



# UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A ++' GRADE UNIVERSITY)  
Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

Academic Section

Email: [academicsectionju14@gmail.com](mailto:academicsectionju14@gmail.com)

## NOTIFICATION (25/Sep/Adp./22)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the syllabi and courses of studies for **Post Graduate Programme in MBA-IB** under **NEP-2020** as per details given below:-

### Two Year Post Graduate Programme under NEP-2020

Subject	Semester	For the examinations to be held in the year
MBA-IB	Semester-I	December 2025, 2026 and 2027
	Semester-II	May 2026, 2027 and 2028
	Semester-III	December 2026, 2027 and 2028
	Semester-IV	May 2027, 2028 and 2029

### One Year Post Graduate Programme under NEP-2020

Subject	Semester	For the examinations to be held in the year
MBA-IB	Semester-I	December 2026, 2027 and 2028
	Semester-II	May 2027, 2028 and 2029

The Syllabi of the courses are also available on the University website: [www.jammuuniversity.ac.in](http://www.jammuuniversity.ac.in)

Sd/-

DEAN ACADEMIC AFFAIRS

No. F. Acd/II/25/9329-35

Dated: 9/9/25

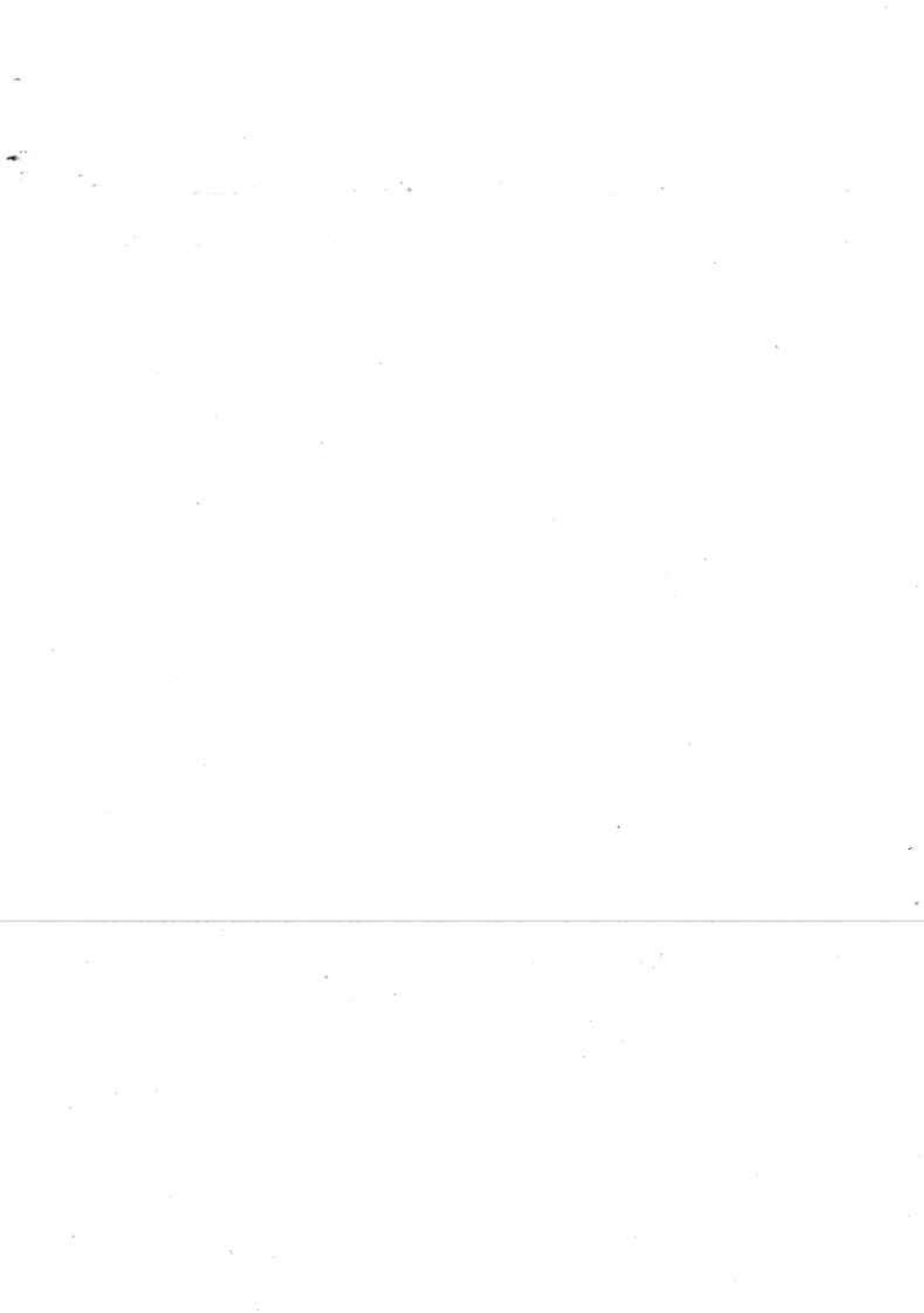
Copy for information and necessary action to:

1. Dean, Faculty of Business Studies
2. Director/Convener, Board of Studies in MBA-IB
3. Director, Centre for IT Enabled services and Management, University of Jammu for information and for uploading on University Website.
4. All members of the Board of Studies
5. Joint Registrar (Evaluation/P.G. Exam.)
6. Programmer, Computer Section, Examination Wing

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9/9/25

Joint Registrar (Academic)

*9/9/25*



## 6. One-year MBA (IB) PG Programme as per NEP-2020

### 6a) One-year MBA (IB) PG Program as per NEP-2020 Syllabi (2025)

S.No	Course No.	Course Title	No. of Credits	Credits L. Level	Course Type	Marks	Nature of Course			Research Project/ Summer Internship/ Dissertation
							Theory	Practical	Global	
1	P1B3TC101	Business Strategy for Global Markets	4	500	6.5	Core	100		✓	✓
2	P1B3TC102	International Economics	4	500	6.5	Core	100		✓	✓
3	P1B3TC103	International Supply Chain Management	4	500	6.5	Core	100		✓	✓
4	P1B3TC104	International Financial Management	3	400	6.5	Core	100		✓	✓
5	P1B3TC105	Cross Culture and Diversity Management-DEI	3	400	6.5	Core	100		✓	✓
6	P1B3TC106	Research Design Logic and Proposal Development	2	400	6.5	Core	50			✓
7	P1B3PC111	Social Community Connect	4	400	6.5	Core	100			✓
8	P1B3PC112	Leadership Development / Student Immersion Programme	4	400	6.5	Core	100			✓
9	P1B3TE107	International Business Laws	3	400	6.5	Elective	100		✓	✓
10	P1B3TE108	Human Resource Development	3	400	6.5	Elective	100		✓	✓
11	P1B3TE109	Cross Cultural Consumer Behavior & Practices	3	400	6.5	Elective	100		✓	✓
12	P1B3TE110	Foreign Language II : French	3	400	6.5	Elective	100			✓

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13	PIIBTC113	Managing Across Borders	4	400	6.5	Core	100	✓	✓	✓
14	PIIBTC201	International Project Management	4	500	6.5	Core	100	✓	✓	✓
15	PIIBTC202	Entrepreneurship Development	4	500	6.5	Core	100	✓	✓	✓
16	P2IBRC207	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	Core	100	✓	✓	✓
17	PIIBRC208	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence)	12	500	6.5	Core	300	✓	✓	✓
18	PIIBTE203	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	Elective	100	✓	✓	✓
19	PIIBTE204	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	Elective	100	✓	✓	✓
20	PIIBTE205	Cross Cultural Business Negotiations	3	400	6.5	Elective	100	✓	✓	✓
21	PIIBTE206	Services Marketing	3	400	6.5	Elective	100	✓	✓	✓

## 6b) Program Specific Outcomes

1. Analyze international and domestic market trends thoroughly to craft tailored strategies that reflect regional economic conditions and cultural nuances.
2. Conduct in-depth analyses of global and domestic market landscapes to devise strategically tailored, region-specific approaches aligned with local economic and socio-cultural contexts.
3. Operate effectively in international, multicultural teams, applying linguistic dexterity and cultural awareness to guide negotiations and represent organizations in global forums.
4. Leverage advanced principles of business ethics, governance, and social responsibility to interpret and evaluate real-world case studies.
5. Employ robust analytical and research-driven approaches to address complex business challenges, leveraging empirical data to shape impactful strategies.

