

Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

# **NUTAN MAHARASHTRA INSTITUTE OF ENGINEERING AND TECHNOLOGY (NMIET)**

**An Autonomous Institute**

**Affiliated to Savitribai Phule Pune University**



**Governing**

**Post Graduation (MBA) Program**

**Master of Business Administration**

**International Business**

(With effect from Academic Year 2025 – 27)

## CURRICULUM FRAMEWORK

### List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GC	Generic Core with Non-Credit
3.	SC	Specialization Core
4.	SE	Specialization Elective
5.	OJT	On the Job Training
6.	RP	Research Project

### Course Wise Credit Distribution

Sr.No	Abbreviation	Type of Course	No. of Courses		Total Course	Credits	
			III Sem	IV Sem		Credit Points	% of Credits
			1	GC			
i	GC	Generic Core with Non-Credit	1	-	1	0	0%
2	SC	Specialization Core	1	1	2	6	12%
i.	SC OJT	On Job Training	1	-	1	8	15%
ii.	SC RP	Research Project	-	1	1	6	12%
3	SE	Specialization Elective	4	4	8	24	46%
<b>Total</b>			<b>8</b>	<b>8</b>	<b>16</b>	<b>52</b>	<b>100%</b>

## ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	Attendance & Overall Conduct	Assignment	Group Presentation	Case Study Presentation	Field Project
Marks (25)	5	5	5	5	5

Summative Assessment (SA) Parameters					
Course Credits	Formative Assessment (FA)		Summative Assessment (SA) / Practical	Oral / Viva Voce	Total Marks
	Unit Test (UT)	Continuous Assessment (CA)			
3 Credit Course	25 Marks	25 Marks	50 Marks	--	100 Marks
2 Credit Course	10 Marks	10 Marks	30 Marks	--	50 Marks
6 Credit Course	--	100 Marks	--	50 Marks	150 marks
OJT Credit (8 Credit)	--	100 Marks	--	100 Marks	200 Marks
Audit Course (0 Credit)	--	--	--	--	Pass/ Not Pass

**CURRICULUM STRUCTURE**  
**Second Year MBA-SEM-III- (IB)**

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L, T, P]				TOTAL Marks	
					Theory				PR	TOTAL				
					FA (50)		SA (50)	L		T	P	TOT		
					UT (25)	CA (25)	TH							
Mandatory	GC – 14	MB25GC-301	Strategic Management	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC – 15	MB25GC-302	Cyber Security	<b>Audit Course (0 Credit)</b>								AC/NC		
Mandatory	SC – 01	MB25SCIB-303	Indian Export-Import Policies and Regulations	3	25	25	50	-	2	1	1	4	100	
<b>CORE TOTAL</b>			<b>3</b>	<b>6</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>-</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>200</b>	
Mandatory	OJT (SC)	MB25OJTIB-304	On the Job Training	8	-	100	-	100	-	2	14	16	200	
<b>SIP TOTAL</b>			<b>1</b>	<b>8</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>2</b>	<b>14</b>	<b>16</b>	<b>200</b>	
<b>Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>														
Elective	SE 01	MB25SEIB-305	Global Supply Chain Management	3	25	25	50	-	2	1	1	4	100	
Elective	SE 02	MB25SEIB-306	Global Production, Outsourcing, and Logistics	3	25	25	50	-	2	1	1	4	100	
Elective	SE 03	MB25SEIB-307	Global Marketing and Branding	3	25	25	50	-	2	1	1	4	100	
Elective	SE 04	MB25SEIB-308	Global Trade and Investment Environment	3	25	25	50	-	2	1	1	4	100	
Elective	SE 05	MB25SEIB-309	Understanding Global Markets	3	25	25	50	-	2	1	1	4	100	
Elective	SE 06	MB25SEIB-310	Global Human Resource Management	3	25	25	50	-	2	1	1	4	100	
<b>GENERIC ELECTIVE TOTAL</b>			<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>-</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>	
<b>SEMESTER TOTAL</b>			<b>8</b>	<b>26</b>	<b>150</b>	<b>250</b>	<b>400</b>	<b>-</b>	<b>12</b>	<b>8</b>	<b>20</b>	<b>40</b>	<b>800</b>	

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,

**\*Exit Policy: Available as a separate document**

## CURRICULUM STRUCTURE

### Second Year MBA-SEM-IV-(IB)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L, T, P]				TOTAL Marks
					Theory				TOTAL				
					FA (50)		SA (50)						
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	
Mandatory	GC – 16	MB25GC-401	Entrepreneurship, Innovation and Design Thinking	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 17	MB25GC-402	Project Management	2	10	10	30	-	2	-	-	2	50
Mandatory	SC – 02	MB25SCIB-403	Strategy and Structure of International Business	3	25	25	50	-	2	1	1	4	100
<b>CORE TOTAL</b>		<b>3</b>	<b>8</b>	<b>60</b>	<b>60</b>	<b>130</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>250</b>	
Mandatory	RP	MB25RPIB-404	Research Project	6	0	100	0	50	0	2	10	12	150
<b>RESEARCH PROJECT TOTAL</b>		<b>1</b>	<b>6</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>2</b>	<b>12</b>	<b>12</b>	<b>150</b>	
<b>Semester IV Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>													
Elective	SE 07	MB25SEIB-405	Global Banking Operations	3	25	25	50	-	2	1	1	4	100
Elective	SE 08	MB25SEIB-406	The Global Monetary System	3	25	25	50	-	2	1	1	4	100
Elective	SE 09	MB25SEIB-407	Global Outsourcing and Commodity Markets	3	25	25	50	-	2	1	1	4	100
Elective	SE 10	MB25SEIB-408	Politics and Laws in International Trade	3	25	25	50	-	2	1	1	4	100
Elective	SE 11	MB25SEIB-409	Intellectual Capital in International Business	3	25	25	50	-	2	1	1	4	100
Elective	SE 12	MB25SEIB-410	Financial Management in International Business	3	25	25	50	-	2	1	1	4	100
<b>GENERIC ELECTIVE TOTAL</b>		<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>		
<b>SEMESTER TOTAL</b>		<b>8</b>	<b>26</b>	<b>160</b>	<b>260</b>	<b>380</b>	<b>14</b>	<b>8</b>	<b>18</b>	<b>38</b>	<b>800</b>		

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,

\*Exit Policy: Available as a separate document

# **Course Syllabus**

**Second Year MBA. Semester**

**III**

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Strategic Management</b>			<b>Course Code</b>	<b>MB25GC-301</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context.
CO 301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs.]</b>
<b>I</b>	<b>Understanding Strategy:</b> Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell’s three dimensions. Objectives and goals, Linking objectives to mission & vision. Components of a strategic plan, Analyzing Company’s External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry & Exit Barriers.	<b>(7+2)</b>
<b>II</b>	<b>Analyzing Company’s Internal Environment-</b> Resource based view of a firm. Analyzing Company’s Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter’s Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.	<b>(7+2)</b>
<b>III</b>	<b>Generic Competitive Strategies–</b> Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	<b>(7+2)</b>

IV	<b>Strategy Implementation</b> – Barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.	(7+2)
V	<b>Blue Ocean Strategy</b> - Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E Commerce Business Models and Strategies – Internet Strategies for Traditional Business Virtual Value Chain. Sustainability & Strategic Management: Startups - growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	(7+2)
	<b>Total</b>	<b>45</b>
<p><b>Suggested Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill</li> <li>2. Strategic Management by Ireland, Hoskisson &amp; Hitt, Indian Edition, Cengage Learning</li> <li>3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble &amp; Jain, Tata McGraw-Hill</li> <li>4. Concepts in Strategic Management &amp; Business Policy by Thomas L. Wheelen &amp; J. David Hunger, Pearson</li> </ol>		
<p><b>Suggested Book References:</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management by Dr. Yogeshwari L. Giri</li> <li>2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition</li> <li>3. Competing for the Future by Gary Hamel &amp; C.K. Prahlad,</li> <li>4. Blue Ocean Strategy by Kim &amp; Mauborgne</li> </ol>		
<p><b>Suggested Online Link:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/106105031">https://nptel.ac.in/courses/106105031</a></li> <li>2. <a href="https://nptel.ac.in/courses/106106248">https://nptel.ac.in/courses/106106248</a></li> <li>3. <a href="https://www.coursera.org/learn/crypto">https://www.coursera.org/learn/crypto</a></li> <li>4. <a href="https://www.coursera.org/learn/information-security-foundations">https://www.coursera.org/learn/information-security-foundations</a></li> </ol>		

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Cyber Security</b>			<b>Course Code</b>	<b>MB25GC-302</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>0</b>	-	-	-	-	<b>YES</b>	-	<b>AC/NC</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 302.1	REMEMBERING	Recall and describe the phases of ethical hacking, CIA triad, cybersecurity principles, and basic security concepts.
CO 302.2	UNDERSTANDING	Explain Linux basics, virtualization setup, cloud-based virtual machines, and cybersecurity tool configuration.
CO 302.3	UNDERSTANDING	Interpret networking fundamentals, scanning techniques, network vulnerabilities, and security components like IDS/IPS and firewalls.
CO 302.4	APPLYING	Apply ethical hacking tasks such as reconnaissance, exploitation, privilege escalation, post-exploitation, OSINT, and persistence techniques..
CO 302.5	ANALYSING	Analyze web application vulnerabilities using OWASP Top 10, evaluate security flaws, and assess governance, risk, and incident response strategies

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction:</b> Phases of ethical hacking, Understanding the underlying principles cyber security, Understanding CIA Triads, Information Security Vs Cyber Security. <b>Basics of Linux:</b> Windows-based Setup, Installing VirtualBox or VMware for virtualization, Setting up Kali Linux as a virtual machine, Installing and configuring essential cybersecurity tools. Linux-based Setup, Using a Linux distribution as the host OS, Installing and configuring essential cybersecurity tools. Linux basic commands and filesystem architecture, Cloud-based Setup (AWS or Azure), Creating a virtual machine instance on a cloud platform. Installing Kali Linux or other distributions. Configuring cloud security policies and networking, Registration on - TryHackMe HackTheBox, PortSwigger Web Academy	<b>(4+2)</b>
<b>II</b>	<b>Network Hacking:</b> Networking Fundamentals, Understanding the fundamentals of networking. OSI and TCP/IP models. IP and MAC addresses, subnetting, and IPv4/IPv6. Introduction to routers, switches, and firewalls. Types of Viruses, worms, and trojan horses and how they spread through the network. Role of Firewalls and Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS). Secure Network architecture and design principles, <b>Network Sniffing:</b> Packet capturing and analysis with Wireshark and TCP Dump. <b>Scanning and Reconnaissance:</b> Network scanning with Nmap, Network Vulnerability Assessment with Nessus, Identifying open ports, services, and potential vulnerabilities. <b>Initial Foothold:</b> Phishing attacks and email-based threats, Exploiting software vulnerabilities, social engineering techniques. <b>Privilege Escalation:</b> Windows Privilege Escalation Linux Privilege Escalation Cheatsheets and Payloads. <b>Post Exploitation:</b> Post Exploitation Tools and frameworks Creating backdoors and maintaining control Deleting digital Footprints, File system manipulation and data exfiltration, Techniques for maintaining access and evading detection. Concept of Persistence.	<b>(4+2)</b>
<b>III</b>	<b>OSINT (Open-Source Intelligence Techniques):</b> Information Gathering Tools and Techniques for OSINT of - Website, mail, FaceBook Instagram Twitter, Phone Number, Data Leak Lookups,	<b>(4+2)</b>

IV	<b>Web Application Security:</b> Web Application Fundamentals and Lab Setup: Web App Technologies Basics (HTML, CSS and JS) Client Server Model, Burp Suite Installation, Burp Suite Proxy Setup and Practical, <b>OWASP Top 10:</b> Broken Access Control SQL Injection, Cross Site Scripting XML External Entity, Security Misconfiguration - Access Control Vulnerabilities Vulnerable and Outdated Component Vulnerabilities, Authentication Vulnerabilities, Server Side Request Forgery, Business Logic Vulnerabilities Session Management Vulnerabilities <b>Automation Testing for Web Apps</b> Practical of Tools - ZAP, Nikto, Nuclei.	(4+2)
V	<b>Cybersecurity Governance, Risk, and Strategy for Business Leaders:</b> Cybersecurity as a Business Imperative Risk Management Frameworks Security Policies & Compliance, <b>Incident response and decision making:</b> Incident Response & Business Continuity Strategic Decision-Making	(4+2)
<b>Total</b>		<b>30</b>

