exchange, Nominal and real exchange rates. Exchange rate risk, Exchange rate system and currency crisis: A case of China lets Yuan rise vs. Dollar, Macroeconomic policy in an open economy: India.

Note

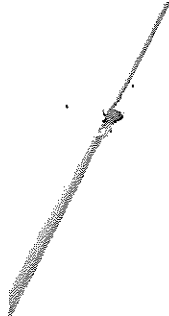
A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Robert J. Carbaugh (2011): *International Economics*, 13th edition, Cengage learning.
- ❖ Paul R. Krugman and Maurice Obstfeld (1994): *International Economics, Theory and Policy*, 9th edition, Pearson education India
- ❖ H.G. Mannur (1999): *International Economics*, 2nd edition, Vikas Publishing House.
- ❖ Philip King (2008): *International Economics and International Economic Policy*, 5th edition, Mc Graw-Hill International Editions
- ❖ D.M. Mithani (2011): *International Economics*, Himalaya Publishing House.
- ❖ Chacholiades Miltiades (1978): *International Trade Theory and Policy*, McGraw- Hill.
- ❖ Dominick Salvatore (2004): *International Economics*, International Publishing New York.

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- ❖ Steven Husted, Michael Melvin (2012). *International Economics*, 9th edition, Pearson publication.
 - ❖ Jos Daniels, David Van Hoose (2013), *International Monetary and Financial Economics*, Pearson publication.
 - ❖ Manfred Gartner (2013), *Macro Economy*, 4th edition, Pearson publication.
 - ❖ Judith Piggott & Mark Cook (2008): *International Business Economics: A European Perspective*. Palgrave Macmillan.

INTERNATIONAL TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course No. PSIBTC313
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022, 2023)

Course Objectives

1. To define logistics and supply chain management in an international context and understand the role of logistics/supply chain in supporting international marketing activities.
2. Understand the concept and practice of intermodal structures and its impact on international trade and business strategies.
3. To analyze and organize global network logistics for trade and transport systems, sourcing, procurement and supply chain management.
4. To apply the latest developments in information, technology to logistics and supply chain management in order to generate greater added value.

Course Outcomes

Upon completion of this course, the learner is expected to:

1. Manage the procurement and logistics function efficiently and effectively and understand how procurement can be used to gain value for money and the improvement performance for organizations.
2. Develop corporate procurement and logistics management strategy in line with the corporate strategic objectives and goals and be able to negotiate contracts effectively.
3. Analyze the design, planning, and activities of marketing, production and operations, logistics networks and inventory which support domestic and global supply chain operations and be able to solve logistical problems.
4. Formulate a framework for a viable and sustainable supply chain and defend it by identifying and addressing relevant supply chain relationship, risks, disputes, drivers, objectives and goals.
5. Demonstrate critical thinking, modeling, decision making and problem solving skills in a variety of contexts related to procurement, logistics and the entire supply chain.
6. Understand and apply knowledge gained on global logistics management, e-logistics, business transportation, strategic businesses and marketing channels, and advanced logistics problem.

UNIT I

Introduction to Supply chain management; Development chain; Global optimization; Managing uncertainty and risk; Supply chain orientation; Value chain and supply chain; Logistics and supply chain; Lean and agile supply chain; Dispersed manufacturing; Assortment packaging; Transportation, warehousing and location decisions; Inventory management; Vendor management; Supplier selection and management; Order processing; Supply chain coordination and integration; International issues in supply chain.

UNIT II

Supply chain management and strategic fit; Role of inter-functional and inter-corporate coordination; Drivers of supply chain management: competitive advantage; Customer relationship management and multi channel integration; Buyers focus and supply chain integration; Overview of ERP: ERP

uth *Isha Sharma* *KC* *Pavindhara*

ERP implementation and national differences; DSS for supply chains; EDI; RFID uses in supply chain and distribution networks in practice.

UNIT III

Logistic as a core strategic competency: Marketing and logistic interface; Service driven logistics organization; Developing logistics organizations: Logistical performance cycle; Integrated logistics; Logistics planning; Trends and challenges in the face of globalization: International logistic system; Global trade and containerization; Multi modal transportation; International maritime bureau: Operations, freight structure and practice; Shipping industry: Open registry system, Liners and tramp operation, Port operations, Types of ships and international trade: Coastal shipping and inland waterways.