## 6c) Course Specific Outcomes

S.No.	Course No.	Course Title	Outcomes
1	P1IBTC101	Business Strategy for Global Markets	<ol style="list-style-type: none"><li>1. Acquire the ability to solve some complex strategic problems being faced by the corporate.</li><li>2. Have a critical understanding of the strategic business environment and its implications for international corporate setups.</li><li>3. Formulate appropriate business-level strategies and corporate-level strategies based on environmental analysis and organisational capabilities.</li><li>4. Critically evaluate the assumptions, logic, and empirical evidence supporting core strategic management frameworks.</li><li>5. Conduct research on contemporary strategic issues and provide practical solutions.</li></ol>
2	P1IBTC102	International Economics	<ol style="list-style-type: none"><li>1. Identify policy issues, the choice of exchange rate regime, and the desirability of free capital flows.</li><li>2. Apply a specific framework to illustrate the connection between a variety of models and approaches.</li><li>3. Understand how core models in trade and exchange rate theory interrelate and evolve across different economic frameworks.</li><li>4. Analyse how international economic theory has been shaped by real-world events.</li></ol>
3	P1IBTC103	International Supply Chain Management	<ol style="list-style-type: none"><li>1. Manage the procurement and logistics function efficiently and effectively and understand how procurement can be used to gain value for</li></ol>

			<p>money and the improvement performance for organizations.</p> <ol style="list-style-type: none"> <li>2. Develop a corporate procurement and logistics management strategy in line with the corporate strategic objectives and goals, and be able to negotiate contracts effectively.</li> <li>3. Analyse the design, planning, and activities of marketing, production, operations, logistics networks and inventory, which support domestic and global supply chain operations and have the ability to solve logistical problems.</li> <li>4. Formulate a framework for a viable and sustainable supply chain and defend it by identifying and addressing relevant supply chain relationships, risks, disputes, drivers, objectives and goals.</li> <li>5. Demonstrate critical thinking, modelling, decision-making and problem-solving skills in a variety of contexts related to procurement, logistics and the entire supply chain.</li> </ol>
4	P1IBTC 104	International Financial Management	<ol style="list-style-type: none"> <li>1. Understand the international financial and foreign exchange markets.</li> <li>2. Identify risks relating to exchange rate fluctuations and develop strategies to deal with them.</li> <li>3. Identify and evaluate foreign direct investment and international acquisition opportunities.</li> <li>4. Develop strategies to deal with different types of risks associated with foreign operations.</li> <li>5. Express a well-considered opinion on issues relating to international financial management.</li> </ol>
5	P1IBTC105	Cross Culture and Diversity Management- DEI	<ol style="list-style-type: none"> <li>1. Build a mindset that appreciates and leverages diversity in international organisations.</li> <li>2. Demonstrate an integrative understanding of social, cultural, and ethical issues involved in cross-cultural management.</li> <li>3. Address and acknowledge cultural diversity and identify ways to tap its benefits for effective organisational functioning.</li> <li>4. Engage effectively in cross-cultural interactions and negotiations.</li> </ol>
6	P1IBTC106	Research Design Logic and Proposal Development	<ol style="list-style-type: none"> <li>1. Prepare a research proposal and propose appropriate research designs and methodologies for a specific research project in a business function.</li> <li>2. Formulate research problems and use statistical tools and techniques to analyse data.</li> <li>3. Differentiate local and international</li> </ol>

			<p>perspective towards research after undertaking a comprehensive review of the literature.</p> <ol style="list-style-type: none"> <li>4. Formulate representative sampling methods to investigate the research problem for better decision making</li> <li>5. Enhance skills capability.</li> </ol>
7	P1IBPC111	Social Community Connect	<ol style="list-style-type: none"> <li>1. Become aware of the society and some of the key concerns in the society so that they can identify and study one key concern and develop a deeper understanding of the same.</li> <li>2. Explore options for the concern/problem they have chosen for follow-up research on the same for deeper understanding.</li> <li>3. Continue to work on the same project during their stay at the University and develop a model or prototype before they complete the course.</li> </ol>
8	P1IBPC112	Leadership Development / Student Immersion Programme	<ol style="list-style-type: none"> <li>1. Demonstrate confidence in taking initiative, making informed decisions, and leading effectively in various situations.</li> <li>2. Articulate their ideas clearly, actively listen, and collaborate efficiently in diverse group settings.</li> <li>3. Analyse complex situations, develop strategic solutions, and apply creative thinking in real-world challenges.</li> <li>4. Exhibit integrity, accountability, and a sense of social responsibility in their leadership roles.</li> <li>5. Equip themselves with essential leadership skills that prepare them for academic excellence, extracurricular leadership, and future career opportunities.</li> </ol>
9	P1IBTC113	Managing Across Borders	<ol style="list-style-type: none"> <li>1. Understand the complexities of the international business environment and be equipped to make informed, strategic decisions in a global business context.</li> <li>2. Gain a strong understanding of international trade theories and the PESTLE framework.</li> <li>3. Critically evaluate the implications of globalisation and regional economic integration.</li> <li>4. Evaluate how MNEs manage international operations and assess their internationalisation strategies.</li> <li>5. Analyse and understand the implications for managers of ethical, social, corporate and environmental responsibilities on the behaviour of multi-national / across-border</li> </ol>

			enterprises.
10	PIIBTE107	International Business Laws	<ol style="list-style-type: none"> <li>1. Possess knowledge and understanding of substantive and procedural law.</li> <li>2. Exercise the ability to perform legal analysis and reasoning, legal research, problem solving, written communication in the legal context and oral communication in the legal context.</li> <li>3. Understand the exercise of proper professional and ethical responsibilities to clients and the legal system.</li> <li>4. Demonstrate the professional skills of collaboration, counseling and negotiation needed for competent and ethical participation as a member of the legal profession and</li> <li>5. Demonstrate a basic understanding of business fundamentals and be able to read and understand basic financial documents.</li> </ol>
11	PIIBTE108	Human Resource Development	<ol style="list-style-type: none"> <li>1. Get suitable placement as HR/HRD/Training and development practitioners in the corporate sector.</li> <li>2. Serve as freelance trainers and HRM/HRD consultants for small, medium and large organizations for small, medium and large organizations in all sectors of the economy.</li> <li>3. Serve as teachers teaching undergraduate and postgraduate commerce students along with a strong potential for pursuing doctoral research in the areas of HRM/HRD.</li> <li>4. List methods for how to plan, incorporate innovators and build strategies for effective HRM Management.</li> </ol>
12	PIIBTE109	Cross Cultural Consumer Behavior & Practices	<ol style="list-style-type: none"> <li>1. Identify and explain factors which influence consumer behaviour.</li> <li>2. Demonstrate how knowledge of consumer behaviour can be applied to marketing.</li> <li>3. Display critical thinking and problem solving skills.</li> <li>4. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.</li> <li>5. Analyse the trends in consumer behaviour, and apply them to the marketing of an actual product or service.</li> </ol>
13	P2IBTE110	Foreign Language II : French	<ol style="list-style-type: none"> <li>1. Comprehend and interpret spoken and written material from a variety of advanced-level sources.</li> <li>2 Use advanced grammatical structures and vocabulary accurately and fluently</li> </ol>