**Suggested Textbooks:**

1. Principles of Information Security (7th Edition), Authors: Michael E. Whitman & Herbert J. Mattord, Publisher: Cengage Learning, Edition: 7th Edition (2023)
2. Cryptography and Network Security: Principles and Practice, Author: William Stallings, Publisher: Pearson, Edition: 8th Edition (latest widely adopted)
3. Cybersecurity: With Cryptography Essentials, Authors: Shishir Kumar Shandilya, Agni Datta & Bong Jun Choi, Publisher: McGraw Hill / Higher Education Press, Edition: 1st Edition (2025)

**Suggested Reference books:**

1. Security in Computing, Authors: Charles P. Pfleeger, Shari Lawrence Pfleeger & Jonathan Margulies, Publisher: Pearson Education, Edition: 6th Edition (2023)
2. Information Security: Principles and Practice, Author: Mark Stamp, Publisher: Wiley India, Edition: 3rd Edition (2023)
3. cryptography, Network Security, and Cyber Laws, Authors: Bernard L. Menezes & Ravinder Kumar, Publisher: Cengage Learning India Private Limited, Edition: 1st Edition (2018)

**Suggested Online Link:**

1. <https://nptel.ac.in/courses/106105031>
2. <https://nptel.ac.in/courses/106106248>
3. <https://www.coursera.org/learn/crypto>
4. <https://www.coursera.org/learn/information-security-foundations>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Indian Export-Import Policies and Regulations</b>			<b>Course Code</b>	<b>MB25SCIB-303</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>





**Course Outcomes:**

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 303.1	REMEMBERING	Explain the concepts, objectives, and importance of India's foreign trade policy and its impact on the national economy.
CO 303.2	UNDERSTANDING	Interpret the various provisions, procedures, and documentation requirements related to export-import operations in India.
CO 303.3	UNDERSTANDING	Apply regulatory knowledge to develop export-import strategies, handle compliance issues, and manage international trade risks effectively.
CO 303.4	APPLYING	Analyze the institutional framework supporting India's foreign trade, including DGFT, EXIM Bank, ECGC, and SEZ authorities.
CO 303.5	ANALYSING	Evaluate the role of trade agreements, WTO, and regional trade blocs in shaping India's export-import policies.
CO 303.6	CREATING	Assess government incentives, schemes, and promotional measures for exporters and their practical implications on business performance.

**Course Contents**

Unit	Description	Duration [Hrs.]
<b>I</b>	<b>Introduction to India's Foreign Trade Policy (FTP)</b> Overview of India's international trade landscape, Objectives and structure of the Foreign Trade Policy (FTP 2023 onwards), <b>LPG</b> , Evolution of India's EXIM policies, Stakeholders: DGFT, RBI, Customs, SEZ Authorities, Role of international trade in economic development, <b>Case Insight:</b> Export success story from an Indian SME sector	<b>(7+2)</b>
<b>II</b>	<b>Export Procedures and Documentation</b> Steps in export cycle: Registration, IEC, AD code, Export documents: commercial invoice, packing list, bill of lading, letter of credit, shipping bill, Role of banks and customs in export clearance, INCOTERMS (2020) and their strategic importance, Marine insurance and cargo handling procedures, <b>Workshop:</b> Prepare a full export documentation set for a sample shipment	<b>(7+2)</b>
<b>III</b>	<b>Import Procedures and Compliance</b> Import registration and documentation process, Import financing and foreign exchange regulations (FEMA guidelines), Tariff structure: customs duties, GST on imports, Prohibited, restricted, and canalized items, Role of ports, shipping lines, and freight forwarders, <b>Activity:</b> Prepare an import checklist and cost structure for capital goods	<b>(7+2)</b>
<b>IV</b>	<b>Incentives, Schemes, and Trade Facilitation</b> Export promotion schemes: RoDTEP, SEIS, MEIS, Advance Authorization, Special Economic Zones (SEZs) and Export Oriented Units (EOUs), Duty Exemption and Remission Schemes, Free Trade Agreements (FTAs), Preferential Trade Agreements (PTAs), Role of EPCs (Export Promotion Councils) and ITPO, <b>Case Discussion:</b> Impact of FTA with ASEAN on Indian textile exports	<b>(7+2)</b>

V	<b>Regulatory Bodies, Dispute Resolution, and Emerging Trends</b> DGFT, CBIC, RBI, ECGC, and WTO: Roles and functions, Trade dispute resolution mechanisms – WTO framework, anti-dumping, safeguard duties, Digital initiatives: ICEGATE, e-Sanchit, SWIFT, Sustainability in trade: Green supply chains and ESG in EXIM, Emerging trends: Digital trade, e-commerce exports, global value chains, <i>Debate/Project</i> : “Should India join more regional trade blocs?”	(7+2)
<b>Total</b>		<b>45</b>
<p><b>Suggested Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Export Import Procedures and Documentation by M.I. Mahajan</li> <li>2. International Trade and Export Management by Francis Cherunilam</li> <li>3. DGFT's Foreign Trade Policy Handbook (Latest Edition)</li> <li>4. Customs Act, 1962</li> </ol>		
<p><b>Suggested Book References:</b></p> <ol style="list-style-type: none"> <li>1. Customs Act, 1962 – Bare Act</li> <li>2. WTO Trade Policy Review Reports</li> <li>3. Government of India Websites: DGFT, CBIC, ICEGATE</li> </ol>		
<p><b>Suggested Online Link:</b></p> <ol style="list-style-type: none"> <li>1.  Advanced Certificate in International Trade (NIFT India) – Live online export-import + supply chain course (includes India’s foreign trade policy &amp; procedures) <a href="https://niftindia.in/programme-online.html">NIFT India</a> → <a href="https://niftindia.in/programme-online.html">https://niftindia.in/programme-online.html</a></li> <li>2.  Export &amp; Import Management Certificate (Exim Guild) – Online self-learning + live sessions for EXIM business basics &amp; compliance <a href="https://eximguild.com/online-certificate-program-export-import-management">Exim Guild</a> → <a href="https://eximguild.com/online-certificate-program-export-import-management">https://eximguild.com/online-certificate-program-export-import-management</a></li> <li>3.  Export-Import Online Course (Udyogwardhini) – Practical course on Indian export-import documentation, schemes &amp; logistics <a href="https://www.udyogwardhini.com/course/exportimportonlinecourse">Udyogwardhini</a> → <a href="https://www.udyogwardhini.com/course/exportimportonlinecourse">https://www.udyogwardhini.com/course/exportimportonlinecourse</a></li> <li>4.  International Trade Courses (General) – Browse multiple courses on <i>international trade, policies &amp; global markets</i> (some cover WTO &amp; trade access) <a href="https://learning.wto.org">WTO Learning</a> → <a href="https://learning.wto.org">https://learning.wto.org</a></li> </ol>		

Program	MBA (IB)			Semester: III			
Course	On the Job Training			Course Code	MB25OJTIB-304		
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	PR	
8	0	2	14	0	100	100	200

**Course Outcomes:**

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO304.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO304.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO304.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO304.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.

**Course Contents**

Unit	Description	Duration [Hrs]
	<p><b>A] Preamble:</b> On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.</p> <p><b>Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.</b></p>	(14+2)
	<p><b>B] Guidelines for the On-Job</b> Nature of the OJT: The On-the-Job Training (OJT) program shall be of 12 weeks (3 months).</p> <ol style="list-style-type: none"> <li>8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.</li> <li>4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.</li> <li>OJT must be conducted outside the academic institution to expose students to real-world work environments.</li> <li><b><u>OJT must be related to the intended specialization of the student.</u></b></li> <li>OJT must be done individually. Group projects are not permitted.</li> <li>OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.</li> <li>OJT should involve fieldwork / desk work in the organisation; <b>online OJT is</b></li> </ol>	

	<p><b><u>not permitted.</u></b></p> <ol style="list-style-type: none"> <li>8. Primary data collection is mandatory for Research based OJT.</li> <li>9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.</li> <li>10. Research based OJT can involve surveys, interviews, case studies or observation studies.</li> </ol>	
	<p><b>A] Training (OJT) B 1]</b> <b>Nature of</b></p> <ol style="list-style-type: none"> <li>1. -Job Training (OJT) program shall be of 12 weeks (3 months).</li> </ol> <p><b>B]</b> <b>The OJT:</b></p> <ol style="list-style-type: none"> <li>1. The On-the 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.</li> <li>2. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.</li> <li>3. OJT must be conducted outside the academic institution to expose students to real-world work environments.</li> <li>4. <b><u>OJT must be related to the intended specialization of the student.</u></b></li> <li>5. OJT must be done individually. Group projects are not permitted.</li> <li>6. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.</li> <li>7. OJT should involve fieldwork / desk work in the organisation; <b><u>online OJT is not permitted.</u></b></li> <li>8. Primary data collection is mandatory for Research based OJT.</li> <li>9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.</li> <li>10. Research based OJT can involve surveys, interviews, case studies or observation studies.</li> <li>11. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.</li> </ol>	
	<p><b>B-2] Permissible Partner Organizations:</b> Students have the flexibility to conduct the OJT with any of the following organizations:</p> <ol style="list-style-type: none"> <li>1. Companies listed on either NSE or BSE in India /abroad</li> <li>2. Unlisted subsidiaries of Listed Companies.</li> <li>3. Government / Semi-Government Undertaking / PSU</li> <li>4. Government Offices</li> <li>5. Start Ups with an existence of 3 years or more and/or manpower more than 10.</li> <li>6. Family managed businesses with an existence of 10 years or more and manpower more than 100.</li> <li>7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.</li> </ol>	

**B-3] OJT mentors:**

- a) Each student shall be assigned two mentors
  - i. a faculty mentor from the institution
  - ii. an industry mentor from the host organization where the student undertakes the OJT.
- b) **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
- c) **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

**B-4] Submission of documentation for OJT:**

- a) **OJT Progress diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- b) **Formal Evaluation from the industry mentor:** The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.
- c) **OJT report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of

environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

**B-5] OJT report should contain the following:**

The OJT report should be well documented and supported by –

- 1. Institute's Certificate
- 2. Certificate by the Company
- 3. Formal feedback from the company guide
- 4. Executive Summary
- 5. Organization profile
- 6. Outline of the problem/task undertaken
- 7. Research methodology & data analysis (*in case of research projects only*)
- 8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
- 9. Learning of the student through the OJT
- 10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
- 11. Contribution to the host organization
- 12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

**B-6] Interaction between mentors:**

**It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid- term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.**

**B-7] OJT workload for the faculty:** Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

**B-8] Evaluation Pattern:**

**Total Marks: 200**

**Formative Assessment:100 Marks**

**Summative Assessment:100 Marks**

**1] Formative Assessment Weightage (100 marks):**

1. Executive Summary  
- 05 marks
  2. Organization profile  
- 05 marks
  3. Outline of the problem/task undertaken  
- 10 marks
  4. Research methodology & data analysis (in case of research projects only)  
- 10 marks
- OR**
- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks
5. Learning of the student through the OJT  
- 10 marks
  6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards  
- 10 marks
  7. Contribution to the host organization  
- 10 marks
  8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks
  9. Formal feedback from the company guide  
- 05 marks
  10. Regularity of interaction with the faculty mentor  
- 05 marks
  11. Overall quality of the OJT report  
- 05 marks
  12. Internal Viva-Voce  
- 15 marks