UNIT IV

Legal aspects in logistics: Legal aspects of carriage of goods by air; Overview of CONCOR: Global positioning systems in supply chain; E-procurement technology model: B2B technologies; Information enrichment and bullwhip effect; Air transport: Documentation and clearing procedures of air cargo, Air logistics and perishables; Supply chain strategy of Campbell Soup, Xerox, Seven Eleven Japan; Supply chain orientation in China, India, USA, and Japan.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Mohanty, R. P. & Deshmukh, S.G. (2005). *Essentials of Supply Chain Management*. Jaico Publishing House.
- ❖ Chopra, S. & Meindl, P. (2008). *Supply Chain Management*, (4th edition). Pearson Prentice Hall. ISBN: 978-0-13-608040-4.
- ❖ Harrison, A. & Van Hoek, R. (2011). *Logistics Management and Strategy - Competing through the Supply Chain*, (4th edition). Pearson Financial Time Press.
- ❖ Bowersox, D. J. & Donald. J. (2005). *Logistical Management -The Integrated Supply Chain Process*. TATA Mc-Graw Hill.
- ❖ Long, D. (2003). *International Logistics: Global Supply Chain Management*.
- ❖ Branch, A.E. (2008). *Global Supply Chain Management and International Logistics*. Taylor & Francis.
- ❖ Pierre A. D. (2013). *International Logistics: The Management of International Trade Operations*, (4th edition). Cicero Books, LLC.
- ❖ Mangan, J., Lalwani, C., & Butcher, T. (2008). *Global Logistics and Supply Chain Management*.

CROSS CULTURAL CONSUMER BEHAVIOR & PRACTICES

Course No. PSIBTC314
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022,2023)

Course Objectives

1. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
2. Identify and explain factors which influence consumer behaviour.
3. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
4. Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
5. The course content will also address the importance of subculture and global consumer culture as marketing opportunities.

Course Outcomes

Upon successful completion of the course, the learner is expected to:

1. Identify and explain factors which influence consumer behaviour.
2. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
3. Display critical thinking and problem solving skills.
4. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.
5. Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.

UNIT I

Overview of consumer behaviour; Relationship between CB and marketing; Consumer behaviour models; EPRG framework for understanding global consumer; Culture as key determinant of consumer behaviour – Wallace's theory; Cultural reinforcement.

UNIT II

Cross cultural consumer behaviour – The imperative to be multinational; Country of origin effects; Cross cultural consumer analysis; Alternative multinational strategies; Sub cultures and consumer behaviour.

UNIT III

Consumer decision process; Brand evaluation; Pre – purchase and post – purchase evaluation; International consumer involvement in purchase decision – Cultural aspect of involvement; Diffusion of innovations in different global markets; The adoption process.

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UNIT IV

Consumer motivation; Personality and self concept; Consumer perception; Consumer learning; Consumer attitude formation and change; Life style marketing; Consumer responses to marketing communications.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, Section A (20 marks) and Section B (40 marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Coskun, Samli (2013). *International Consumer Behavior in the 21st Century* (1st ed.). Springer.
- ❖ Schiffman, Leon G. and Kanuk, Leslie Lazar (2018). *Consumer Behaviour* (12th ed.). Pearson Education.
- ❖ Blackwell, Miniard, Engel & Rahman (2017). *Consumer Behaviour* (12th ed.). Cengage Learning.
- ❖ Loudon, David & Bitta, Albert Della (2017). *Consumer Behavior Concepts & Applications* (4th ed.). Tata McGraw Hill.
- ❖ Hawkins, Best & Coney (2006). *Consumer Behavior* (10th ed.). McGraw Hill.
- ❖ Assael, Henry (2007). *Consumer Behaviour and Marketing Actions*. Thomson Learning. Asian Book Pvt Ltd.