			<ol style="list-style-type: none"> <li>3. Participate confidently in debates, discussions, and oral presentations on academic or societal topics.</li> <li>4. Produce coherent, well-structured written texts, demonstrating stylistic control and sophistication. Use the language appropriately in professional, academic, or real-world scenarios (e.g., study abroad, internships).</li> </ol>
14	P1IBTC201	International Project Management	<ol style="list-style-type: none"> <li>1. Have proficiency in critically analyzing the performance of the various projects using PERT, CPM or Financial analysis.</li> <li>2. Combine practical and theoretical knowledge of project management and develop awareness of emerging trends in real-time project management.</li> <li>3. Evaluate different business ideas on the basis of various project analysis techniques like PERT, breakeven analysis etc.</li> <li>4. Develop such project organization structures that can be global in application.</li> </ol>
15	P1IBTC202	Entrepreneurship Development	<ol style="list-style-type: none"> <li>1. Understand the entrepreneurial intricacies of starting a new venture.</li> <li>2. Analyze the challenges that determine the success and sustainability of entrepreneurial ventures.</li> <li>3. Develop niche business plans that address regional, national, and international market problems.</li> <li>4. Understand various entrepreneurial prerequisites required for running an enterprise successfully.</li> </ol>
16	P2IBRC207	Startup Ideation & DPR (Detailed Project Report) Development	<ol style="list-style-type: none"> <li>1. Identify and validate a practical business idea through real-time market research.</li> <li>2. Design and develop a full-fledged DPR aligned with industry standards.</li> <li>3. Demonstrate the ability to perform technical, operational, and financial feasibility analysis.</li> <li>4. Effectively communicate project potential through professional presentations and pitching.</li> <li>5. Collaborate with mentors and industry experts to refine entrepreneurial ideas and viability.</li> </ol>

17	PIIBRC208	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence)	<ol style="list-style-type: none"> <li>1. Independently conduct research on a selected topic.</li> <li>2. Analyse complex business issues and develop research questions or hypotheses.</li> <li>3. Collect, analyse, and interpret both primary and secondary data.</li> <li>4. Present their research findings clearly and professionally in written and oral formats.</li> <li>5. Formulate actionable business strategies or solutions based on research findings.</li> </ol>
18	PIIBTE203	Corporate Governance, Social Responsibility and AI Ethics	<ol style="list-style-type: none"> <li>1. Distinguish the various expectations and demands that emanate from stakeholders on business firms.</li> <li>2. Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues.</li> <li>3. Describe the ethical and current social responsibility issues and the influence of these issues on society, management decision making, behaviour, policies and practices;</li> <li>4. Define governance in business and recognise the legitimacy of business as an institution in a global society.</li> <li>5. Imbibe the ethical issues in corporate governance and to adhere to the ethical codes of conduct.</li> </ol>
19	PIIBTE204	Global Financial Institutions & WTO: Implications on International Business	<ol style="list-style-type: none"> <li>1. Analyse the role of global financial institutions and the WTO in shaping international economic policies and business operations.</li> <li>2. Assess the implications of global financial regulations, trade policies, and financial crises on international business.</li> <li>3. Develop strategic responses for businesses to navigate challenges and opportunities arising from global financial institutions and the WTO.</li> <li>4. Understand the governance structures and key financial mechanisms of global financial institutions, and their interrelationships with international business.</li> <li>5. Apply knowledge of financial markets, trade regulations, and international business operations in a globalized environment to real-world scenarios.</li> </ol>
20	PIIBTE205	Cross Cultural Business Negotiations	<ol style="list-style-type: none"> <li>1. Explain the concepts of cultural contact, such as enculturation, assimilation, accommodation, acculturation, deculturalization, biculturalism, and multiculturalism.</li> </ol>

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			<ol style="list-style-type: none"> <li>2. Examine the role of culture in the construction and co-construction of cultures and cultural identities.</li> <li>3. Analyse and reflect on the impact of their culture and co-culture on their values, assumptions, perceptions, expectations and behaviour.</li> <li>4. Construct a list of suggestions and strategies for improving intercultural communication in their field of study or occupation.</li> <li>5. Evaluate their progress in developing their intercultural communication knowledge and skills.</li> </ol>
21	P1IBTE206	Services Marketing	<ol style="list-style-type: none"> <li>1. Understand the application of the 7Ps of marketing in the global services industry.</li> <li>2. Assess the customer perceptions in the service industry and the resultant impact of designing differential service strategies.</li> <li>3. Manage service recovery in critical corporate-customer interfaces for developing customer relationship management.</li> <li>4. Conduct trend analysis of specific service industries to develop critical insights for working in service industries.</li> <li>5. Analyse the impact of technology, automation, and AI on service operations and customer engagement.</li> </ol>

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## 6d) Programme Structure

The one-year MBA (IB) PG programme as per NEP-2020 is spread across two semesters (Semester I and Semester II). The total credits of the programme are 60.

### SEMESTER - I

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Course Points
<b>CORE</b>						
1	P1IBTC101	Business Strategy for Global Markets	4	500	6.5	26
2	P1IBTC102	International Economics	4	500	6.5	26
3	P1IBTC103	International Supply Chain Management	4	500	6.5	26
4	P1IBTC104	International Financial Management	3	400	6.5	19.5
5	P1IBTC105	Cross Culture and Diversity Management- DEI	3	400	6.5	19.5
6	P1IBTC106	Research Design Logic and Proposal Development	2	400	6.5	13
7	P1IBPC111	Social Community Connect	4	500	6.5	26
8	P1IBPC112	Leadership Development / Student Immersion Programme	4	500	6.5	26
9	P1IBTC113	Managing Across Borders	4	400	6.5	26
<b>ELECTIVES (Any two of the following)</b>						
10	P1IBTE107	International Business Laws	3	400	6.5	19.5
11	P1IBTE108	Human Resource Development	3	400	6.5	19.5
12	P1IBTE109	Cross Cultural Consumer Behavior & Practices	3	400	6.5	19.5
13	P1IBTE110	Foreign Language II : French	3	400	6.5	19.5
<b>SEMESTER CREDITS /CREDIT POINTS</b>			<b>38</b>			<b>247</b>

**SEMESTER – II**

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Course Points
<b>CORE</b>						
1	P1IBTC201	International Project Management	4	500	6.5	26
2	P1IBTC202	Entrepreneurship Development	4	500	6.5	26
3	P2IBRC207	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	26
4	P1IBRC208	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence)	12	500	6.5	78
<b>ELECTIVES (Any two of the following)</b>						
5	P1IBTE203	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	19.5
6	P1IBTE204	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	19.5
7	P1IBTE205	Cross Cultural Business Negotiations	3	400	6.5	19.5
8	P1IBTE206	Services Marketing	3	400	6.5	19.5
<b>SEMESTER CREDITS</b>			<b>30</b>			<b>195</b>
<b>TOTAL PROGRAMME CREDITS</b>			<b>68</b>			<b>442</b>

## 6e) Syllabus

### SEMESTER – I

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Course Points
<b>CORE</b>						
1	P1IBTC101	Business Strategy for Global Markets	4	500	6.5	26
2	P1IBTC102	International Economics	4	500	6.5	26
3	P1IBTC103	International Supply Chain Management	4	500	6.5	26
4	P1IBTC104	International Financial Management	3	400	6.5	19.5
5	P1IBTC105	Cross Culture and Diversity Management- DEI	3	400	6.5	19.5
6	P1IBTC106	Research Design Logic and Proposal Development	2	400	6.5	13
7	P1IBPC111	Social Community Connect	4	500	6.5	26
8	P1IBPC112	Leadership Development / Student Immersion Programme	4	500	6.5	26
9	P1IBTC113	Managing Across Borders	4	400	6.5	26
<b>ELECTIVES (Any two of the following)</b>						
10	P1IBTE107	International Business Laws	3	400	6.5	19.5
11	P1IBTE108	Human Resource Development	3	400	6.5	19.5
12	P1IBTE109	Cross Cultural Consumer Behavior & Practices	3	400	6.5	19.5
13	P1IBTE110	Foreign Language II : French	3	400	6.5	19.5
<b>SEMESTER CREDITS /CREDIT POINTS</b>			<b>38</b>			<b>247</b>

\*First semester students are required to submit a research proposal (individual/group) in the form of synopsis duly approved by a committee constituted by the Director.