**2] Summative Assessment Weightage (100 marks):**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation  
- 20 marks
  - b) Viva-Voce  
- 30 marks
  - c) Report  
- 30 marks
  - d) Ability to connect with the theoretical & conceptual frame work  
- 20 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Global Supply Chain Management</b>			<b>Course Code</b>	<b>MB25SEIB-305</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 305.1	REMEMBERING	Recalling the fundamental concepts and objectives of global supply chain management.
CO 305.2	UNDERSTANDING	Explain the fundamental concepts, scope, and strategic importance of global supply chain management in achieving competitive advantage.
CO 305.3	APPLYING	Apply supply chain integration strategies to manage risks, disruptions, and ethical challenges in global business environments
CO 305.4	ANALYSING	Analyze the key components of international logistics, procurement, inventory management, and distribution networks.
CO 305.5	EVALUATING	Evaluate supply chain performance using appropriate metrics and analytical tools for cost, quality, and service optimization.
CO 305.6	CREATING	Design efficient and responsive global supply chain frameworks aligning with organizational goals and international standards.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Supply Chains</b> Evolution and scope of global supply chain management, Strategic role of SCM in global business, Components and flow in global supply chains, Supply chain configurations: centralized vs. decentralized, Global supply chain trends and challenges, <b>Case Study:</b> Apple's global supply chain strategy	<b>(7+2)</b>
<b>II</b>	<b>Global Sourcing and Supplier Management</b> Global procurement and sourcing strategies, Total cost of ownership (TCO), Supplier selection and evaluation, Supplier relationship and contract management, Outsourcing vs. off shoring vs. near shoring, Ethical sourcing and compliance, <b>Simulation:</b> Vendor assessment matrix for global partners	<b>(7+2)</b>
<b>III</b>	<b>Logistics, Distribution &amp; Trade Regulations</b> Global transportation modes and multimodal logistics, Distribution network design and optimization, Customs clearance and international documentation, INCOTERMS (2020) and global freight management, Tariffs, quotas, and international trade regulations, Free Trade Zones (FTZs) and bonded warehouses, <b>Case Study:</b> Cross-border logistics and distribution at Amazon	<b>(7+2)</b>
<b>IV</b>	<b>Risk Management and Sustainability</b> Identifying and assessing global supply chain risks, Risk mitigation strategies: redundancy, flexibility, insurance, Resilience and agility in supply chain design, Sustainable and green supply chain practices, Circular supply chains and reverse logistics, Climate impact and carbon footprint management, <b>Debate:</b> Resilience vs. Efficiency – What should global firms prioritize?	<b>(7+2)</b>
<b>V</b>	<b>Technology and Innovation in Global SCM</b> Role of ERP, WMS, TMS in global SCM, AI, IoT, Block chain, and predictive analytics, Real-time visibility and supply chain dashboards, Digital twins and Industry 4.0 in SCM, Future of global SCM: hyper automation, autonomous logistics,	<b>(7+2)</b>

	Global case applications of smart supply chains, <b>Project:</b> Evaluate digital transformation in a multinational's SCM process	
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Global Supply Chain Management by John T. Mentzer
2. Designing and Managing the Supply Chain by David Simchi-Levi
3. Global SCM- Canon
4. **Daniel C.K. Chow & Thomas J. Schoenbaum** – *International Business Transactions: Problems, Cases, and Materials.*
5. **Schaffer, Agusti, Dhooge** – *International Business Law and Its Environment.*

**Suggested References:**

- Supply Chain Risk Management by Donald Waters
- Harvard Business School Case Pack on Global SCM
- Articles from MIT Center for Transportation & Logistics

**Suggested Online Link:**

- ∞ **Supply Chain Management (Great Learning – Free)** – Beginner friendly & certificate option [Great Learning](https://www.mygreatlearning.com/academy/learn-for-free/courses/supply-chain-management)  
→ <https://www.mygreatlearning.com/academy/learn-for-free/courses/supply-chain-management>
- ∞ **Free Online Supply Chain Courses (MyGreatLearning)** – With certificate track and practical insights [Great Learning](https://www.mygreatlearning.com/supply-chain-management/free-courses)  
→ <https://www.mygreatlearning.com/supply-chain-management/free-courses>
- ∞ **edX Supply Chain Management Courses** – Professional certificates & multiple global SCM topics [edX](https://www.edx.org/learn/supply-chain-management)  
→ <https://www.edx.org/learn/supply-chain-management>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Global Production, Outsourcing, and Logistics</b>			<b>Course Code</b>	<b>MB25SEIB-306</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 306.1	REMEMBERING	Define key terms related to outsourcing and logistics.
CO 306.2	UNDERSTANDING	Explain the fundamental concepts and strategic role of global production, outsourcing, and logistics.
CO 306.3	APPLYING	Apply optimization tools to improve global production and logistics efficiency
CO 306.4	ANALYSING	Examine international logistics networks and their operational challenges.
CO 306.5	EVALUATING	Evaluate outsourcing and offshoring strategies with respect to cost and risk factors.
CO 306.6	CREATING	Assess sustainability and ethical issues in global production and logistics.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Production and Supply Chain Strategy</b> Definition, Scope, and Importance of Global Production and Logistics, Globalization of Manufacturing and Operations, Drivers of Global Production Strategy: Cost, Market Access, Resources, Risks, International Facility Location Planning, Role of Production and Operations in Building Global Competitiveness, <b>Case Study:</b> Boeing's Global Production System.	<b>(7+2)</b>
<b>II</b>	<b>Outsourcing and Off shoring Decisions</b> Make-or-Buy Decisions: Strategic vs. Tactical Outsourcing, Offshoring vs. Nearshoring: Trade-offs and Challenges, Selection and Management of Global Suppliers and Contract Manufacturers, Risks in Outsourcing: Quality Control, IP Protection, Dependence Risks, Governance Models: Joint Ventures, Strategic Alliances, Turnkey Projects, Ethical and Social Responsibility Issues in Global Outsourcing, <b>Case Study:</b> Apple's Outsourcing to Foxconn.	<b>(7+2)</b>
<b>III</b>	<b>Global Logistics and Distribution Management</b> Components of International Logistics: Transportation, Warehousing, Inventory, Packaging, Incoterms and Global Trade Terms, Role of Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL) Providers, Logistics Network Design in International Markets, Customs Procedures, Documentation, and Regulatory Compliance, Cost-Service Trade-offs in Global Distribution, <b>Case Study:</b> DHL's Global Logistics Services.	<b>(7+2)</b>

<b>IV</b>	<b>Technology and Risk Management in Global Operations</b> Digitalization, IoT, AI, Blockchain in Global Supply Chains, Automation and Robotics in Manufacturing and Logistics, Risk Management in Global Supply Chains: Political, Economic, Environmental Risks, Supply Chain Resilience and Agility, Crisis and Disruption Management (COVID-19 Impact on Global Supply Chains), Sustainability and Green Logistics in Global Operations, <b>Case Study:</b> Toyota's Supply Chain Risk Mitigation Strategy.	<b>(7+2)</b>
<b>V</b>	<b>Future Trends and Strategic Challenges</b> Impact of Geopolitical Tensions, Trade Wars, and Protectionism, Emerging Market Dynamics in Global Production and Logistics, Industry 4.0 and Smart Manufacturing Trends, Circular Economy and Sustainable Supply Chain Design, Reshoring and Localization of Global Production, The Future of Outsourcing: Virtualization and Cloud-Based Supply Chains, <b>Case Study:</b> Tesla's Global Production and Supply Strategy.	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Chopra, S., & Meindl, P. – **Supply Chain Management: Strategy, Planning, and Operation** (Pearson).
2. Christopher, M. – **Logistics and Supply Chain Management** (Pearson).
3. **Daniel C.K. Chow & Thomas J. Schoenbaum** – *International Business Transactions: Problems, Cases, and Materials*.
4. **Schaffer, Agusti, Dhooge** – *International Business Law and Its Environment*.

**Suggested References:**

5. Gereffi, G., & Fernandez-Stark, K. – **Global Value Chain Analysis**.
6. Harvard Business Review Articles on Global Outsourcing and Logistics.
7. IIM Case Studies and Research Papers.

**Suggested Online Link:**

8. ∞ **International Marketing & Supply Chain Management (Free – Alison)** – Combines logistics + global marketing basics [Alison](https://alison.com/course/international-marketing-and-supply-chain-management)  
→ <https://alison.com/course/international-marketing-and-supply-chain-management>
9. ∞ **Coursera Global Supply Chain / Operations** – Search global logistics/outsourcing courses here [Coursera](https://www.coursera.org/courses?query=global%20supply%20chain)  
→ <https://www.coursera.org/courses?query=global%20supply%20chain>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Global Marketing and Branding</b>			<b>Course Code</b>	<b>MB25SEIB-307</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 307.1	REMEMBERING	Define key terms related to international marketing, branding, and market entry.
CO 307.2	UNDERSTANDING	Explain the fundamental concepts, scope, and strategic role of global production, outsourcing, and logistics in international business.
CO 307.3	APPLYING	Apply tools and techniques for optimizing production, inventory, and logistics performance across global networks
CO 307.4	ANALYSING	Analyze the interrelationships between global production planning, sourcing strategies, and supply chain coordination.
CO 307.5	EVALUATING	Evaluate the benefits, challenges, and risks associated with outsourcing and offshoring decisions
CO 307.6	CREATING	Assess the impact of technology, sustainability, and ethical considerations on global production and logistics management.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Marketing and Branding</b> Definition, Scope, and Importance of Global Marketing, Differences between Domestic and International Marketing, Drivers and Restraints of Global Marketing, Evolution of Global Branding: Concept and Relevance, Theories and Frameworks: EPRG Model, CAGE Framework, <b>Case Study:</b> Coca-Cola's Global Marketing Strategy.	(7+2)
<b>II</b>	<b>Global Market Research and Consumer Behavior</b> International Market Research Process, Understanding Cross-Cultural Consumer Behavior, International Segmentation, Targeting, and Positioning (STP), Hofstede's Cultural Dimensions and Their Impact on Marketing, Measuring Global Market Potential, <b>Case Study:</b> McDonald's Global and Local Market Adaptation.	(7+2)
<b>III</b>	<b>Global Marketing Strategies and Planning</b> Standardization vs. Adaptation of Marketing Mix (4Ps), International Product and Brand Decisions, Pricing Strategies for Global Markets, Global Promotion Strategies: Advertising, Sales Promotion, Public Relations, Global Distribution and Channel Management, Managing Global Marketing Budgets, <b>Case Study:</b> L'Oréal's Global Brand Strategy.	(7+2)

<b>IV</b>	<b>Building and Managing Global Brands</b> Concept of Global Brand Equity, Strategies for Building Strong Global Brands, Brand Architecture: Corporate, Umbrella, and Product Branding, Country of Origin Effect and Brand Perception, Co-Branding, Licensing, and Franchising in International Markets, Digital Branding and the Role of Social Media in Global Brand Building, <b>Case Study:</b> Nike's Global Brand Positioning.	<b>(7+2)</b>
<b>V</b>	<b>Contemporary Issues and Challenges in Global Marketing</b> Emerging Markets: Opportunities and Challenges, Sustainability and Ethical Issues in Global Marketing, Globalization vs. Glocalization Debate, Digital Disruption and E-commerce in International Marketing, Managing Global Marketing Crises and Brand Reputational Risks, Future Trends in Global Marketing and Branding, <b>Case Study:</b> Tesla's Entry Strategies in Global Markets	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Keegan, W. J., & Green, M. C. – *Global Marketing* (Pearson).
2. Kotler, P., & Keller, K. L. – *Marketing Management* (Global Perspective).
3. **Daniel C.K. Chow & Thomas J. Schoenbaum** – *International Business Transactions: Problems, Cases, and Materials*.
4. **Schaffer, Agusti, Dhooge** – *International Business Law and Its Environment*.

**References books**

1. Johansson, J. K. – *Global Marketing: Foreign Entry, Local Marketing, and Global Management*.
2. Select HBR and McKinsey articles on Global Marketing & Branding.
3. IIM Case Studies and Working Papers.