CROSS-CULTURE AND DIVERSITY MANAGEMENT

Course No. PSIBTC315
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022,2023)

Course Objectives

1. To enable the students to develop the understanding of cross cultural management, diversity and cross-cultural issues in the workplace.
2. To understand the theoretical frameworks of cross cultural management and research.
3. To develop an understanding of the expatriate career cycle and its repercussions towards personal and organizational goals.
4. To determine how culture affects multinational decision making.
5. To reflect upon the role of diversity towards global work teams functioning and development.

Course Outcomes

Upon successful completion of this course, the learner is expected to

1. To have built a mindset that appreciates and leverages diversity in international organizations.
2. To demonstrate an integrative understanding of the social, cultural and ethical issues involved in cross-cultural management.
3. To address and acknowledge cultural diversity and how its benefits can be tapped for effective organizational functioning.
4. To effectively engage in a cross-cultural interactions and negotiations.

UNIT I

Cross-cultural Management: Meaning and concepts; Cross-cultural puzzle of global human resource management; Global strategy and culture; Frameworks in cross-cultural management: Kluckhohn and Strodtbeck framework, Hofstede's cultural dimensions, Trompenaar's dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and cross-cultural research: types and critiques.

UNIT II

Multinational decision making; The culture of global organizations; Nature of multinational enterprises, Culture as a multilevel dynamic construct; Global values: Task-related, interpersonal and individual values; Cultural dynamics and impact of cultural distance within mergers and acquisitions.

UNIT III

Managing cross cultural transitions: Selection of managers for overseas assignments, the expatriate's global career cycle, factors affecting expatriate success; Women in international management; Dual-career couples; Implications of international working on work-life balance; Global careers and the challenge of managing across cultures in the future.

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UNIT IV

Cultural diversity: meaning and nature; Diversity and exclusion: A critical workforce problem: The importance of valuing diversity; Cultural synergy; Stereotypes and prejudice, dehumanization and oppression, employment-related discrimination; Types of diversity in teams: Diversity management: Performance imperative and equal opportunities perspective, transcending false dichotomies- equal opportunities vs diversity management; Managing workforce diversity as a competitive advantage; The impact of diversity on groups/teams: Towards a globally inclusive workforce: The inclusive workforce model.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED:

- Thomas, D.C. (2008): Cross-Cultural Management: Essential Concepts. Sage, New Delhi.
- Adler, N.J. (2007). International Organizational Behavior, Cengage Learning, New Delhi.
- Michalle E. & Barak, M. (2014). Managing Diversity: Towards a Globally Inclusive Workplace, Sage, New Delhi.
- Rohmetra, N. and Gupta, A. (2014). Cross-Cultural Management: Practice and Research. Primus Books, New Delhi.
- Valsinger, J. (2007). Culture in Minds and Societies: Foundations of Cross Cultural Psychology, Sage, New Delhi.
- Rohmetra, N. (2005). Cultural Paradigm in Managing People and Organisations. Excel Books, New Delhi.
- Luthans, F. (2008). Organization Behaviour (11th ed.), Tata Mc Graw Hill, New Delhi.
- Newstorm & Davis, K. (2002). Organization Behavior-Human Behavior at Work (10th Ed.), Tata Mc Graw Hill, New Delhi.
- Prasad, L.M. (2004). Organizational Behaviour (3rd ed.), Sultan Chand, New Delhi.
- Smith, P.B., Peterson, M.F. & Thomas, D.C. (2008). The Handbook of Cross Cultural Management Research, Sage, New Delhi.
- Rohmetra, N., Gupta, V. & Sharma, D. (2004). Transformative Organizations across Globe, Response Books, Sage India, New Delhi.

SUMMER TRAINING REPORT EVALUATION

Course No. PSIBDC316
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Objectives

1. The objective of the Summer Training (Internship) report is to provide on the job training experience to the students of international business
2. To enable students to learn the corporate culture of multinational corporations for better absorption in the industry.
3. To enable students to analyse the practices, systems, processes and policies of respective companies in which internships are undertaken.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Display corporate etiquettes of managing various organizational situations and processes.
2. Create corporate networking and liasoning with the industry for future placements
3. Act as nodes of corporate exchange, wherein they will be deliberating to the fresher's about the critical success factors for conducting their future internships.

Evaluation: Internship reports submitted by the interns will be both qualitative and quantitative (Using appropriate research tools).