\*\*First semester students on the basis of merit and willingness shall also have an opportunity to apply for Student immersion programme.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**BUSINESS STRATEGY FOR GLOBAL MARKETS**

Course No. P1IBTC101  
Minimum Contact Hours: 45  
Duration of examination: 2½ Hours

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

*(For the examinations to be held in December 2026, 2027 and 2028)*

**Course Objectives**

1. To provide a thorough understanding of the major theories of Global Strategic Management.
2. To develop students' ability to critically analyze complex business environments (internal and external) using established strategic frameworks and data.
3. To equip students with the ability to evaluate strategic alternatives, make reasoned choices, and formulate coherent business, corporate, and global strategies.
4. To help students to analyze case studies and real-world business situations.
5. To prepare students to navigate uncertainty, understand the impact of digital transformation, and develop strategies for dynamic and evolving market landscapes.

**Course Outcomes**

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

1. Acquire the ability to solve some complex strategic problems being faced by the corporate.
2. Have critical understanding of strategic business environment and its implications for international corporate setups.
3. Formulate appropriate business-level strategies and corporate level strategies based on environmental analysis and organizational capabilities.
4. Critically evaluate the assumptions, logic, and empirical evidence supporting core strategic management frameworks.
5. Conduct research on contemporary strategic issues and provide practical solutions.

**UNIT I**

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

**UNIT II**

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

**UNIT III**

Corporate level strategies- Stability, expansion, retrenchment and combination; Business level strategies – Conditions, risk and benefits of cost leadership, Differentiation and focus leadership,





**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**BUSINESS STRATEGY FOR GLOBAL MARKETS**

Course No. P1IBTC101  
Minimum Contact Hours: 45  
Duration of examination: 2½ Hours

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

*(For the examinations to be held in December 2026, 2027 and 2028)*

Porter's framework of competitive strategies. Strategic analysis and choice- Process of strategic choice; Subjective factors in strategic choice; Techniques of strategic analysis (BCG, GE Nine Cell, Product market evolution, Directional policy matrix).

#### **UNIT IV**

Aspects of strategic implementation; Resource allocation; Issues in strategy implementation; Procedural implementation; Structural implementation; Behavioural implementation; Operational implementation; Strategic evaluation & control; Contemporary issues in strategic management- Blue ocean strategy, Balance score card, Strategies for Emerging Technologies- Artificial Intelligence, Industry 5.0, Strategies in VUCA (Volatile, Uncertain, Complex, Ambiguous) Environment.

#### **NOTE**

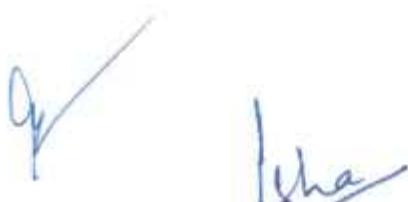
A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper.

#### **NOTE FOR PAPER SETTING**

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

#### **BOOKS RECOMMENDED** (Recent Editions)

- David, F. R., & David, F. R. *Strategic management: A competitive advantage approach, concepts and cases*. Pearson, India.
- Gupta, V., Gollakot, K., Srinivasan, R. *Business Policy and Strategic Management: Concepts and Applications*, Prentice Hall, India.
- Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikutty, S. *Strategic management: A South-Asian perspective*. Cengage Learning, India.
- Kazmi, A. *Business policy and strategic management*. McGraw Hill Education, India.
- Rohmetra, N. and Dhotra, J.R. *Strategic Thought in the New Age Management*, Excel Books, India.

  
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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL ECONOMICS**

Course No- P1IBTC102

Minimum Contact Hours- 45

Duration of Examination: 2½ Hours

Course credit: 04

Maximum marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in December 2026, 2027 and 2028)*

**Course Objectives**

1. To acquire the analytical methods needed and an understanding of how and when to apply different models and approaches to events in the world economy.
2. To provide an understanding of the intellectual and practical problems that arise from the economic interaction between countries.
3. To offer explanations of the international pattern of trade and specialisation and of the reasons why similar economies often trade more with each other than with dissimilar ones.
4. To provide an account of the sources of the gains from trade.
5. To offer explanations, in the monetary sphere, of the determinants of exchange rates; of the timing and causes of financial crises and an analysis of the channels of international economic interdependence.

**Course Outcomes**

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

1. Identify policy issues, the choice of exchange rate regime, and the desirability of free capital flows.
2. Apply a specific framework to illustrate the connection between a variety of models and approaches.
3. Understand how core models in trade and exchange rate theory interrelate and evolve across different economic frameworks.
4. Analyse how international economic theory has been shaped by real-world events.

**UNIT I**

The Globalisation of World Economy, International Trade & Nation's Standard of Living, International Trade Theory: The Law of Comparative Advantage: Trade Based on Absolute Advantage & Comparative Advantage, Factor Endowment & Heckscher Ohlin Theory, Economic Growth & International Trade

**UNIT II**

Non-Tariff Trade Barriers & New Protectionism, International Cartels, Dumping, Economic Integration-Custom Unions & Free Trade Areas, International Trade & Economic Development, International Resource Movements & MNC's, FDI: FDI Policy & FEMA.

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL ECONOMICS**

Course No - P1IBTC102

Course credit: 04

Minimum Contact Hours - 45

Maximum marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in December 2026, 2027 and 2028)*

**UNIT III**

International Monetary Relations, Balance of Payments, Balance of Payment Adjustments, Structure, International Payment Processes, , Foreign Exchange Market, Exchange Rate Determination, National Income Accounting; Spot and Forward Markets; Exchange Rate Determination; Exchange Rate Stability, Currency Crises; And Currency Unions. Indexes of The Foreign-Exchange, Nominal and Real Exchange Rates. Exchange Rate Risk, Exchange Rate System and Currency Crisis

**UNIT IV**

Visit To RBI/SEBI/Other Allied Financial Institutions to Gain Practical Understanding of the Foreign Exchange Markets Followed by Submission of Report Highlighting Key Learning Outcomes OR A Term Project, for which students will prepare a short summary of an International Economic Subject of their own interest, to the extent applicable, the students are expected to connect summary to an Economic Theory Or Concept(S) Learned During The Course. The Typewritten Summary Should Be Prepared, Using APA Style.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Editions)

- Carbaugh, R. J. (2011). *International economics*. Cengage Learning.
- Daniels, J., & Van Hoose, D. (2013). *International monetary and financial economics*. Pearson.
- Gartner, M. (2013). *Macro economy*. Pearson.
- Husted, S., & Melvin, M. (2012). *International economics*. Pearson.
- Krugman, P. R., & Obstfeld, M. (1994). *International economics: Theory and policy*. Pearson Education India.
- Salvatore, D. (2016). *International economics*. International Publishing, New York.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL SUPPLY CHAIN MANAGEMENT**

Course No. PIIBTC103

Course Credit: 04

Minimum Contact Hours: 45

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

Introduction to Supply chain management: Drivers of supply chain management; Local Responsiveness vs Global optimization; Risk management in Global Supply Chains: mitigation and tailored strategies; Supply chain coordination and integration; Information enrichment and Bullwhip Effect.

**UNIT II**

Supply chain Performance: Customer relationship management and multi-channel integration; Omnichannel Logistics: Last-Mile Delivery Innovations, Reverse Logistics and Returns Management, Impact of Direct-to-Consumer (DTC) Models;

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL SUPPLY CHAIN MANAGEMENT**

Course No. P1IBTC103  
Minimum Contact Hours: 45  
Duration of Examination: 2½ Hours

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

*(For the examination to be held in December 2026, 2027 and 2028)*

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

**UNIT III**

Digital Transformation in Supply Chains: Artificial Intelligence (AI) and Machine Learning in SCM, Blockchain for Transparency and Traceability, Internet of Things (IoT) in Logistics; Legal aspects in logistics: Legal aspects of carriage of goods by air, documentation and clearing procedures of air cargo.