**Suggested Online Link:**

∞ **Global Marketing Courses (Coursera)** – Learn *international marketing strategy, brand positioning & global branding*  
[Coursera](https://www.coursera.org/courses?query=global+marketing)

→ <https://www.coursera.org/courses?query=global+marketing>

∞ **International Marketing and Management (Coursera)** – Intro to marketing in global markets (culture, segmentation, strategy)  
[Coursera](https://www.coursera.org/learn/international-business-culture)

→ <https://www.coursera.org/learn/international-business-culture>



**Bonus**

**India-Branding**

**Course**

∞ **IIT Delhi Executive Certificate in Brand Management** – Focused on branding strategy (recent program) [The Times of India](https://www.timesofindia.com)

→ Search “IIT Delhi Brand Management CEP” online for details.

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Global Trade and Investment Environment</b>			<b>Course Code</b>	<b>MB25SEIB-308</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 308.1	REMEMBERING	Identify the major theories and patterns of international trade and investment
CO 308.2	UNDERSTANDING	Explain the fundamental concepts, nature, and significance of global trade and investment in the modern economy.
CO 308.3	APPLYING	Apply international trade theories to explain real-world trade patterns and global market behavior.
CO 308.4	ANALYSING	Analyze the role of international institutions such as WTO, IMF, and World Bank in shaping global trade policies..
CO 308.5	EVALUATING	Evaluate the impact of trade barriers, tariffs, exchange rates, and government policies on international business operations.
CO 308.6	CREATING	Assess emerging trends, risks, and opportunities in the global trade and investment landscape.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to the Global Trade and Investment Environment</b> Concept and Scope of Global Trade and Investment, Theories of International Trade: Absolute, Comparative, Heckscher-Ohlin, New Trade Theory, Political, Legal, and Economic Environments Affecting Global Business, Institutional Framework for International Trade, Role of Globalization in Trade and Investment Flows, <b>Case Study:</b> The Rise of China as a Global Trading Power.	<b>(7+2)</b>
<b>II</b>	<b>International Trade Policies and Agreements</b> Tariffs, Quotas, Subsidies, and Non-Tariff Barriers, <b>Reverse tariff</b> , World Trade Organization (WTO): Functions, <b>Work scope of WTO</b> , Agreements, Dispute Settlement, Regional Trade Blocs: EU, NAFTA/USMCA, ASEAN, RCEP, Free Trade Agreements (FTAs) and Bilateral Trade Treaties, Trade Wars, Protectionism, and their Business Implications, <b>Case Study:</b> US-China Trade War and Its Impact on Global Business.	<b>(7+2)</b>
<b>III</b>	<b>Foreign Direct Investment (FDI) and International Business Strategy</b> FDI: Types, Theories, and Determinants, Benefits and Risks of FDI for Host and Home Countries, Modes of Entry: Joint Ventures, Wholly Owned Subsidiaries, Strategic Alliances, FDI Policies and Regulations across Countries, Role of UNCTAD and OECD in Global Investment, <b>Case Study:</b> Vodafone's FDI in India – Opportunities and Challenges.	<b>(7+2)</b>
<b>IV</b>	<b>Global Financial and Monetary Environment</b> International Monetary System: History and Evolution, Role of IMF, World Bank, and Regional Development Banks, Exchange Rate Mechanisms and Currency Markets, Balance of Payments (BoP) and Its Impact on Trade, Global Financial Crises and Their Effect on Trade and Investment, <b>Case Study:</b> The Eurozone Crisis and its Impact on Global Markets.	<b>(7+2)</b>

V	<b>Contemporary Issues and Emerging Trends in Global Trade and Investment</b> Sustainable Trade and Investment Practices, Digital Trade and E-commerce in the Global Market, Political Risks and Geopolitical Uncertainty in International Business, Emerging Markets and South-South Trade, Impact of Technological Innovations on Global Trade, Future of Globalization: De-globalization, Multipolar Trade Systems, <b>Case Study:</b> India's Role in the Changing Global Trade Landscape.	(7+2)
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. – International Business: Environments and Operations.
2. Hill, C. W. L. – International Business: Competing in the Global Marketplace.
3. Daniel C.K. Chow & Thomas J. Schoenbaum – International Business Transactions: Problems, Cases, and Materials.
4. **Schaffer, Agusti, Dhooge** – International Business Law and Its Environment.

**Reference book:**

1. Selected Reports from WTO, UNCTAD, IMF, and World Bank.
2. HBR Articles on Global Trade and Investment Strategies.
3. IIM-A/IIM-B Working Papers on International Trade Policy.

**Suggested Online Link:**

1. ∞ **International Trade Courses (Coursera)** – Courses that cover trade policies, investment, global trade frameworks [Coursera](https://www.coursera.org/courses?query=international+trade)  
→ <https://www.coursera.org/courses?query=international+trade>
2. ∞ **WTO e-Learning Platform** – Short modules on trade rules, market access, customs & origin [WTO Learning](https://learning.wto.org)  
→ <https://learning.wto.org>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Understanding Global Market</b>			<b>Course Code</b>	<b>MB25SEIB-309</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 309.1	REMEMBERING	Define important terms related to global marketing, trade policies, and investment.
CO 309.2	UNDERSTANDING	Explain the fundamental concepts, nature, and dynamics of global markets and international trade.
CO 309.3	APPLYING	Identify the key economic, political, social, and cultural factors influencing global market environments.
CO 309.4	ANALYSING	Analyze how globalization, technology, and regional trade agreements shape global market behavior.
CO 309.5	EVALUATING	Evaluate the strategies businesses use to enter, compete, and sustain themselves in international markets.
CO 309.6	CREATING	Assess the impact of emerging market trends and economic policies on global business performance.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Markets:</b> Definition and Scope of Global Markets, Importance of Understanding Global Markets in International Business, Drivers of Global Market Expansion, Market Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Direct Investment, Differences between Emerging and Developed Markets, <b>Case Study:</b> Starbucks' Global Market Entry Strategies.	<b>(7+2)</b>
<b>II</b>	<b>Economic, Political, and Legal Environment of Global Markets</b> Economic Environment: Developed, Developing, and Transition Economies, Role of Political Systems and Risk in Global Markets, Impact of Legal and Regulatory Frameworks on Market Entry, Influence of Global Institutions: WTO, IMF, World Bank, UNCTAD, Trade Agreements and Regional Economic Integration, <b>Case Study:</b> NAFTA/USMCA and its Impact on Business Operations.	<b>(7+2)</b>
<b>III</b>	<b>Socio-Cultural and Technological Environment</b> Cultural Dimensions (Hofstede, Trompenaars) and Consumer Behavior, Social Structure, Religion, Language, and Education in Market Analysis, Technological Advancement and its Impact on Global Market Opportunities, Digital Disruption, E-commerce, and Changing Global Market Landscapes, Social Media and Global Consumer Engagement, <b>Case Study:</b> Netflix's Cultural Adaptation Strategies in International Markets.	<b>(7+2)</b>
<b>IV</b>	<b>Global Market Assessment and Strategy Formulation</b> Techniques for Global Market Research and Environmental Scanning, Global Segmentation, Targeting, and Positioning (STP), Country Attractiveness Assessment: Market Size, Growth Potential, Competitive Landscape, Risk Assessment in Global Market Entry: Economic, Political, Cultural, and Operational Risks, Market Selection and Entry Strategy Decisions, <b>Case Study:</b> Tesla's Market Entry and Expansion Strategy in China.	<b>(7+2)</b>

<b>V</b>	<b>Emerging Trends and Challenges in Global Markets</b> Rise of Emerging Markets: BRICS, MINT Economies, Impact of Global Crises: Pandemics, Wars, Economic Sanctions, Sustainability and CSR in Global Market Strategy, Shift Towards Regionalization and De-globalization, The Future of Global Markets: AI, Blockchain, and Green Technology Influence, <b>Case Study:</b> India's Growing Role in Global Technology Markets.	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>
<b>Suggested Textbooks:</b>		
<ol style="list-style-type: none"> <li>1. Cavusgil, S. T., Knight, G., Riesenberger, J. R. – International Business: The New Realities.</li> <li>2. Kotler, P., &amp; Keller, K. L. – Marketing Management (Global Perspective).</li> <li>3. <b>Daniel C.K. Chow &amp; Thomas J. Schoenbaum</b> – <i>International Business Transactions: Problems, Cases, and Materials</i>.</li> <li>4. <b>Schaffer, Agusti, Dhooge</b> – <i>International Business Law and Its Environment</i>.</li> </ol>		
<b>Reference</b>		
<ol style="list-style-type: none"> <li>1. Hill, C. W. L. – Global Business Today.</li> <li>2. HBR Articles on Market Entry, Emerging Markets, and Global Strategy.</li> <li>3. Reports from WTO, IMF, World Bank on Market Environments.</li> </ol>		
<b>Suggested Online Link:</b>		
<ol style="list-style-type: none"> <li>1. ∞ <b>SWAYAM – Business Skills: Global Perspective</b> – Free course on global business environment and cross-cultural skills <a href="https://onlinecourses.swayam2.ac.in/imb25_mg223/preview">Swayam</a> → <a href="https://onlinecourses.swayam2.ac.in/imb25_mg223/preview">https://onlinecourses.swayam2.ac.in/imb25_mg223/preview</a></li> <li>2. ∞ <b>International Marketing &amp; Management (Coursera)</b> – Helps understand international consumer behavior &amp; markets <a href="https://www.coursera.org/learn/international-business-culture">Coursera</a> → <a href="https://www.coursera.org/learn/international-business-culture">https://www.coursera.org/learn/international-business-culture</a></li> </ol>		

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Global Human Resource Management</b>			<b>Course Code</b>	<b>MB25SEIB-310</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 310.1	REMEMBERING	Define key terms related to expatriation, repatriation, and cross-cultural management.
CO 310.2	UNDERSTANDING	Explain the fundamental concepts, scope, and significance of Global Human Resource Management in multinational organizations.
CO 310.3	APPLYING	Apply HR strategies and frameworks to address issues related to expatriation, repatriation, and cross-cultural management.
CO 310.4	ANALYSING	Analyze various approaches to staffing, selection, training, and development in international contexts.
CO 310.5	EVALUATING	Evaluate the challenges of managing performance, compensation, and employee relations across diverse cultural and legal environments.
CO 310.6	CREATING	Assess the role of global HR practices in achieving organizational competitiveness and sustainability in international markets.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Human Resource Management</b> Concept, Scope, and Significance of Global HRM, Differences between Domestic and International HRM, Drivers of Globalization and their Impact on HRM, Evolution of International HRM Practices, Role of HRM in International Business Strategy, <b>Case Study:</b> IBM's Global Workforce Management.	(7+2)
<b>II</b>	<b>International Staffing and Talent Management</b> International Staffing Approaches: Ethnocentric, Polycentric, Geocentric, Regiocentric, Recruitment and Selection for Global Assignments, Expatriate Management: Selection, Training, and Repatriation, Managing Host Country Nationals (HCNs), Parent Country Nationals (PCNs), and Third Country Nationals (TCNs), Global Talent Management and Leadership Development, <b>Case Study:</b> Unilever's Global Talent Strategy.	(7+2)
<b>III</b>	<b>Training, Development, and Performance Management in a Global Context</b> Cross-Cultural Training for International Assignments, Development of Global Competencies and Leadership Skills, International Performance Management Systems, Challenges in Designing Performance Appraisal Systems for MNCs, HRD Practices across Different Countries, <b>Case Study:</b> Google's Leadership Development Across Cultures.	(7+2)
<b>IV</b>	<b>Compensation, Benefits, and Labour Relations in International HRM</b> International Compensation: Approaches and Packages, Managing Incentives, Allowances, and Benefits for Expatriates, Global Mobility and Work-Life Balance Issues, International Labor Relations and Employment Laws, Managing Industrial Relations in Cross-Cultural Environments, Ethical and Legal Issues in Global HRM, <b>Case Study:</b> Walmart's Labor Relations Practices in Different Markets.	(7+2)