The evaluation for the Summer Internships will be based on the internship reports, corporate feedback received by the department and presentations on the internship projects duly evaluated by faculty and industry expert.

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INDUSTRIAL VISIT*
(Local/National/International/Immersion Programme)

Course No. PSIBTR317

Course Credit: 02
Max. Marks: 50 Marks

(For the examinations to be held in Dec.2021,2022,2023))

Objectives

1. The objective of the industrial visit (local/national) is to facilitate interaction and establish connect between industry and academia.
2. The industrial visits shall familiarize the students with the industry and corporate culture while providing an insight into the internal working of the companies.
3. Essentially, to step ahead beyond academics and provide a practical learning experience and perspective to the students, it provides an opportunity to the students to learn through interaction, understand working methods and techniques.
4. The objective is to train students to learn how to deal with people-technology interfaces that are critical features of future workplaces.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Infuse among the students the industrial learning so that they can connect it with the theoretical understanding of different functional areas of organizations
2. To prepare reports that shall reflect their key learning's which can be documented for future study for the students

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VIVA-VOCE

Course No. PSIBVC318

Course Credit: 02
Max. Marks: 50 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Objective

1. To enable the students to express their knowledge and communication ability with logic and confidence.
2. The viva-voce will be comprehensive in nature and broadly cover the syllabi of the respective semester, thereby enabling students to have cross functional knowledge of the subject.

Outcomes

Upon successful completion of this course, the learner is expected to:

1. Students will be expected to have a broader knowledge of the current business issues and concerns.
2. Develop interactional skills among the students with corporate and responding to the contingency based business situations.

Evaluation: The viva-voce shall be conducted by an external examiner.

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INTERNATIONAL BUSINESS LAWS

Course No. PSIBTC319
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Course Objectives

1. To acquaint the students with the comprehensive understanding of the legal aspects associated with international business transactions.
2. To provide students with a comparative perspective to understand how business is conducted in other countries.
3. To develop an understanding among the students about the protection and licensing of intellectual property rights and the regulations relating to the host countries in international translations.
4. To enable students to have a clear understanding of the laws relating to goods sent by sea, air and land.
5. To make the students familiar with the how to enter and govern international business and sales contracts.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Possess knowledge and understanding of substantive and procedural law.
2. Exercise the ability to perform legal analysis and reasoning, legal research, problem solving, written communication in the legal context and oral communication in the legal context.
3. Understand the exercise of proper professional and ethical responsibilities to clients and the legal system.
4. Demonstrate the professional skills of collaboration, counseling and negotiation needed for competent and ethical participation as a member of the legal profession and
5. Demonstrate a basic understanding of business fundamentals and be able to read and understand basic financial documents.

UNIT I

Legal framework of international business: Nature and complexities; Code and Common Law and their implications to business; International business contracts- Legal provisions, Payment terms; International sales agreement; Rights and duties of agents and distributors; The regulation of imports and exports; Comparative Law: Differences in national laws and legal systems; International Sale of Goods CISG (1980): Formation and performance of contract, Acceptance and rejection of goods; Company Law- Characteristics of company, Kinds and stages in the formation of a company; Setting up offices and branches abroad.

UNIT II

International Commercial Terms (INCOTERMS); Carriage- Unimodel and multimodel transport; The carriage of goods and the liability of international air carriers: The Warsaw Convention of 1929, The Montreal Convention of 1999, Applicability to international carriage, Liability for air cargo losses; Liability of the goods by sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Limitations of liability under COGSA, Nautical liability of

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the carrier; Shipper's liability for hazardous cargo; Carrier's liability for cargo shortages; The per-package limitation; Liability for material deviation; Liability of ocean transportation intermediaries.

UNIT III

Licensing agreements and the protection of intellectual property rights- Reasons for intellectual property transfer agreements; Intellectual protection for patents, Trademarks and other intellectual property; Trade-related aspects of Intellectual Property Rights (TRIPS); The DOHA Declaration on TRIPS and public health; Non-enforcement of IPR Laws; The mechanics of IPR transfer regulations; The gray market; Franchising- Licensing outside the technological context.