**UNIT IV**

Sustainability and Green Supply Chains: Circular Supply Chain Strategies, Carbon Footprint Reduction in Global Logistics, Sustainable Sourcing and Ethical Procurement; Humanitarian and Disaster Relief Supply Chains: Logistics for Emergency Responses, Challenges in Healthcare and Vaccine Distribution, Ethical Considerations in Humanitarian SCM.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED(Recent Editions)**

- Chopra, S., & Meindl, P. *Supply Chain Management: Strategy, Planning, and Operation*. Pearson, USA.
- Basu, R. *Managing Global Supply Chains: Contemporary Global Challenges in Supply Chain Management*. Routledge, UK.
- Christopher, M. *Logistics and Supply Chain Management*. Pearson, UK.
- Gereffi, G. *Global Value Chains and Development: Redefining the Contours of 21st Century Capitalism*. Cambridge University Press, UK.
- Mangan, J., Lalwani, C., Calatayud, A., & Singh, R. *Global Logistics and Supply Chain Management*. Wiley, India.



**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

Course No. PIIIBTC104

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of examination: 2½ Hours

Internal assessment: 40 Marks

Semester examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objective**

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

**Course Outcomes**

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

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

**UNIT I**

International Financial Management: An Overview, Nature & Scope; International Flow of Funds; Balance of payment framework; International Transactions and Foreign Exchange Market; Exchange Rate Mechanism: Exchange Rate Determination, Factors affecting Exchange Rates.

**UNIT II**

Market for Currency Derivatives: Forward, Future, Options and Swaps; Exchange Rate Risk Management: Foreign Exchange Risk and Exposure, Managing Foreign Exchange Risks; International Parity: Parity Theories: Purchasing Power Parity, Interest Rate Parity, The Fischer Effect

**UNIT III**

International Investment Decision: Foreign direct investment: Theories and Strategy, Policy framework to improve FDI, FDI Trends in India; International Portfolio Investment: Optimal Portfolio, Benefits of International Portfolio Investment; Multinational Capital Budgeting: Computation of the Cash Flow; Acceptance criteria in foreign investments.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

Course No. P1IBTC104  
Minimum Contact Hours: 35  
Duration of examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**UNIT IV**

Management of Short-term funds: International working capital management, Financing of international trade; International Financing Decisions: International Financial Markets. Case Studies for International mergers and acquisitions

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Editions)

- Apte, P. G. (2010). *International Financial Management*. Tata MC GrawHill. New Delhi
- Buckley, A. *Multinational Finance*. Prentice Hall Inc. New York.
- Madura, J. *International Financial Management*. South-Western. US
- Paul, J. *International Business*. Prentice Hall. New Delhi, India
- Sharan, V. *International Financial Management*. Prentice Hall. India

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CROSS CULTURE AND DIVERSITY MANAGEMENT - DEI**

Course No. P1IBTC105  
Minimum Contact Hours: 35  
Duration of examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal assessment: 40 Marks  
Semester examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objectives**

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

**Course Outcomes**

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

1. Build a mindset that appreciates and leverages diversity in international organisations.
2. Demonstrate an integrative understanding of social, cultural, and ethical issues involved in cross-cultural management.
3. Address and acknowledge cultural diversity and identify ways to tap its benefits for effective organisational functioning.
4. Engage effectively in cross-cultural interactions and negotiations.

**UNIT I**

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

**UNIT II**

Roles of the Global Manager: The Manager as Decision Maker; Cross-cultural dimensions of Decision Making; Ethical Dilemmas in decision making; The Manager as Negotiator, Communicating and Negotiating across cultures; The Manager as Leader; Motivation and Leadership across cultures; Global Management Challenges.

**UNIT III**

Managing cross cultural transitions: Selection of managers for overseas assignments, the expatriate's global career cycle, factors affecting expatriate success; Women in international management; Dual-



**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CROSS CULTURE AND DIVERSITY MANAGEMENT - DEI**

Course No. P1IBTC105

Minimum Contact Hours: 35

Duration of examination: 2½ Hours

Course Credit: 03

Max. Marks: 100 Marks

Internal assessment: 40 Marks

Semester examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

career couples; Implications of international working on work-life balance; Global careers and the challenge of managing across cultures in the future.

**UNIT IV**

Cultural Diversity: meaning and nature; Cultural diversity competitive advantages; Sources of global diversity; Integrity diversity; Managing work-force diversity as a competitive advantage; The impact of diversity on groups/teams; Towards a globally inclusive workforce: The inclusive workforce model.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED (Recent Editions)**

- Adler, N. J. *International Organizational Behavior*. Cengage Learning, India.
- Thomas, D.C. *Cross-Cultural Management: Essential Concepts*. Sage, USA
- Michalle E. & Barak, M. *Managing Diversity: Towards a Globally Inclusive Workplace*, Sage, USA
- Rohmetra, N. and Gupta, A. (2014). *Cross-Cultural Management: Practice and Research*. Primus Books, New Delhi, India.
- Valsinger, J. *Culture in Minds and Societies: Foundations of Cross Cultural Psychology*. Sage, USA.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**RESEARCH DESIGN LOGIC AND PROPOSAL DEVELOPMENT**

Course No. P1IBTC106  
Minimum Contact Hours: 25  
Duration of Examination: 2 Hours

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

*(For the examination to be held in Dec 2026, 2027 and 2028)*

**Course Objectives**

1. To make students understand how to gather, analyze, and interpret data and the importance of statistics and statistical methods for applicability to business scenarios.
2. To create an understanding on different statistical techniques for data analysis and decision making in business perspective.
3. To formulate research problems and outline research designs.
4. To develop business environment and domain knowledge.
5. To develop critical thinking, business analysis, problem solving and innovative solutions.

**Course Outcomes**

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

1. Prepare a research proposal and propose appropriate research designs and methodologies for a specific research project in a business function.
2. Formulate research problems and use statistical tools and techniques to analyze data.
3. Differentiate local and international perspective towards research after undertaking a comprehensive review of the literature.
4. Formulate representative sampling methods to investigate the research problem for better decision making
5. Enhance skills capability.

**UNIT I**

Sampling Design: Probabilistic and non-probabilistic sampling. Sources of data: primary and secondary; Measurement and Scaling. Validity and reliability. Questionnaire designing. Data Preparation: preliminary questionnaire screening, editing, coding and data entry (using statistical software). Research Writing: - Research Proposal Synopsis and Research Report

**UNIT II**

Hypotheses Significance level: Type and Type II error, One tail and Two tail tests, Hypothesis Testing of means proportion,  $z$  – test,  $t$  – test, Chi - Square Test, F – distribution, Analysis of variance (ANOVA): One way and Two-way ANOVA. Introduction to simple regression and correlation.

**UNIT III**

Research Reports: Structure and Components of Research Report; Types of Report, Characteristics of Good Research Report, Pictures and Graphs; Similarity index in research dissertation.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**RESEARCH DESIGN LOGIC AND PROPOSAL DEVELOPMENT**

Course No. P1IBTC106

Course Credit: 02

Minimum Contact Hours: 25

Max. Marks: 50 Marks

Duration of Examination: 2 Hours

Internal Assessment: 20 Marks

Semester Examination: 30 Marks

*(For the examination to be held in Dec 2026, 2027 and 2028)*

**BOOKS RECOMMENDED** (Recent Editions)

- Davis, Pecar – *Business Statistics using Excel*, Oxford, UK.
- Ken Black – *Business Statistics*; Wiley, Jefferson City, USA.
- Levin and Rubin – *Statistics for Management*, Pearson, UK.
- Lind, Marchal, Wathen – *Statistical techniques in business and economics*, McGrawHill US.
- Newbold, Carlson, Thorne – *Statistics for Business and Economics*, Pearson, UK .

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**SOCIAL COMMUNITY CONNECT**

Course No. PIIBPC111

Course Credit: 04  
Max. Marks: 100 Marks

*(For the examinations to be held in May 2026, 2027 and 2028)*

**SOCIAL COMMUNITY CONNECT**

**Course Objectives**

1. Creating an awareness about the world around them & understand some of the key problems and opportunities around them.
2. Study the options available locally and globally for any problem that disturbs them and to understand the problems of marginalized community and enhance their status through capacity building.
3. Think collectively and creatively and come out with model / prototypes / options / strategy for any one problem that they work with.
4. Learn to work as a team & communicate / articulate relevantly for different audiences.
5. Learn to document and prepare meaningful reports.