V	<p><b>Current Issues and Emerging Trends in Global HRM</b> Diversity and Inclusion in the Global Workforce, Impact of Technology, AI, and Remote Work on Global HRM, Sustainable HRM and Corporate Social Responsibility (CSR), Managing Crisis and Change in Global HRM (COVID-19 Impact), Future Trends: Gig Economy, Flexible Working Models, Virtual Teams, <b>Case Study:</b> Microsoft's Flexible and Inclusive Global Work Culture.</p>	(7+2)
	<b>Total</b>	45
<p><b>Suggested Textbooks:</b></p> <ol style="list-style-type: none"> <li>1. Dowling, P., Festing, M., &amp; Engle, A. – International Human Resource Management.</li> <li>2. Brewster, C., Sparrow, P., &amp; Vernon, G. – International Human Resource Management.</li> <li>3. <b>Daniel C.K. Chow &amp; Thomas J. Schoenbaum</b> – International Business Transactions: Problems, Cases, and Materials.</li> <li>4. <b>Schaffer, Agusti, Dhooge</b> – International Business Law and Its Environment.</li> </ol>		
<p><b>Reference Textbooks:</b></p> <ol style="list-style-type: none"> <li>1. Dessler, G. – Human Resource Management: Global Edition.</li> <li>2. Select HBR and McKinsey articles on Global HRM practices.</li> <li>3. IIM-A, IIM-B Case Studies &amp; Working Papers on International HRM.</li> </ol>		
<p><b>Suggested Online Link:</b></p> <ol style="list-style-type: none"> <li>1. → <a href="https://www.bolc.co.uk/human-resource-courses-online/free-online-hr-courses-with-certificates">https://www.bolc.co.uk/human-resource-courses-online/free-online-hr-courses-with-certificates</a></li> <li>2. ∞ <b>Free HR Courses (UniAthena)</b> – Intro to HR management &amp; roles with certification <a href="https://uniathena.com/free-online-hr-courses-with-certificates">UniAthena</a> → <a href="https://uniathena.com/free-online-hr-courses-with-certificates">https://uniathena.com/free-online-hr-courses-with-certificates</a></li> <li>3. ∞ <b>Coursera HR Management Courses</b> – Search HR management certificates (includes global HR topics) <a href="https://www.coursera.org/courses?query=human%20resource%20management">Coursera</a> → <a href="https://www.coursera.org/courses?query=human%20resource%20management">https://www.coursera.org/courses?query=human%20resource%20management</a></li> </ol>		

# **Course Syllabus**

**Second Year MBA. Semester  
IV**

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Entrepreneurship, Innovation and Design Thinking</b>			<b>Course Code</b>	<b>MB25GC-401</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 401.1	REMEMBERING	DESCRIBE the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.2	UNDERSTANDING	UNDERSTAND the prerequisites of entrepreneurship and innovation.
CO 401.3	APPLYING	APPLY the Design Thinking process to real-world challenges.
CO 401.4	ANALYSING	IDENTIFY business opportunities and create viable business models.
CO 401.5	EVALUATING	EVALUATE entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.
CO 401.6	CREATING	Develop entrepreneurial mindsets and skills and Pitch ideas effectively to stakeholders or investors.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Entrepreneurship &amp; Innovation</b> – Definition, Objective and Features: Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation – process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR	<b>(7+2)</b>
<b>II</b>	<b>Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-</b> Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment- PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs	<b>(7+2)</b>
<b>III</b>	<b>Design Thinking</b> – Introduction, Definitions and Meaning; Design Thinking –as an Art and Science; Stages of Design Thinking –Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the	<b>(7+2)</b>

	Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps; Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping	
IV	<b>Design Thinking in Start-Up</b> – 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI	(7+2)
V	<b>Opportunity Recognition &amp; Business Models-</b> Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build-Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality	(7+2)
		45

#### Suggested Books:

1. Steps to Innovation: Going from Jugaad to Excellence – Rishiksha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship - Peter Drucker
3. Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020
5. Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11<sup>th</sup> Edition
6. The Lean Startup – Eric Ries
7. Creative Confidence – Tom Kelley & David Kelley

#### Suggested Reference Books:

1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkell & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootec

#### Suggested Online Link:

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg63/preview](https://onlinecourses.nptel.ac.in/noc21_mg63/preview)
2. [https://onlinecourses.nptel.ac.in/noc25\\_mg81/preview](https://onlinecourses.nptel.ac.in/noc25_mg81/preview)
3. <https://www.coursera.org/learn/design-thinking-entrepreneurship>
4. <https://www.coursera.org/specializations/innovation-entrepreneurship>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Project Management</b>			<b>Course Code</b>	<b>MB25GC-402</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>30</b>	<b>50</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 402.1	REMEMBERING	DESCRIBE the basic terms and concepts in Project Management.
CO 402.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO 402.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO 402.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO 402.5	CREATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasibility and make it workable.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Overview of Project Management:</b> Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno economic feasibility, Government policy to location, legal aspects, Preparation of DPR	<b>(4+2)</b>
<b>II</b>	<b>Project Planning:</b> Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	<b>(4+2)</b>
<b>III</b>	<b>Project scheduling and Risk Management:</b> Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis <b>Project Organization:</b> Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	<b>(4+2)</b>
<b>IV</b>	<b>Earned value analysis:</b> 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time <b>Financial analysis:</b> Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	<b>(4+2)</b>

V	<b>Computer applications and Software for Project Management</b> :Computer applications and Software for Project Management, Project Management Cases	(4+2)
		30

**Suggested Textbooks:**

1. Project Planning estimation and assessment by Prasanna Chandra
2. Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw- Hill
3. Quantitative Techniques in Management by N D Vohra

**Suggested Reference Books:**

1. Project Management Managerial Emphasis by Meredith and Mantel
2. Project Management: A Managerial Approach, Authors: Jack R. Meredith, Samuel J. Mantel Jr. & Scott M. Shafer, Publisher: John Wiley & Sons, Edition: 9th Edition (2016)
3. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Author: Project Management Institute (PMI), Publisher: Project Management Institute, Edition: 7th Edition (2021)
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Author: Harold Kerzner, Publisher: John Wiley & Sons, Edition: 12th Edition (2022 / reprint)

**Suggested Online Link:**

1. [https://onlinecourses.nptel.ac.in/noc25\\_mg127/preview](https://onlinecourses.nptel.ac.in/noc25_mg127/preview)
2. <https://elearn.nptel.ac.in/shop/nptel/project-management/>
3. <https://www.coursera.org/learn/predictive-project-methodologies>
4. <https://www.coursera.org/learn/project-planning-and-execution->

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Strategy and Structure of International Business</b>			<b>Course Code</b>	<b>MB25SCIB-403</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 403.1	REMEMBERING	Define key terms and models of strategy formulation.
CO 403.2	UNDERSTANDING	Describe different types of international business strategies and their relevance in global competition.
CO 403.3	APPLYING	Apply strategic frameworks and models to design effective international business strategies
CO 403.4	ANALYSING	Analyze the influence of external factors on strategic decision-making
CO 403.5	EVALUATING	Evaluate various organizational structures suitable for multinational corporations.
CO 403.6	CREATING	Develop a comprehensive model that aligns global strategy with organizational design for competitive advantage.

**Course Contents**

Unit	Description	Duration [Hrs]
<b>I</b>	<b>Introduction to International Business Strategy</b> Definition, Scope, and Importance of International Business, Globalization Drivers: Market, Cost, Competitive, Government, Differences between Domestic and International Strategy, Frameworks: PESTLE, CAGE Distance Framework, Motivations for Internationalization: Market Seeking, Efficiency Seeking, Resource Seeking, Strategic Asset Seeking, Modes of Entry: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, <b>Case Study:</b> Starbucks Global Expansion Strategy	<b>(7+2)</b>
<b>II</b>	<b>Global Strategic Environment and Competitive Advantage</b> Theories of International Trade and Investment: Comparative Advantage, Porter's Diamond, Industry Structure Analysis: Five Forces in Global Context, Global Integration vs. Local Responsiveness: Bartlett & Ghoshal Model, Sources of Global Competitive Advantage: Scale Economies, Scope Economies, Innovation, Network Effects, Strategy Types: Global, Transnational, International, Multidomestic, <b>Case Study:</b> Unilever vs. Procter & Gamble in Emerging Markets	<b>(7+2)</b>
<b>III</b>	<b>Designing International Organizational Structures</b> Evolution of MNC Structures: International Division, Global Product Division, Geographic Area Division, Matrix Structure, Recent Trends: Regional Headquarters, Front-Back Structure, Networked MNCs, Coordination and Control Mechanisms: Formalization, Socialization, Centralization vs. Decentralization, Subsidiary Roles and Mandates, HQ-Subsidiary Dynamics and Knowledge Transfer, <b>Case Study:</b> ABB's Matrix Structure Transformation	<b>(7+2)</b>
<b>IV</b>	<b>Strategy Implementation and Managing International Operations</b> Building Capabilities for Internationalization: Global Talent, Cross-Cultural Competence. International Supply Chain and Logistics Strategy, Risk Management: Political, Economic, Legal, Cultural Risks, Managing	<b>(7+2)</b>

	Alliances, Mergers, and Acquisitions across Borders, Corporate Social Responsibility (CSR) and Sustainability in Global Operations, Digitalization and Technology-driven International Business, <b>Case Study: Toyota's Global Supply Chain Resilience.</b>	
V	<b>Emerging Trends and Strategic Challenges in International Business</b> Rise of Emerging Market Multinationals (EMNEs), Role of Government and Geopolitical Tensions in Shaping Global Strategies, Impact of Digital Disruption, Artificial Intelligence, and Industry 4.0, ESG (Environmental, Social, and Governance) and Global Corporate Citizenship, Ethical Dilemmas in International Business, Future of International Business: Regionalization vs. Globalization Debate, <b>Case Study: Huawei and the US-China Trade War.</b>	(7+2)
	<b>Total</b>	<b>45</b>

#### Suggested Textbooks:

1. **Hill, C. W. L., & Hult, G. T. M.** (International Business: Competing in the Global Marketplace) – McGraw Hill.
2. **Bartlett, C. A., & Beamish, P. W.** (Transnational Management: Text, Cases & Readings in Cross-Border Management) – Cambridge.

#### Suggested Reference books:

1. **Daniel C.K. Chow & Thomas J. Schoenbaum** – International Business Transactions: Problems, Cases, and Materials.
2. **Schaffer, Agusti, Dhooge** – International Business Law and Its Environment.

#### Suggested Online Link:

1.  International Business Specialization – University of Colorado Boulder (Coursera)  
A comprehensive series covering international trade, globalization strategy, and business structures. [Coursera](https://www.coursera.org/specializations/international-business)  
 <https://www.coursera.org/specializations/international-business>
2.  Fundamentals of International Business – FutureLearn  
Covers competitive strategy, global expansion strategy, and how firms structure operations internationally.  
[FutureLearn](https://www.futurelearn.com/courses/fundamentals-international-business)  
 <https://www.futurelearn.com/courses/fundamentals-international-business>
3.  Global Business – HBS Online (Harvard Business School)  
High-level course on global strategy, macroeconomic effects on business, and international decision-making.  
[Harvard Business School Online](https://online.hbs.edu/courses/global-business/)  
 <https://online.hbs.edu/courses/global-business/>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Research Project</b>			<b>Course Code</b>	<b>MB25RPIB-404</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>PR</b>	
<b>6</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>100</b>	<b>50</b>	<b>150</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 404.1	REMEMBERING	Carry out a substantial research-based project
CO 404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO 404.3	UNDERSTANDING	An understanding of the ethical issues associated with practitioner research
CO 404.4	APPLYING	Applying domain knowledge and foundational research skills to address a research problem.
CO 404.5	ANALYSING	Analyse data and synthesize research findings.
CO 404.6	CREATING	Report research findings in written and verbal forms and use research findings to advance education theory and practice.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>A]</b>	<p><b>Preamble:</b></p> <p>A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contribute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions.</p> <p><b>Learning Objectives</b></p> <ol style="list-style-type: none"> <li>1. Understand the purpose and significance of research in business management.</li> <li>2. Develop skills in research methodology, data analysis, and interpretation.</li> <li>3. Learn to conduct a thorough literature review and critically evaluate existing research.</li> <li>4. Learn to formulate a clear research question and develop a compelling research proposal.</li> <li>5. Master the art of writing a well-structured and coherent dissertation.</li> </ol>	<b>(10+2)</b>