UNIT IV

Host-country regulations: Corporate Law, Taxation and currency risk- Host country corporate law affecting foreign investment; Minority ownership investments; Controlling currency risk; Currency swaps, Arrangements with soft currency country, Payment and price adjustment approaches, Structuring of hard-currency obligations and revenues, Countertrade, Informal consortia or parallel exchanges, Inconvertibility insurance.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Schaffer, R., Agusti, F. & Earle, B. (2009). *International Business Law: A Comprehensive Approach*, Cengage Learning, New Delhi.
- ❖ Lew, D.M. & Clive, J. (2009). *International Trade Law and Practice*. Euromoney Publications, London.
- ❖ Carr, I. (2005). *International Trade Law* (3rd ed.). Routledge-Cavendish.
- ❖ August, R.A., Decer, D. & Bixby, M. (2008). *International Business Law* (5th ed.). Prentice Hall.
- ❖ Chow, D.C.K. & Schoenbaum, T.J. (2010). *International Business Transactions* (2nd ed.). Aspen Publishers.

INTERNATIONAL FINANCIAL MANAGEMENT

Course No. PSIBTC320
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022,2023)

Course Objectives

1. To make the students familiar with the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations.
2. To develop an understanding among the students about international capital markets, foreign exchange markets and derivatives market.
3. To make students familiar with various risks relating to international investments, exchange rate fluctuations, international financial markets and government policy change.
4. To enable the students to understand the business environment of the host countries and the relevance of international corporate governance to appraise the investment opportunities in the international environment.
5. To enable students learn about the financial decision making in terms of investment and working capital from a cross border perspective

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Understand international capital and foreign exchange market
2. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
3. Identify and evaluate foreign direct investment and international acquisition opportunities
4. Develop strategies to deal with different types of risks associated with foreign operations
5. Express well considered opinion on issues relating to international financial management.

UNIT I

Concept of international financial management and the role of international finance manager in multinational corporations; International transactions and financial markets; Imperfections of international financial markets.

UNIT II

International financial environment; Balance of payment framework; Different types of risks in international transactions – economic and political; Foreign exchange risk and exposure, managing foreign exchange risks; Forward contracts; Future contracts; Options and swaps; Parity theories; Techniques of foreign exchange rate projection, Foreign exchange depreciation and its impact on exports and imports; Contemporary foreign exchange arrangements.

UNIT III

Foreign direct investment - introduction, types, patterns; Policy framework to improve FDI; FDI Trends in India; Portfolio investment and benefits of international portfolio investment; Multinational capital budgeting – applications and interpretations; Acceptance criteria in foreign investments.

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International mergers and acquisitions: International working capital management: Sources of financing of international trade.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The Question Paper shall consist of two sections, Section A (20 Marks) and Section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and Section B shall contain six questions from the syllabus. out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Apte, P. G. (2010). *International Financial Management* (5th edition). New Delhi: Tata MC GrawHill.
- ❖ Buckley, A. (1996). *Multinational Finance*. New York: Prentice Hall Inc.
- ❖ Paul, J. (2007). *International Business* (3rd edition). New Delhi, India: Prentice Hall.
- ❖ Seth, A. K. (2002). *International Financial Management*. New Delhi: Galgotia Publishing Company.
- ❖ Sharan, V. (2012). *International Financial Management* (6th edition). India: Prentice Hall.
- ❖ Madura. J. (2002). *International Financial Management* (7th Revised edition). South-Western.
- ❖ Jain, P. K. (2000). *International Financial Management*. India: Macmillan Publishers.
- ❖ Bhalla, V. K. (2002). *International Financial Management*. Anmol Publications Pvt Ltd..

BUSINESS INNOVATIONS AND CREATIVITY MANAGEMENT

Course No. PSIBTE321
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Course Objectives

1. This course is designed to introduce the students to the elements and attributes of the innovation and creativity process
2. To enable students to understand the key factors that allows organizations and their workforce to harness the creative organisational outcomes.
3. To enable the students to realize how ideas into successful products, processes or services and add economic value to the organizations and society.
4. To enable students to develop innovative mindsets and organizations that can survive at international level.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Create innovative thought processes and ideation that foster overall organisational creativity.
2. To develop organizationally relevant skills that endorses innovation and creativity.
3. To develop business models that are change driven and accommodate innovation and creativity in their processes and models
4. To contribute to the overall organisational innovation climate by endorsing, recognizing and validating creativity as a critical change phenomenon.