**Course Outcomes**

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

1. Students become aware of the society and some of the key concerns in the society so that they can identify and study one key concern and develop a deeper understanding of the same.
2. Explore options for the concern / problem they have chosen for follow up research on the same for deeper understanding.
3. Continue to work on the same during their stay in the University and come out with a model / prototype before they complete the course.

**(A) Guidelines for writing comprehensive report:**

**1. Title Page**

Include the following information on the title page:

- Title of the report: Should be clear and specific (e.g., "Report on Industrial Visit to [Company Name]").
- Your Name.
- Course Name/Code.
- Instructor's Name.
- Date of Submission.
- Name of the Community

**2. Acknowledgment**

In this section, thank the people who helped you in preparing the report, such as your faculty, the representatives of the concerned community and anyone who provided support during the visit.

**3. Table of Contents**

Provide a table of contents with headings and subheadings to ensure easy navigation of your report.

**4. Introduction**

Introduce by clearly stating the Purpose of the Community Connect and a brief Community Overview.

Three handwritten signatures in blue ink are visible at the bottom of the page. From left to right: a stylized 'W', a signature that appears to be 'Shay', and a signature that appears to be 'A'.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**SOCIAL COMMUNITY CONNECT**

Course No. P1IBPC111

Course Credit: 04  
Max. Marks: 100 Marks

*(For the examinations to be held in May 2026, 2027 and 2028)*

**5. Community Profile**

This section should briefly state the History and Background of the Community.

**7. Activities performed for the Community.**

**8. Learnings/ Observations from the connect:**

- **Practical Insights:** Discuss what you learned in the community connect.
- **Key Takeaways:** Highlight the main points you gained from the Community Connect.

**9. Challenges Faced:**

- Describe any challenges or difficulties faced during the visit (e.g., understanding a process, language barriers, lack of certain information, etc.).

**10. Suggestions/Recommendations**

If applicable, provide any suggestions or recommendations for the Community based on your observations.

**12. Conclusion**

Summarize the key insights you gained from the connect. Reinforce how the connect added to your academic knowledge and your future career aspirations.

**14. Appendices (if applicable)**

Include any supporting material that is relevant to the report but does not fit within the body of the report. For example: photographs taken during the visit or handouts.

**(B) Report Layout and Formatting Guidelines**

- Font Style: Use a standard, *Times New Roman* or *Arial*.
- Font Size:
  - Title Page: 16 pt for the title, 12 pt for other details.
  - Headings/Subheadings: 14 pt for major headings, 12 pt for subheadings.
  - Body Text: 12 pt for the content.
- Line Spacing: 1.5 or 1.15 line spacing for readability.

**EVALUATION**

The evaluation shall comprise of social community connect report submission, and viva voce to be conducted by board of examiners comprising Director, faculty incharge and external expert.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME**

Course No. P1IBPC112

Course Credit: 04

Max. Marks: 100 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**LEADERSHIP DEVELOPMENT PROGRAMME**

**Course Objectives**

1. To help students build confidence, take initiative, and make informed decisions in various situations.
2. To improve students' ability to express ideas clearly, collaborate effectively, and work in diverse teams.
3. To encourage students to analyse challenges, think strategically, and develop innovative solutions.
4. To instil values of integrity, accountability, and social responsibility in leadership roles.
5. To equip students with the skills needed for academic, extracurricular, and professional success.

**Course Outcomes**

Upon successful completion of this course, the learners are expected to:

1. Demonstrate confidence in taking initiative, making informed decisions, and leading effectively in various situations.
2. Articulate their ideas clearly, actively listen, and collaborate efficiently in diverse group settings.
3. Analyse complex situations, develop strategic solutions, and apply creative thinking in real-world challenges.
4. Exhibit integrity, accountability, and a sense of social responsibility in their leadership roles.
5. Equip themselves with essential leadership skills that prepare them for academic excellence, extracurricular leadership, and future career opportunities.

**STUDENT IMMERSION PROGRAMME**

**Course Objectives**

1. To expose students to diverse cultures, traditions, and global issues to foster cross-cultural understanding and appreciation.
2. To provide hands-on learning experiences that bridge the gap between academic theory and real-world application.
3. To help students build interpersonal skills, adapt to new environments, and interact effectively with people from different backgrounds.
4. To challenge students to step out of their comfort zones, develop resilience, and gain confidence in navigating new experiences.

**Course Outcomes**

Upon successful completion of this course, the learners are expected to:

1. Demonstrate an understanding and appreciation of diverse cultures, traditions, and global perspectives.

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME**

Course No. P1IBPC112

Course Credit: 04  
Max. Marks: 100 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

2. Effectively apply academic concepts to practical, real-world situations through hands-on experiences.
3. Develop strong interpersonal skills, effectively communicate in diverse environments, and adapt to new challenges with confidence.
4. Exhibit increased resilience, independence, and problem-solving abilities in unfamiliar settings.
5. Gain industry insights, professional networking experience, and skills that enhance their academic and career prospects.

**(A) Guidelines to Report Writing:**

**1. Title Page**

Include the following information on the title page:

- Title of the report: Should be clear and specific (e.g., "Report on Leadership Development Programme").
- Your Name.
- Course Name/Code.
- Instructor's Name.
- Date of Submission.
- Name of the Company/Instructor/Organization Visited.
- Date(s) of the Visit.

**2. Acknowledgement**

In this section, thank the people who helped you in preparing the report, such as your faculty, the company representatives, and anyone who provided support during the duration of the programme.

**3. Table of Contents**

Provide a table of contents with headings and sub-headings to ensure easy navigation of your report.

**4. Introduction**

Introduce by clearly stating the Purpose, Importance and a brief Overview of the programme undertaken.

**5. Objectives of the Programme**

List the objectives you intended to achieve during the programme.

**6. Company Profile**

This section should briefly state the History and Background, Mission and Vision, Products/Services of the Company, Manufacturing/Production Process and Technologies Used.

**7. Observations during the Programme**

- Activities Observed: Describe what you saw during the visit. For example: Production lines, Operations of machinery, Processes and workflows, Interaction between different departments, Safety measures followed etc.
- Technologies Used



**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME**

Course No. P1IBPC112

Course Credit: 04  
Max. Marks: 100 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

- Operations and Work Environment

**8. Learnings from the Programme**

- Practical Insights: Discuss what you learned in the visit that you couldn't learn in the classroom.
- Industry Practices: How the company's operations reflect industry practices.
- Key Takeaways: Highlight the main points you gained from the visit, which could relate to.

**9. Challenges Faced During the Programme**

- Describe any challenges or difficulties faced during the visit (e.g., understanding a process, language barriers, lack of certain information, etc.).

**10. Analysis and Discussion**

- Comparison with Theoretical Knowledge
- Relevance to Your Studies

**11. Suggestions/Recommendations**

If applicable, provide any suggestions or recommendations for the company/programme based on your observations (e.g., ways to improve efficiency, quality control, etc.).

**12. Conclusion**

Summarize the key insights you gained from the programme. Reinforce how the visit added to your academic knowledge and your future career aspirations.

**13. References**

List all the sources you referred to while preparing your report (e.g., company website, textbooks, articles, etc.). Follow the appropriate citation style, such as APA, MLA, or Harvard.

**14. Appendices (if applicable)**

Include any supporting material that is relevant to the report but does not fit within the body of the report. For example: photographs taken during the programme, diagrams or charts of processes observed or any relevant documents, brochures, or handouts.

**(B) Report Layout and Formatting Guidelines**

- Font Style: Use a standard, *Times New Roman* or *Arial*.
- Font Size:
  - Title Page: 16 pt for the title, 12 pt for other details.
  - Headings/Subheadings: 14 pt for major headings, 12 pt for subheadings.
  - Body Text: 12 pt for the content.
- Line Spacing: 1.5 or 1.15 line spacing for readability.