	6. Gain confidence in presenting research findings to an academic audience.	
B - 1]	<p><b>Conducting research projects can offer benefit and advantages to the students:</b></p> <ol style="list-style-type: none"> <li>1. <b>Intellectual Growth:</b> Engaging in research projects allows students to explore and develop their intellectual curiosity. It encourages critical thinking, problem-solving skills, and the ability to analyse complex issues.</li> <li>2. <b>Skill Development:</b> Research projects help students develop a variety of skills such as information gathering, data analysis, literature review, writing, presentation, and time management. These skills are valuable both academically and in future careers. .</li> <li>3. <b>Deepened Understanding:</b> Research enables students to delve deeply into a specific topic, gaining a more comprehensive understanding of it beyond what's covered in regular coursework.</li> <li>4. <b>Independent Learning:</b> Research projects encourage self-directed learning. Students learn how to set their own goals, manage their time, and work independently, fostering a sense of responsibility and initiative.</li> <li>5. <b>Problem Solving:</b> Through research, students confront real-world problems and work towards finding innovative solutions. This experience prepares them to tackle challenges in various aspects of their lives.</li> <li>6. <b>Personal Growth:</b> Research projects can boost students' confidence as they overcome obstacles, contribute to knowledge, and present their findings to peers and professors. This can positively impact their self-esteem and personal growth.</li> <li>7. <b>Networking:</b> Engaging in research projects often involves collaboration with professors, peers, and sometimes professionals in the field. This can lead to valuable networking opportunities and connections that might be beneficial for future academic or career pursuits.</li> <li>8. <b>Enhanced Resume/CV:</b> Having research experience on a resume can make students stand out to potential employers or graduate programs. It demonstrates their commitment to learning and their ability to handle complex tasks.</li> <li>9. <b>Contribution to Knowledge:</b> Even in the early stages of their academic careers, students can contribute to the existing body of knowledge. Their research findings might lead to new insights or perspectives in their chosen field.</li> <li>10. <b>Preparation for undertaking Research:</b> For students considering post graduate, engaging in research during their postgraduate years can provide a taste of the kind of work they might encounter at the next academic level PhD.</li> <li>11. <b>Career Exploration:</b> Research projects can help students explore potential career paths within their field of study. They might discover specific areas they are particularly passionate about.</li> <li>12. <b>Personal Interest Pursuit:</b> Research projects often allow students to delve into topics that deeply interest them, providing a fulfilling and enjoyable learning experience.</li> <li>13. <b>Exposure to Research Methods:</b> Students gain exposure to various research methodologies, which can be beneficial not only in academia but also in fields where data analysis and evidence-based decision-making are crucial.</li> <li>14. <b>Critical Evaluation:</b> Research requires students to evaluate existing literature, sources, and information critically. This skill helps them become more discerning consumers of information. <b>Long-Term Impact:</b> Some</li> </ol>	(10+2)

	<p>research projects can have lasting impacts beyond the academic realm, contributing to policy changes, technological advancements, or improvements in various industries</p>	
<p><b>B-2]</b></p>	<p>In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) &amp; one soft copy (PDF). In the interest of environmental considerations, students are encouraged to print their Research Project reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work.</p> <p>It is mandatory for the student to seek advanced written approval for Research Report Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work. A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the Research Project / project shall be certified by the Faculty Supervisor, HOD &amp; approved by the Director of the Institute.</p> <ol style="list-style-type: none"> <li>1) All sheets are to be A4 size.</li> <li>2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.</li> <li>3) The margins shall be as follows: Top &amp; Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches</li> <li>4) One extra line spacing should be left in between paragraphs.</li> <li>5) All Chapter headings are to be centred in the Font Times New Roman 14 size Bold.</li> <li>6) All headings of section shall be in Times New Roman 12 Bold</li> <li>7) All sub-section headings shall be in Times New Roman , size, 12, Bold, Italic.</li> <li>8) All minor sub-section headings shall be in Times New Roman , size, 12, Regular.</li> <li>9) It is advised that the sections and sub- sections are to be limited to 3rd level       <ol style="list-style-type: none"> <li>a. Zero Level - Chapter Headings</li> <li>b. First Level - Main sections in each chapter : to be numbered as 1.1, 1.2, 2.1, 3.1 etc.</li> <li>c. Second level - Sub- sections in each section : to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.</li> <li>d. Third level - Minor sub-sections ie., sections in sub-sections. : to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2, 3.2.1.4 etc. - to be avoided to the extent possible.</li> </ol> </li> <li>10) All the references / Bibliography are to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3 etc.</li> <li>11) The reference No. should be given as superscript in the report wherever they appear.</li> <li>12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc indicating chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc...</li> </ol>	

	<p>13) All the figures are to be placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred to. Uniformity should be maintained and under no circumstances should these two alternatives indicated be mixed.</p> <p><b>Research projects may include:</b></p> <ul style="list-style-type: none"> <li>➤ Developing a research question or statement</li> <li>➤ Finding and evaluating sources</li> <li>➤ Conducting research</li> <li>➤ Writing a report etc</li> </ul> <p><b>Students can do-</b></p> <ul style="list-style-type: none"> <li>➤ Survey based research.</li> <li>➤ Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.</li> <li>➤ Observation based/Interview based research.</li> </ul> <p>Each student must work under the supervision of a faculty mentor. Depending on the area of research interest or the research topic,</p>	
<p><b>B-3]</b></p>	<p><b>Research Project Process</b></p> <p><b>I. SELECTION OF THE RESEARCH TOPIC:</b> <b>The first major challenge in conducting research</b></p> <ol style="list-style-type: none"> <li>1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions.</li> <li>2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas.</li> <li>3. Developing research ideas from loose ends discovered during:       <ol style="list-style-type: none"> <li>a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience.</li> </ol> </li> </ol> <p><b>II. DEVELOPING THE RESEARCH PROPOSAL</b></p> <p>A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose:</p> <ol style="list-style-type: none"> <li>1. it provides the researcher, with the blueprint for implementing the project, and</li> <li>2. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval.</li> </ol> <p><b>III. PROJECT IMPLEMENTATION</b></p> <p>In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline.</p>	

	<p><b>IV. WRITE-UP OF PROJECT RESULTS AND DISCUSSION</b> This should follow directly from your research proposal. The research project outline provides a ‘how to’ write-up of the results and discussion sections.</p> <p><b>V. RESEARCH PRESENTATION</b> Once the research project is complete, student have to make a public oral presentation to present the work.</p>	
<p><b>B-4]</b></p>	<p><b>OUTLINE OF A RESEARCH PROJECT</b></p> <p><b>I. TITLE PAGE (Page 1, DO NOT NUMBER)</b></p> <ul style="list-style-type: none"> <li>➤ Study Title</li> <li>➤ Names of the Supervisor (faculty mentor)</li> <li>➤ Discipline</li> <li>➤ Name of the Institute</li> <li>➤ Date: month and year proposal prepared/submitted</li> </ul> <p><b>II. SUMMARY (Page2, 1-2 pages; DO NOT NUMBER)</b> The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc., etc.).</p> <p><b>III. INTRODUCTION (Page 3; up to 2 – 3 pages)</b> This section consists of an overview of the research question and some indication of the study’s worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.</p> <p><b>IV. REVIEW OF THE LITERATURE (Page 4; up to 4 –6 pages; a minimum of 10 references required).</b> Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.</p> <p><b>V. PROBLEM STATEMENT &amp; RESEARCH HYPOTHESES (up to 1/2-1 page)</b> The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a)</p>	<p>(</p>

be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.

#### **VI. RESEARCH METHODOLOGY** (up to 2-3 pages)

1. Study Duration: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any

2. Subject Selection: Of particular importance in this section are:

a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size

3. Instrumentation or Measures: This section lists all the variables (intervention as well as outcome variables) you would be examining in your study, and describes what particular measures, or forms, or data collection sheets you will be using to measure the variables.

4. Procedures: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data.

5. Data Analysis: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than after the data are collected. This way, you can avoid wasting time collecting data that are not analysable because they are not in the collected in the correct format.

6. Study Limitations: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study.

#### **VII. RESULTS**

In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested.

#### **VIII. DISCUSSION**

This section typically contains:

- An overview of significant findings
- A consideration of the finding in light of previous research
- A careful examination of findings that fail to support your hypotheses
- Limitations of the study that may affect the generalizability of the results
- Recommendations for further research
- Implications of study for professional practice

#### **IX. REFERENCES**

Students must cite all studies referred to in the proposal, using the APA citation method

<p><b>B-5]</b></p>	<p><b>Evaluation Pattern:</b>  Total Marks: 150  Formative Assessment: 50 Marks  Summative Assessment: 50 Marks</p> <p><b>1] Formative Assessment Weightage 50 marks</b></p> <ol style="list-style-type: none"> <li>1. Project Proposal</li> <li>2. Three Progress Reports</li> <li>3. Final Research Project Report</li> <li>4. Pre- submission Presentation <ol style="list-style-type: none"> <li>a) Research Project Objectives, Research Question and Hypotheses</li> <li>b) Introduction and literature Review</li> <li>c) Methodology</li> <li>d) Quality of Analysis and Research, discussion and findings</li> <li>e) Documentation and Reporting</li> <li>f) References</li> <li>g) Reflection</li> </ol> </li> </ol> <p><b>2] Summative Assessment Weightage 50 marks</b></p> <ol style="list-style-type: none"> <li>1. There shall be a panel of 2 examiners for the Final Viva-Voce</li> <li>2. University shall nominate External Examiners</li> <li>3. Director shall nominate Internal Examiners</li> <li>4. Presentation by each student along with a spiral bound report is mandatory</li> <li>5. Students will deliver a presentation of 15 minutes about their OJT project.</li> <li>6. Weightages for summative assessment shall be as follows <ol style="list-style-type: none"> <li>a) Presentation <ul style="list-style-type: none"> <li>– 05 marks</li> </ul> </li> <li>b) Viva-Voce <ul style="list-style-type: none"> <li>– 20 marks</li> </ul> </li> <li>c) Report <ul style="list-style-type: none"> <li>– 15 marks</li> </ul> </li> <li>d) Ability to connect with the theoretical &amp; conceptual frame work <ul style="list-style-type: none"> <li>– 10 marks</li> </ul> </li> </ol> </li> </ol>	

	<p><b>The Internal &amp; the External viva-voce shall evaluate the candidate based on:</b></p> <ol style="list-style-type: none"> <li>1. Adequacy of work undertaken by the student</li> <li>2. Application of concepts learned in Sem I, II and III</li> <li>3. Analytical capabilities</li> <li>4. Technical Writing &amp; Documentation Skills</li> <li>5. Outcome of the project – sense of purpose</li> <li>6. Utility of the project to the organization</li> <li>7. Variety and relevance of learning experience</li> </ol> <p><b>Presentation could be through any of the enlisted formats</b> (this is an indicative list and innovative formats if any beyond this list may be adopted) -</p> <ol style="list-style-type: none"> <li>1. Traditional Slide Deck Presentation</li> <li>2. Infographics</li> <li>3. Video presentation</li> <li>4. Paper presentation</li> <li>5. Poster presentation</li> <li>6. Webinar or online presentation</li> <li>7. TED-style presentation</li> </ol> <p>Storytelling Presentation etc.</p>	
	<b>Total</b>	<b>12</b>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Global Banking Operations</b>			<b>Course Code</b>	<b>MB25SEIB-405</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO405.1	REMEMBERING	Identify key regulatory bodies and frameworks governing global banking operations.
CO405.2	UNDERSTANDING	Explain the concepts, structure, and functioning of the global banking system and its regulatory framework.
CO405.3	APPLYING	Apply knowledge of international financial instruments and payment mechanisms to manage global transactions..
CO405.4	ANALYSING	Analyze the impact of globalization, technology, and regulatory changes on global banking practices.
CO405.5	EVALUATING	Evaluate the risks and challenges associated with cross-border banking operations and international payments.
CO405.6	CREATING	Design policy recommendations to strengthen global financial stability.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Banking</b> Nature, Scope, and Functions of International Banks, Evolution of Global Banking and Financial Intermediation, Role of Global Banks in Trade and Investment Facilitation, Types of International Banks: Commercial Banks, Investment Banks, Development Banks, Correspondent Banking and Offshore Banking, <b>Case Study:</b> HSBC's Global Banking Model.	<b>(7+2)</b>
<b>II</b>	<b>International Banking Operations and Services</b> Trade Finance: Letters of Credit, Bank Guarantees, Documentary Collections, Foreign Exchange Operations and Management, International Payments Mechanisms: SWIFT, CHIPS, TARGET2, Syndicated Loans, Eurocurrency Markets, and Global Depository Receipts (GDRs), Cross-Border Lending and Project Finance, <b>Case Study:</b> Citibank's Global Transaction Banking Services.	<b>(7+2)</b>
<b>III</b>	<b>Risk Management in Global Banking</b> Types of Risks: Credit, Market, Liquidity, Operational, Country Risks, Techniques of Risk Assessment and Mitigation in International Banking, Capital Adequacy Norms: Basel I, II, III & Basel IV Developments, Foreign Exchange Risk Management Strategies, Asset-Liability Management (ALM) in Global Banking, Case Study: The 2008 Global Financial Crisis and Risk Management Lessons for Banks.	<b>(7+2)</b>