UNIT I

The innovative organization: Three arenas of innovation competence, Categories/Types of innovation- Finance, Process, Offerings and delivery; Innovation management models; Innovative problem solving: Process, Role of divergent and convergent thinking, Brainstorming, Pattern-breaking thinking; Skills needed by new product team leaders; Developing Challenge statements; WIBNI- The self-seeking process to selecting right problems; TRIZ/ Theory of inventive problem solving (TIPS); International innovative indices.

UNIT II

Innovation in business models: "Traditional" Vs. Emerging business models, Implementing business models; Product innovation: Scale of product innovation, Disruptive innovations; Process innovation: Drivers of process innovation, Business process anagement, Business process mapping, Management of change; Service innovation; Innovation in product development.

UNIT III

Setting the Climate for Innovation: The essence of right climate, intrinsic and extrinsic motivation, hygiene and motivating factors, power of intrinsic motivation, dimensions of climate for innovation; Leading innovation in teams: Developing social contracts to set expectations, Organizational alignment, Maximizing value of a compelling mission/vision, Creating a self-sustaining culture of innovation.

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UNIT IV

Getting the right people on the right job: Job demand for problem-solving style, Jobs on continuum, Calculating Coping energy; Options for dealing with coping Stress, Valuing differences in problem-solving style, making problem-solving style diversity work for teams: Coaching for innovation: Four leadership styles for creativity and innovation, Team-member's perspective, Transforming to coach leader, Impact of caring on curiosity and discovery.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections: Section A (20 marks) and Section B (40 marks). Section A shall contain 10 compulsory questions of 2 marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED:

- ❖ Prather, C. (2010): *Manager's Guide to Fostering Innovation and Creativity in Teams*, Mc Graw Hill.
- ❖ Harvard Business Essentials (2003): *Managing Creativity and Innovation*, Harvard Business Review Press.
- ❖ Townsend, C. (2008): *The Three Archetypes of Innovation Management Tool*, Forrester Research
- ❖ Johnson, M.W., Christensen, C. & Kagermann, H. (2008): *Reinventing Your Business Model*, Harvard Business Review.
- ❖ By Jeff DeGraff, Katherine A. Lawrence, (2002): *Creativity at Work: Developing the Right Practices to Make Innovation Happen*, Jossey Bass, San-Francisco.
- ❖ Bettina von Stamm(2008): *Managing Innovation, Design & Creativity (2nd Ed.)*, John-Wiley and Sons
- ❖ Clegg, B. (1999): *Creativity and Innovation for Managers*, Butterworth-Hienmann, Oxford.

INTERNATIONAL SERVICES MARKETING

Course No. PSIBTE322
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Course Objectives

1. To develop an understanding of services and services marketing with emphasis on various aspects of service marketing and customer relationship in Global Context.
2. To comprehensively understand the importance of managing global customers in service industry.
3. To understand the current trends in service industries dispersed over range of service centered industries.
4. To diagnose the prerequisite of developing global branding strategies with case evidence to enable students to connect corporate strategies with different country of origin.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Understand the application of 7P's of marketing in global services industry.
2. To assess the customer perceptions in service industry and resultant impact of designing of differential service strategies.
3. To manage service recovery in critical corporate-customer interfaces for developing customer relationship management.
4. To conduct trend analysis of specific service industries for developing critical insights for working in service industries.

UNIT I

Introduction to services marketing, Understanding the 7 P's in services marketing; Understanding the customer - Customer expectations of services; Customer perceptions of services; Service encounters; Strategic issues in services marketing – Market segmentation and targeting, Positioning and differentiation of services; Managing demand and capacity.

UNIT II

Delivering services - Role of employees and customers in service delivery, Role of intermediaries; Service process – Blue printing, Physical evidence; Evaluating success of service offering - Service quality and measurement (SERVQUAL); Role of customer relationship management; Building loyalty; Service recovery

UNIT III

Current trends in service industries and understanding specific service industries: Financial, hospitality, health, telecom, consultancy, logistics, education, NGO, public utilities, ITCS, travel & tourism, e-services and professional services.