**EVALUATION**

The evaluation shall comprise of report submission, presentation and viva voce to be conducted by board of examiners comprising Director, faculty incharge and external expert.



**SEMESTER - I**  
**Two-year MBA (IB) PG Programme as per NEP-2020**

**MANAGING ACROSS BORDERS**

Course No. P1IBTC113

Minimum Contact Hours: 45

Duration of Examination: 2½ Hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in December 2025, 2026 and 2027)*

**Course Objectives**

1. To analyse current business-related issues and factors affecting the impact of international management and/or across - border practices and processes on domestic businesses.
2. To introduce students to the dynamics of the international business environment, including the role of globalization and the factors driving international trade and investment.
3. To analyze the significance and different forms of regional economic integration, critically assess major global and regional trade agreements.
4. To evaluate India's role in global economic governance forums like BRICS and G20.
5. To examine the role and strategies of multinational enterprises (MNEs) and how businesses evaluate and select countries for internationalization.

**Course Outcomes**

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

1. Understand the complexities of the international business environment and be equipped to make informed, strategic decisions in a global business context.
2. Gain a strong understanding of international trade theories and the PESTLE framework.
3. Critically evaluate the implications of globalization and regional economic integration.
4. Evaluate how MNEs manage international operations and assess their internationalization strategies.
5. Analyse and understand the implications for managers of ethical, social, corporate and environmental responsibilities on the behaviour of multi-national / across-border enterprises.

**UNIT I**

International Business: overview and international trade theories; International business environment and PESTLE Framework: Political environment in global business, Economic environment & its global impact, Social environment and cultural influences, Technological advancements in global markets, Legal and regulatory frameworks in international business and environmental factors and sustainability challenges; Globalization: drivers of globalization; globalization boon or bane.

**UNIT II**

Regional Economic Integration: Introduction, forms of integration, Major Regional Trade Agreements: EU, NAFTA, APEC, ASEAN; India's participation in Economic Integration: SAARC, SAFTA, CECA between India and Singapore, CECA between India and ASEAN; India's role in BRICS and G20 for global economic governance.



**SEMESTER - I**  
**Two-year MBA (IB) PG Programme as per NEP-2020**

**MANAGING ACROSS BORDERS**

Course No. PIIBTC113

Minimum Contact Hours: 45

Duration of Examination: 2½ Hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in December 2025, 2026 and 2027)*

**UNIT III**

Managing the Multinational Enterprises (MNEs): concept, types and impacts, Measuring the extent of Internationalization; Country Evaluation and Selection: Basic approaches, tools; Global Competitiveness: Indicators, Technology and Global Competitiveness, Competitive advantage of Nations and India; India in the global setting; Globalization of Indian business; Global E-business: Framework, strategies and models.

**UNIT IV**

Emerging Trends: Tariffs; Role of technology in global business; Ethical AI and its implications for international business operations; Sustainable Development Goals (SDGs) and business contribution; Future of Work in Global Organizations, Effects of trade wars and regional conflicts on global business.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED(Recent Editions)**

- Cherunilam, F. *International business environment*. Himalaya Publishing House, India.
- Daniels, J. D., Radebaugh, L. H., Sullivan, D. P., & Salwan, P. *International business: Environment and operations*. Pearson Publication, India.
- Joshi, R. M. *International business*. Oxford University Press, India.
- Paul, J. *International business*. Prentice Hall of India Learning Pvt. Ltd., India.
- Thompson, E., Worthington, I., & Britton, C. *The business environment: A global perspective*. Pearson Education, India.





**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL BUSINESS LAWS**

Course No. P1IBTE107

Minimum Contact Hours: 35

Duration of examination: 2½ Hours

Course Credit: 03

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

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

**UNIT II**

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

  
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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**INTERNATIONAL BUSINESS LAWS**

Course No. P1IBTE107

Minimum Contact Hours: 35

Duration of examination: 2½ Hours

Course Credit: 03

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

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

**UNIT III**

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

**UNIT IV**

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

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Editions)

- Chow, D.C.K. & Schoenbaum, T.J. *International Business Transactions*. Aspen Publishers, Boston.
- Schaffer, R., Agusti, F. & Earle, B. *International Business Law: A Comprehensive Approach*, Cengage Learning, New Delhi.
- Lew, D.M. & Clive. J. *International Trade Law and Practice*. Euromoney Publications, London.
- Carr, I. *International Trade Law*. Routledge-Cavendish.
- August, R.A., Decer, D. & Bixby, M. *International Business Law*. Prentice Hall, USA.



**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**HUMAN RESOURCE DEVELOPMENT**

Course No. P1IBTE108

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objectives:**

1. Acquisition of domain-specific knowledge and requisite skill-mix in the field of international business with a special focus on human resource management and human resource development.
2. Building, nurturing and sustaining positive attitudes, result-oriented values and constructive learning habits with a twin-purpose of preparing learners for teaching commerce students at UG & PG levels and for holding positions as HR/HRD practitioners in the corporate sector.
3. Facilitating experiential learning processes aimed at firm determination and commitment for continuous learning and personality development supported by compulsory internship and project work assignments.
4. To familiarize the students about the concepts, practices and significance of Human Resource Development.

**Course Outcomes:**

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

1. Get placement as HR/HRD training and development practitioners in the corporate sector.
2. Serve as freelance trainers and HRM/HRD consultants for small, medium and large organizations for small, medium and large organizations in all sectors of the economy.
3. Serve as teachers teaching undergraduate and postgraduate commerce students along with a strong potential for pursuing doctoral research in the areas of HRM/HRD.
4. Learn how to plan, incorporate innovators and build strategies for effective HRM Management.

**UNIT I**

Human Resource Development: An overview, Objectives - HRM Vs. HRD — Precursors of HRD— Concepts of Education, training, development – HRD Vs. training and development – Theories of HRD – General Systems Theory, institutional theory, human capital theory, behavioural theory, resource-based theory- Multidisciplinary nature of HRD – Recent approaches to HRD.

**UNIT II**

National Context of HRD: National vocational education and training – Public policy and infrastructure – Ministry of HRD: structure, role and functions - Adult education – National education policy- Intended outcomes of HRD Philosophy, policies, processes, programmes and practices – Recent trends.

**UNIT III**

The HRD Process: Individual, Team and organizational Learning- Analysis and assessment of Training Needs; Methods used to conduct training needs analysis at the individual, operational





**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**HUMAN RESOURCE DEVELOPMENT**

Course No. P1IBTE108

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

and organisational levels Training and development methods and instructional approaches; Designing and Implementing HRD programmes - Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate – Recent trends. Human Resource Development Activities: Action learning, assessment and development centers; Intellectual capital and HRD; Integrating HRD with technology; Competency framework of HRD- Understanding the competency mapping framework, analysing steps in competency mapping; Balanced score card, appreciative inquiry.

**UNIT IV**

Employee Development Activities: approaches to employee development, leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling - HRD and Global Management – HRD and Knowledge Management- Employer branding and other emerging trends – Recent trends. Organisational development and change, OD Theories and concepts, model of planned change, designing an intervention strategy, types of interventions, HRD and Diversity: Diversity Training and Beyond.

Practicum: Need Assessment for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED (Recent Editions)**

- Haldar, U. K. (n.d.). *Human resource development*. Oxford University Press India.
- Harrison, R. (n.d.). *Employee development*. Institute of Personnel and Development.
- Mankin, D. (n.d.). *Human resource development*. Oxford University Press India.
- Nadler, L. (n.d.). *Corporate human resources development*. Van Nostrand Reinhold.
- Rao, T. V. (n.d.). *Future of HRD*. Macmillan Publishers India.