<b>IV</b>	<b>Regulatory Framework and Compliance in Global Banking</b> International Banking Regulations and Supervision, Role of BIS, IMF, World Bank in Banking Operations, Anti-Money Laundering (AML), Know Your Customer (KYC) Norms, FATCA and CRS Compliance Requirements, Global Banking Secrecy Laws and Tax Havens, <b>Case Study:</b> Deutsche Bank and Global Regulatory Challenges.	<b>(7+2)</b>
<b>V</b>	<b>Emerging Trends in Global Banking</b> FinTech and the Future of Global Banking, Blockchain, Cryptocurrencies, and Digital Currencies in Banking, Open Banking and API Ecosystems, Sustainable Banking and Green Finance, Impact of Geopolitical Risks and Economic Sanctions on Global Banking, <b>Case Study:</b> JPMorgan’s Blockchain-Based Cross-Border Payment Solutions.	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>







### Suggested Text Books

1. **Jeff Madura** – *International Financial Management*.
2. **Saunders, A., & Cornett, M. M.** – *Financial Institutions Management: A Risk Management Approach*.
3. **Daniel C.K. Chow & Thomas J. Schoenbaum** – *International Business Transactions: Problems, Cases, and Materials*.
4. **Schaffer, Agusti, Dhooge** – *International Business Law and Its Environment*.

### Reference Books

- **Levine, R.** – *International Banking and Financial Systems*.
- BIS, IMF, and World Bank Reports on Global Banking.
- HBR Articles and IIM Case Studies on Global Banking Practices

### Suggested Online Link:

5.  **International Business and Finance – LinkedIn Learning**  
Includes modules on *international monetary system*, exchange rates, banking operations abroad, FX markets & financial management of MNCs. [LinkedIn](https://www.linkedin.com/learning/international-business-and-finance)  
 <https://www.linkedin.com/learning/international-business-and-finance>
6.  **International Business Essentials Specialization – University of London (Coursera)**  
Includes foundational lessons on global finance and monetary systems as part of international business. [Coursera](https://www.coursera.org/specializations/mba)  
 <https://www.coursera.org/specializations/mba>
7.  **edX International Business Courses Collection**  
Various finance-centric courses including *global finance*, *international banking*, and related topics. [edX](https://www.edx.org/learn/international-business)  
 <https://www.edx.org/learn/international-business>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>The Global Monetary System</b>			<b>Course Code</b>	<b>MB25SEIB-406</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO406.1	REMEMBERING	Recall the evolution, structure, and fundamental concepts of the global monetary system.
CO406.2	UNDERSTANDING	Explain the role and functions of international financial institutions such as the IMF, World Bank, and BIS in maintaining monetary stability.
CO406.3	APPLYING	Apply the knowledge of exchange rate mechanisms, balance of payments, and monetary policies to interpret real-world economic scenarios.
CO406.4	ANALYSING	Analyze the interrelationship between global monetary policies, international trade, and capital flows.
CO406.5	EVALUATING	Evaluate the effectiveness of global monetary cooperation, reforms, and responses to financial crises.
CO406.6	CREATING	Design innovative frameworks or policy recommendations to enhance global monetary stability and financial integration.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to the Global Monetary System</b> Nature and Evolution of the Global Monetary System, Historical Perspectives: Gold Standard, Bretton Woods System, Post-Bretton Woods Era, Characteristics of the Current International Monetary System, Global Capital Flows and Monetary Sovereignty, Role of Reserve Currencies in the Global Economy, <b>Case Study:</b> Collapse of Bretton Woods System and Its Implications.	<b>(7+2)</b>
<b>II</b>	<b>Foreign Exchange Markets and Exchange Rate Systems</b> Structure and Functioning of the Foreign Exchange Market (Forex), Spot, Forward, Futures, Swaps, and Options in Currency Trading, Types of Exchange Rate Regimes: Fixed, Floating, Managed Float, Pegged, Purchasing Power Parity (PPP) and Interest Rate Parity (IRP), Factors Affecting Exchange Rate Movements, <b>Case Study:</b> The Plaza Accord and Yen Appreciation.	<b>(7+2)</b>
<b>III</b>	<b>Balance of Payments (BoP) and International Economic Linkages</b> Concept and Components of BoP: Current Account, Capital Account, Financial Account, Disequilibrium and Adjustment Mechanisms in BoP, BoP and Its Impact on Exchange Rates, Relationship Between BoP and National Economic Policies, BoP Crisis Case Studies in Emerging Markets, <b>Case Study:</b> India's BoP Crisis in 1991.	<b>(7+2)</b>

<b>IV</b>	<b>International Monetary Institutions and Policies</b> International Monetary Fund (IMF): Roles, Functions, and Lending Programs, Role of the World Bank, BIS, and Regional Monetary Organizations, Currency Crises: Causes, Effects, and Policy Responses, International Monetary Cooperation and Coordination, The Debate on Global Monetary Reform and New Currency Orders, <b>Case Study:</b> Greece Debt Crisis and IMF's Intervention.	<b>(7+2)</b>
<b>V</b>	<b>Contemporary Issues and Emerging Trends in the Global Monetary System</b> Rise of Digital Currencies and Central Bank Digital Currencies (CBDCs), Cryptocurrency Impact on the Monetary System, Global Imbalances and Currency Wars, The Dollar's Dominance vs. Alternatives: Euro, Yuan, BRICS Currency Proposal, Impact of Geopolitical Tensions and Sanctions on Global Finance, <b>Case Study:</b> The Role of the US Dollar in Russia-Ukraine Sanctions.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

#### Suggested Text Books

1. **Paul Krugman & Maurice Obstfeld** – International Economics: Theory and Policy.
2. **Madura, J.** – International Financial Management.
3. **Daniel C.K. Chow & Thomas J. Schoenbaum** – International Business Transactions: Problems, Cases, and Materials.
4. **Schaffer, Agusti, Dhooge** – International Business Law and Its Environment.

#### Suggested Reference Books

1. Eichengreen, B. – Globalizing Capital: A History of the International Monetary System.
2. IMF, BIS, and World Bank Annual Reports and Publications.
3. HBR and Economist articles on Monetary Policy and Global Financial Stability.

#### Suggested Online Link:

1. **⇄ Global Business Specialization – Coursera (see above)**  
Discusses modes of participation in global markets, logistics, and international operations that relate to outsourcing. [Coursera](https://www.coursera.org/specializations/international-business)  
🔗 <https://www.coursera.org/specializations/international-business>
2. **⇄ International Trade and Commodity Finance Courses (Oxford / Glomacs)**  
Special training covering *commodity finance* — important for understanding trade and global commodity markets. [Oxford Management Centre+1](https://sa.glomacs.com/training-course/international-trade-and-commodity-finance)  
🔗 <https://oxford-management.com/course/international-trade-and-commodity-finance>  
🔗 <https://sa.glomacs.com/training-course/international-trade-and-commodity-finance>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Global Outsourcing and Commodity Markets</b>			<b>Course Code</b>	<b>MB25SEIB-407</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO407.1	REMEMBERING	Recall the basic concepts, evolution, and importance of global outsourcing and commodity markets.
CO407.2	UNDERSTANDING	Explain the structure, participants, and functioning of global outsourcing processes and international commodity exchanges.
CO407.3	APPLYING	Apply outsourcing strategies and commodity trading practices to real-world business situations.
CO407.4	ANALYSING	Analyze the risks, challenges, and performance of outsourcing decisions and commodity market operations.
CO407.5	EVALUATING	Evaluate the effectiveness of outsourcing strategies and regulatory frameworks governing commodity markets.
CO407.6	CREATING	Design innovative outsourcing models and commodity trading strategies to optimize global supply chains and profitability.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Global Outsourcing and Commodity Markets</b> Concept, Scope, and Evolution of Outsourcing, Drivers and Benefits of Outsourcing in Global Business, Introduction to Commodity Markets and Their Global Significance, Types of Commodities: Energy, Metals, Agriculture, Soft Commodities, Interrelationship between Outsourcing Strategies and Commodity Procurement, <b>Case Study:</b> India's Role as a Global Outsourcing Hub.	<b>(7+2)</b>
<b>II</b>	<b>Strategies and Models of Global Outsourcing</b> Types of Outsourcing: Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO), IT Outsourcing, Manufacturing Outsourcing, Outsourcing Life Cycle: Vendor Selection, Contracting, Service Delivery, Governance, Offshoring vs. Nearshoring vs. Onshoring, Risks in Global Outsourcing: Political, Legal, Economic, and Social, Ethical and CSR Issues in Global Outsourcing, <b>Case Study:</b> Apple's Outsourcing Strategy in China.	<b>(7+2)</b>
<b>III</b>	<b>Commodity Markets Structure and Trading Mechanisms</b> Major Global Commodity Exchanges: NYMEX, LME, CME, MCX, Commodity Pricing Mechanisms and Determinants, Futures, Options, and Swaps in Commodity Trading, Hedging Strategies for Commodity Price Risks, The Role of Speculation in Commodity Markets, <b>Case Study:</b> Crude Oil Price Volatility and its Global Impact	<b>(7+2)</b>

<b>IV</b>	<b>Risk Management and Regulatory Framework</b> Managing Outsourcing Risks: Contractual, Operational, Strategic, Performance Metrics and SLAs in Outsourcing, Risk Mitigation in Commodity Procurement and Trading, Global Regulatory Bodies for Commodity Markets (CFTC, SEBI), Impact of Trade Policies, Tariffs, and Sanctions on Commodity Flows, <b>Case Study:</b> The Impact of US-China Trade Tensions on Rare Earth Commodities.	<b>(7+2)</b>
<b>V</b>	<b>Contemporary Issues and Emerging Trends</b> Technological Disruptions in Outsourcing: RPA, AI, Cloud Computing., ESG and Sustainability in Global Outsourcing Decisions, Commodity Supercycles and Geopolitical Risk, Digital Platforms and Blockchain in Commodity Markets, Future of Global Outsourcing in the Post-Pandemic World, <b>Case Study:</b> The Role of Renewable Energy Commodities in Global Trade.	<b>(7+2)</b>
	<b>TOTAL</b>	<b>45</b>





### Suggested Text Books

1. **Quelin, B., & Duhamel, F.** – Outsourcing: A Holistic View.
2. **Hull, J. C.** – Options, Futures, and Other Derivatives.
3. **Gereffi, G., & Fernandez-Stark, K.** – Global Value Chain Analysis.