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UNIT IV

Global perspective of services marketing – The role of services in world economy; Marketing services globally – Culture and service experience; Branding decisions – Selecting global brand name, Global brand strategies, Pan regional strategies; Trademark and brand protection.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, section A (20 Marks) and section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Gillespie, Jeannet, Hennessey(2009). *Global Marketing*, Dreamtech Press.
- ❖ Michael Czinkota, Ilkka Ronkainen *International Marketing* by Cengage Learning, 2012
- ❖ Raymond P. Fisk, Rebekah Russell-Bennett, Lloyd C. Harris(2013). *Serving Customers: Global Services Marketing Perspectives*, Tilde University Press.
- ❖ Christopher Lovelock, JochenWirtz, Jayanta Chatterjee (2013). *Services Marketing: People, Technology, Strategy* by 7th Edition, Pearson, New Delhi.
- ❖ Valerie Zeithaml & Mary Jo Bitner (2008). *Services Marketing*, 4th Edition, Tata McGraw Hill.
- ❖ K. Hoffman(2010). *Services Marketing: Concepts, Strategies, & Cases*, Cengage Learning.
- ❖ Zeithaml(2011). *Services Marketing*, Tata McGraw-Hill Education.

INTERNATIONAL RETAIL MANAGEMENT

Course No. PSIBTE323
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examination to be held in Dec.2021,2022,2023)

Course Objectives

1. To enable the students to understand the retailing process, the environment within which it operates and the various retail institutions.
2. To provide knowledge and inculcate analytical skills required for making career in field of retailing.
3. To acquaint students with the current globalization/Internationalization trends in retail industry for developing a global perspective in retail sector.
4. To enable students the retail internationalization modes and governance mechanisms for deciphering global retail behavior.
5. To assess the impact of information technology in managing global retail operations.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Develop international retailing knowledge and strategies for managing hyper retail outlets.
2. To learn the merchandising behavior of international retail chains and the prerequisites of managing retailing operations.
3. To evaluate different supply chain management strategies in retailing and their impact on retail-category management.
4. Build their careers in international retail sector and apply the retail specific knowledge in managing retail operations.

UNIT I

Perspective of international retailing-International retail structures; Operational challenges for retail internationalization - Push and pull of retail internationalization; Methods of market entry; Strategies for managing foreign operations; Retail internationalization theories- Dunning's Eclectic Theory, Treadgold's Conceptualization, Salmon and Tordjman's Classification, Alexander and Myers Market and Operational Matrix, Newmen and Cullen Classification of Retail International Behaviour.

UNIT II

Store location and site evaluation -Defining the trade area-Reilly's Law - Huffs Model; Concentric Zones; Geo demographics; Infrastructure site evaluation and selection.- Types of locations. Store layout - Design and visual merchandising; Types of display areas -Flexibility of store design; Stores interior - Managing space including planograms, Presentation techniques - Idea oriented presentation, Style item presentation, Color presentation, Price lining, Vertical merchandising, Tonnage merchandising, Frontal presentation, Fixtures; Atmospherics -Visual communications, Lighting, Color, Music - Scent - Store security.

UNIT III

Retail pricing strategies -Types of pricing strategies and practices, Adjustments to the initial retail price - Markdowns, Cancellations, Horizontal price fixing, Predatory pricing, Comparative price

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advertising, Bait switch tactics; Retail selling -Effective retail selling approaches; Supply chain management in retailing; Merchandise logistics; The distribution center, Out sourcing, Store Vs.distribution, Pull Vs. push logistics strategy.

UNIT IV

Impact of information technology in retailing, Integrated systems and networking, Electronic Data Interchange (EDI), Bar coding, Radio frequency identification (RFID), Customer database management; Electronic retailing - Role of web, Online retailing.

Note

A minimum of five cases/ articles/ reports or a combination of these shall be introduced to the students in the paper.

NOTE FOR PAPER SETTING

The question paper shall consist of two sections, section A (20 Marks) and section B (40 Marks). Section A shall contain ten compulsory questions of 2 marks each and section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of 10 marks each.

BOOKS RECOMMENDED

- ❖ Christopher Moore, Margaret Bruce, Birtwistle G. (2007). *International Retail Marketing*, Routledge Publications.
- ❖ Barry Berman and Joel R. Evans (2006). *Retail Management – A strategic Approach*. 10th Edition, Pearson Prentice Hall.
- ❖ Levy, Michael Barton A. Weitz (2008). *Retailing Management*, 7th Edition, McGraw Hill.
- ❖ David Gilbert (2003). *Retail Marketing Management*, 2nd Edition, Pearson Education.
- ❖ Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava(2010). *Retail Management*, 2nd Edition, Oxford University Press.
- ❖ Gibson G. Vedamani (2003). *Retail Management*, 4th Edition, Jaico Publishing House.

COMPARATIVE MANAGEMENT

Course No. PSIBTE324
Minimum Contact Hours: 45
Duration of Examination: 3 Hours

Course Credit: 04
Max. Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

(For the examinations to be held in Dec.2021,2022,2023)

Course Objectives

1. The objective of this subject is to introduce students with the cross-cultural management orientations.
2. To enable students for developing a comparative perspective that can be applied in multinational and global settings.
3. To apply cross cultural psychology for understanding comparative businesses and their international scope.
4. To enable students to learn South-east Asian enterprise management systems and applications in managing global setups.

Course Outcomes

Upon successful completion of this course, the learner is expected to:

1. Compare management orientations and apply same for managing global operations and working across corporate setups.
2. To apply metric and non metric methods of comparative management that enables students for conducting micro cross cultural studies
3. To diagnose main characteristics of European, Western management systems vis-à-vis Asian management systems
4. Exhibit cross national learning in their professional conduct at multinational organizations and global setups.

UNIT I

Theoretical concept of comparative management: Definition, necessity of comparative management development; Brief history, purposes; Content and dimensions of comparative management; Main approaches of comparative management; Models of comparative management; Main comparative management orientations and role and functions of comparative management.

UNIT II

Methods and techniques of comparative management studies: General methods and techniques, Non-metric methods and techniques, typology of comparative management studies; Cultural economics and management; Relevance of cross cultural psychology: Applications in global corporate setups.

UNIT III

Main characteristics of German, French and British management in a comparative version; General organisation of enterprise management system; Participative management decision making process in international set ups; Personnel motivation, Control contents and types, Leadership and organisational approach; European culture-Complex of nation- cultural similarities and differences.

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UNIT IV

Management by democracy: The employee-controlled organisations, Concept, examples of employee member control; Performance and success factors; Asian countries management; General characteristics of Japanese enterprise management; Particularities of organisational structure; Wage system and job rotation; Continuous Kaizen; Doing business with people republic of China, India, South Korea and Singapore; International tendencies in firm management; Flexibility in international organisations and management of internationalisation.

Note

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper

NOTE FOR PAPER SETTING

The question paper shall contain two sections, section A (20 marks) and section B (40 marks). Section A shall contain ten compulsory questions of two marks each. Section B shall contain six questions from the syllabus, out of which students shall be required to attempt any four questions of ten marks each.

BOOKS RECOMMENDED

- ❖ Hofstede, Geert (2005): *Culture and Organisations*, Software of the mind 2nd edition, McGraw-Hill.
- ❖ F. Trompenaars, Ch. Hampden-turner (1995): *Riding the Waves of Culture*, Prentice Hall, London Newyork.
- ❖ Ralph B. Edfelt (2009): *Global Comparative Management, A Functional Approach*. Sage Publications.
- ❖ Carla Koen (2005): *Comparative International Management*, Mc Graw Hill Education UK.
- ❖ Richard B. Peterson & Joseph L. C. Cheng (2000): *Advances in International Comparative Management*, JAI Press.
- ❖ Malcolm Warner (1997): *Comparative Management, Critical Perspectives on Business and Management*, Routledge, Taylor & Francis Group.
- ❖ R. Nath, *Comparative Management* (1988). A Regional View, Ballinger, Cambridge.