### Suggested Reference Books

Reports from **World Bank, IMF, UNCTAD** on Commodity Markets.  
 BR Articles on Global Outsourcing and Commodity Strategy

### Suggested Online Link:

1.  **International Business Specialization – Coursera**  
 Includes trade law, global political environments, and regulatory systems as part of the curriculum. [Coursera](https://www.coursera.org/specializations/international-business)  
 <https://www.coursera.org/specializations/international-business>
2.  **WTO Learning Platform – Trade Rules & Agreements (Free)**  
 Official modules on international trade laws, agreements and policies (self-paced). [ICC Academy](https://learning.wto.org)  
 <https://learning.wto.org>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Politics and Laws in International Trade</b>			<b>Course Code</b>	<b>MB25SEIB-408</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 408.1	REMEMBERING	Recall the fundamental concepts, principles, and key terms related to international trade laws and political systems influencing trade
CO 408.2	UNDERSTANDING	Explain how political ideologies, government policies, and international organizations affect global trade operations
CO 408.3	APPLYING	Apply relevant international trade laws, agreements, and dispute mechanisms to real-world business and trade cases.
CO 408.4	ANALYSING	Analyze the impact of political risks, trade policies, and legal frameworks on global business decision-making.
CO 408.5	EVALUATING	Evaluate the effectiveness of global trade institutions, treaties, and dispute resolution systems in promoting fair international trade.
CO 408.6	CREATING	Design comprehensive trade compliance strategies and policy recommendations that align with international legal standards and ethical principles.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Politics and Law in International Trade</b> Importance of Politics and Law in Global Trade, The Global Political Economy: Capitalism, Socialism, Mixed Systems, Types of Political Risks in International Business, Influence of National Policies on International Trade, Legal Environment and Sources of International Trade Law, <b>Case Study:</b> Impact of US-China Trade War on Global Business	<b>(7+2)</b>
<b>II</b>	<b>International Trade Organizations and Agreements</b> The Role of the World Trade Organization (WTO), GATT Principles and Their Evolution, UNCTAD and Other Trade-Related Institutions, Free Trade Agreements (FTAs), Customs Unions, and Economic Blocs (EU, NAFTA/USMCA, ASEAN), Trade Negotiations and Dispute Settlement Mechanisms, <b>Case Study:</b> Brexit and Its Implications for International Trade Law.	<b>(7+2)</b>
<b>III</b>	<b>Trade Barriers, Protectionism, and Government Intervention</b> Tariff and Non-Tariff Barriers, Export Controls, Quotas, and Import Licensing, Anti-Dumping, Countervailing Duties, and Safeguard Measures, Role of Sanctions and Embargoes in Trade, Political Interventions and State-Owned Enterprises (SOEs), <b>Case Study:</b> US Sanctions on Iran and Their Global Trade Impact.	<b>(7+2)</b>
<b>IV</b>	<b>International Business Laws and Trade Dispute Resolution</b> International Contracts and CISG (Convention on Contracts for the International Sale of Goods), Legal Aspects of Licensing, Franchising, and Joint Ventures, Protection of Intellectual Property Rights (IPR) – TRIPS	<b>(7+2)</b>

	Agreement, International Arbitration and Litigation Procedures, Enforcement of Foreign Judgments and Awards, <b>Case Study:</b> WTO Dispute: Airbus vs. Boeing Subsidy Conflict.	
V	<b>Contemporary Issues and Challenges in International Trade Laws and Politics</b> Trade Wars and Emerging Protectionism, Geopolitical Conflicts and Their Impact on Trade (Russia-Ukraine, Middle East), Environmental Laws and Sustainability Regulations in Trade, Digital Trade, E-Commerce Laws, and Cybersecurity Regulations, Future Trends: Regionalization vs. Globalization, <b>Case Study:</b> The Role of Data Localization Laws in International E-Commerce.	(7+2)
	<b>Total</b>	<b>45</b>





### Suggested Textbooks

1. **Daniel C.K. Chow & Thomas J. Schoenbaum** – *International Business Transactions: Problems, Cases, and Materials*.
2. **Schaffer, Agusti, Dhooge** – *International Business Law and Its Environment*.

### Suggested Reference Books:

1. WTO, UNCTAD, and IMF Reports on Trade Policy and Law.
2. Relevant HBR Articles on Political Risk and Global Trade Disputes.
3. Official WTO Dispute Settlement Reports.

### Suggested Online Link:

1.  **International Business Management Courses (Coursera / edX)**  
Many programs cover *knowledge management, innovation strategy, and global HR* — key parts of intellectual capital learning. [Coursera+1](#)  
 <https://www.coursera.org/courses?query=intellectual%20capital>
2.  **Global Business Management – ICC Academy**  
Includes *intellectual property, knowledge transfer, and business structure* as part of the curriculum. [ICC Academy](#)  
 <https://academy.iccwbo.org/international-trade/courses/global-business-management/>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Intellectual Capital in International Business</b>			<b>Course Code</b>	<b>MB25SEIB-409</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO409.1	REMEMBERING	Recall the fundamental concepts and components of intellectual capital in the context of international business
CO409.2	UNDERSTANDING	Explain the role and importance of human, structural, and relational capital in enhancing global competitiveness.
CO409.3	APPLYING	Apply knowledge of intellectual capital management in international business operations, mergers, and partnerships.
CO409.4	ANALYSING	Analyze the relationship between intellectual property rights, innovation, and business performance in global markets.
CO409.5	EVALUATING	Evaluate strategies for protecting and leveraging intellectual capital in multinational corporations.
CO409.6	CREATING	Design frameworks and strategies to build, manage, and sustain intellectual capital for long-term international business success

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Intellectual Capital in International Business</b> Definition and Components of Intellectual Capital, Importance of IC in the Global Knowledge Economy, Intellectual Capital vs. Physical and Financial Capital, Strategic Role of IC in Multinational Enterprises (MNEs), IC and Global Competitive Advantage, <b>Case Study:</b> Microsoft's Intellectual Capital Strategy.	<b>(7+2)</b>
<b>II</b>	<b>Human Capital in International Business</b> Talent Management in Global Firms, Cross-Cultural Competence and Global Leadership Development, Global Talent Mobility: Expatriation, Inpatriation, Virtual Teams., Knowledge Workers and Creativity in Multinational Enterprises, Human Capital Measurement Metrics, <b>Case Study:</b> Google's Global Human Capital Practices.	<b>(7+2)</b>
<b>III</b>	<b>Structural Capital and Innovation in MNEs</b> Organizational Knowledge, Systems, Processes, and Databases, R&D Management and Global Innovation Networks, Role of Technology Platforms and Digital Infrastructure, Patents, Copyrights, Trademarks—Legal Protection Across Borders, Intellectual Asset Valuation in International Markets, <b>Case Study:</b> IBM's Global Innovation Model	<b>(7+2)</b>
<b>IV</b>	<b>Relational Capital and International Collaboration</b> Building Global Brand Equity and Reputation, Strategic Alliances, Joint Ventures, and Cross-Border Partnerships, Customer and Supplier Relationship Management (CRM, SRM), Networking and Social Capital in International Markets, Trust and Knowledge Sharing Across Cultures, <b>Case Study:</b> Toyota's Supplier Network as a Source of Relational Capital.	<b>(7+2)</b>

V	<b>Managing and Measuring Intellectual Capital Internationally</b> IC Measurement Frameworks: Skandia Navigator, Balanced Scorecard, Challenges in Managing IC Across Borders, Transfer of Knowledge and Best Practices in MNEs, IC Reporting Standards and Disclosure in International Business, Future Trends: AI, Big Data, and the Transformation of IC, <b>Case Study:</b> SAP's Approach to Intellectual Capital Reporting.	(7+2)
	<b>Total</b>	<b>45</b>

**Suggested Text Books:**

1. **Barney, J. B. & Hesterly, W. S.** – *Strategic Management and Competitive Advantage*.
2. **Edvinsson, L. & Malone, M. S.** – *Intellectual Capital: Realizing Your Company's True Value*.

**Suggested Reference Books**

1. **Bontis, N. (Ed.)** – *World Congress on Intellectual Capital Readings*.
2. HBR Articles on Knowledge Management and Innovation.
3. Reports from OECD and WIPO on Global Intellectual Property Trends.

**Suggested Online Link:**

▶ **International Business Specialization – Coursera**

cludes trade law, global political environments, and regulatory systems as part of the curriculum. [Coursera](https://www.coursera.org/specializations/international-business)

▶ <https://www.coursera.org/specializations/international-business>

▶ **WTO Learning Platform – Trade Rules & Agreements (Free)**

fficial modules on international trade laws, agreements and policies (self-paced). [ICC Academy](https://learning.wto.org)

▶ <https://learning.wto.org>

<b>Program</b>	<b>MBA (IB)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Financial Management in International Business</b>			<b>Course Code</b>	<b>MB25SEIB-410</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO410.1	REMEMBERING	Recall fundamental concepts of international financial management, including foreign exchange markets, parity conditions, and balance of payments.
CO410.2	UNDERSTANDING	Explain the functioning of international financial systems, exchange rate mechanisms, and the role of global financial institutions in cross-border finance.
CO410.3	APPLYING	Apply techniques of foreign exchange risk management, international capital budgeting, and working capital management to business situations
CO410.4	ANALYSING	Analyze the financial risks and implications of multinational operations, investment decisions, and financing structures.
CO410.5	EVALUATING	Evaluate international financial strategies for managing currency exposure, hedging, and global portfolio diversification.
CO410.6	CREATING	Design innovative global financial strategies and models for optimizing capital structure, profitability, and risk management in multinational firms.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to International Financial Management:</b> Scope and significance of international financial management, Role of financial manager in multinational corporations (MNCs), International financial environment: IMF, World Bank, WTO, Balance of payments and global trade flows, Differences between domestic and international financial decisions, <i>Case Study:</i> Financial strategy of a global corporation (e.g., Unilever)	<b>(7+2)</b>
<b>II</b>	<b>Foreign Exchange Markets and Currency Risk:</b> Structure and participants in forex markets, Exchange rate determination and forecasting, Spot, forward, futures, and options markets, Currency risk exposure: transaction, translation, and economic exposure, Currency hedging strategies using derivatives, <i>Simulation:</i> Hedging foreign currency exposure using forward contracts	<b>(7+2)</b>
<b>III</b>	<b>International Capital Budgeting and Investment Decisions</b> Cost of capital for MNCs, Evaluation of international projects: NPV, IRR, APV, Cash flow estimation in foreign investments, Political risk assessment and mitigation, Taxation, repatriation, and transfer pricing, <i>Case Study:</i> Cross-border acquisition decision by an Indian MNC	<b>(7+2)</b>
<b>IV</b>	<b>International Working Capital and Financing</b> International cash, inventory, and receivables management, Trade finance: letters of credit, factoring, forfeiting, Sources of international financing: ECBs, ADRs, GDRs, Global banking systems and financial institutions, Working capital optimization in a global setting, <i>Project:</i> Analysis of working capital strategy of a multinational firm	<b>(7+2)</b>

V	<b>Strategic Financial Decisions and Global Risk Management</b> Capital structure and dividend decisions in international firms, Risk management instruments: swaps, caps, collars, Country risk and sovereign debt, Global financial integration and regulatory frameworks (Basel III, FATCA), Sustainable finance and ESG in international investments, <i>Debate</i> : Should MNCs prioritize ESG over short-term financial returns?	(7+2)
	<b>Total</b>	45







### Suggested Text Books

1. Multinational Financial Management by Alan C. Shapiro
2. International Financial Management by P.G. Apte

### Suggested Reference Books

1. International Finance by Eun & Resnick
2. Research papers from the Journal of International Business Studies
3. World Bank and IMF reports

### Suggested Online Link:

1.  **International Business and Finance – LinkedIn Learning**  
Covers *international financial management*, capital budgeting, FX risk, and multinational finance topics. [LinkedIn](https://www.linkedin.com/learning/international-business-and-finance)  
 <https://www.linkedin.com/learning/international-business-and-finance>
2.  **International Business Essentials – Coursera (UoL)**  
Includes *financial analysis*, *global accounting principles*, *international finance* in broader business context. [Coursera](https://www.coursera.org/specializations/mba)  
 <https://www.coursera.org/specializations/mba>
3.  **edX Global Finance Courses**  
Search for postgraduate certificates or short programs on *global corporate finance* and international money markets. [edX](https://www.edx.org/learn/global-finance)  
 <https://www.edx.org/learn/global-finance>