**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CROSS CULTURAL CONSUMER BEHAVIOR & PRACTICES**

Course No. P1IBTE109  
Minimum Contact Hours: 35  
Duration of examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CROSS CULTURAL CONSUMER BEHAVIOR & PRACTICES**

Course No. P1IBTE109

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in December 2026, 2027 and 2028)*

**UNIT IV**

Consumer motivation; Personality and self-concept; Consumer perception; Consumer learning; Consumer attitude formation and change; Lifestyle marketing; Consumer responses to marketing communications. The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED**(Recent Editions)

- Coskun, Samli (2013). *International Consumer Behavior in the 21<sup>st</sup> Century* (1<sup>st</sup> ed.). Springer, NY, USA
- Schiffman, Leon G. and Kanuk, Leslie Lazar (2018). *Consumer Behaviour* (12<sup>th</sup> ed.). Pearson Education, India.
- Blackwell, Miniard, Engel & Rahman (2017). *Consumer Behaviour* (12<sup>th</sup> ed.). Cengage Learning, India.
- Loudon, David & Bitta, Albert Della (2017). *Consumer Behavior Concepts & Applications* (4<sup>th</sup> ed.). Tata McGraw Hill.
- Hawkins & Mothersbaugh (2010). *Consumer Behavior: Building Marketing Strategy* (11<sup>th</sup> ed.). McGraw Hill, NY, USA

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**FOREIGN LANGUAGE II : FRENCH**

Course No. P1IBTE110

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in Dec 2026, 2027 and 2028)*

**Course Objectives**

1. To achieve high-level proficiency in listening, speaking, reading, and writing in the target language.
2. To understand and analyse complex texts, both literary and non-literary, including news articles, essays, and academic texts.
3. To write clearly and effectively in various formats such as essays, reports, summaries, and creative texts.
4. To interpret cultural products and practices, demonstrating intercultural competence and awareness.
5. To conduct independent research or presentations in a foreign language, synthesising authentic sources.

**Course Outcomes**

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

1. Comprehend and interpret spoken and written material from a variety of advanced-level sources.
2. Use advanced grammatical structures and vocabulary accurately and fluently.
3. Participate confidently in debates, discussions, and oral presentations on academic or societal topics.
4. Produce coherent, well-structured written texts, demonstrating stylistic control and sophistication.
5. Use the language appropriately in professional, academic, or real-world scenarios (e.g., study abroad, internships).

**UNIT I**

Le passé compose avec Être, Les articles partitifs ,Lefutur, Les vêtements, Le future proche, Le passé récent , Le verbe pronominal, Le passé compose d'un verbe pronominal, Les fruits, Les legumes.

**UNIT II**

Le pluriel des noms, Le pluriel des adjectifs, L'impératif , Le comparatif , Le superlative, Le féminin des adjectifs, L'objet direct, L'objet indirect, Lespronomspossessifs, Les animauxen français.

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**SEMESTER - I**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**FOREIGN LANGUAGE II : FRENCH**

Course No. P1IBTE110

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in Dec 2026, 2027 and 2028)*

**UNIT III**

Les professions en français, La maison et les meubles, Lesboissons, Les mots interrogatifs en français, Les prépositions, Le vocabulaire du voyage, Les expressions de temps.

**UNIT IV**

Les saisons et quel temps fait-il? Décrivez-vous ou décrivez un ami en quelques phrases. Écrire un court message (par exemple, inviter un ami, remercier quelqu'un, donner des nouvelles),

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED (Recent Editions)**

- Battye, A., Hintze, M.-A., & Rowlett, P. *The French language today: A linguistic introduction*. Routledge, London.
- Judge, A., & Healey, J. *Linguistic policies and the survival of regional languages in France and Britain*. Palgrave Macmillan, Cambridge.
- Price, G. *An introduction to French linguistics*. Routledge, London.
- Ball, M. J. (2001). *The French language today: A sociolinguistic perspective*. Routledge, USA
- Kaiser, M. *French for reading and translation*. Yale University Press, London

**SEMESTER – II**

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Course Points
<b>CORE</b>						
1	P1IBTC201	International Project Management	4	500	6.5	26
2	P1IBTC202	Entrepreneurship Development	4	500	6.5	26
3	P1IBRC207	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	26
4	P1IBRC208	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence)	12	500	6.5	78
<b>ELECTIVES (Any two of the following)</b>						
5	P1IBTE203	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	19.5
6	P1IBTE204	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	19.5
7	P1IBTE205	Cross Cultural Business Negotiations	3	400	6.5	19.5
8	P1IBTE206	Services Marketing	3	400	6.5	19.5
<b>SEMESTER CREDITS</b>			<b>30</b>		<b>195</b>	
<b>TOTAL PROGRAMME CREDITS</b>			<b>68</b>		<b>442</b>	

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**INTERNATIONAL PROJECT MANAGEMENT**

Course No. P1IBTC201  
Minimum Contact Hours: 45  
Duration of examination: 2½ Hours

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

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

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

**UNIT II**

International/ Global project identification: Generation of ideas, Monitoring the environment, Corporate appraisal, Scouting for project ideas; Preliminary screening, Project rating index; Sources of positive net present value on being an entrepreneur. International/Global project formulation: Market and demand analysis, Technical analysis- PERT and CPM.

**UNIT III**

International/ Global economic analysis, International/ Global financial analysis; Cost of project, Means of financing, Estimates of sales and production, Cost of production, Working capital requirements and its financing; Estimates of working results; Breakeven point, Projected cash flow statement, Projected balance sheet; Cases on major international project collaborations.

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**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**INTERNATIONAL PROJECT MANAGEMENT**

Course No. P1IBTC201  
Minimum Contact Hours: 45  
Duration of examination: 2½ Hours

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

*(For the examinations to be held in May 2027, 2028 and 2029)*

**UNIT IV**

International / Global project control- Purpose of project control, Approaches to project control, Project control process. International / Global project organisation structure and integration: Formal organisational structure, Requirements of project organisations, Pure project organisations, Matrix organisation; Selecting a project form, Project office, Informal organisation, Integration in large-scale projects; Rationale of SCBA with an international perspective; Human aspects of international project management.

**NOTE**

A minimum of five cases/articles/reports, or a combination of these, shall be introduced to the students in the paper. Students will also be required to attend at least 30 30-hour online course on Project Management.

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Editions)

- Chandra,P. *Projects*, Tata McGraw-Hill, India.
- Chaudhary,S. *Project Management*, Tata McGraw-Hill, India
- Jack,G. and Clements,P. *Project Management*, International Thompson Publishing, London, UK
- Clements,G. *Project Management*, Cengage Learning Management, USA
- Pinto,J.K. *Project Management*, Pearson Education, India

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**ENTREPRENEURSHIP DEVELOPMENT**

Course No. P1IBTC202

Max Contact Hours: 45

Duration of examination: 2½ Hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

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

**Course Outcomes**

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

1. Understand the entrepreneurial intricacies of starting a new venture.
2. Analyze the challenges that determine the success and sustainability of entrepreneurial ventures.
3. Develop niche business plans that address regional, national, and international market problems.
4. Understand various entrepreneurial prerequisites required for running an enterprise successfully.

**UNIT I**

Introduction to Entrepreneurship: Entrepreneurial mindset and characteristics, The entrepreneurial ecosystem, Identifying business opportunities, Market research and analysis. Business Planning: Canvas model development, Financial projections, Marketing strategy, Operations planning, Legal and regulatory considerations

**UNIT II**

Startup Funding: Angel investors and venture capital, Pitch deck creation, Valuation methodologies, Crowdfunding. Innovation and Design Thinking: Design thinking process, Prototyping and testing, Customer development, Intellectual property protection

**UNIT III**

Team Building and Leadership: Effective team dynamics, Leadership styles for startups, Conflict resolution, Motivation and talent management, Scaling and Growth Strategies: Customer acquisition strategies, Market expansion, Strategic partnerships, Exit strategies (acquisition, IPO). Preparation

## SEMESTER - II

### One-year MBA (IB) PG Programme as per NEP-2020

#### ENTREPRENEURSHIP DEVELOPMENT

Course No. P1IBTC202

Max Contact Hours: 45

Duration of examination: 2½ Hours

Course Credit: 04

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

of Detailed Project Report, Entrepreneurship Financing: Seed Capital Fund Scheme, Youth Start up Loan Scheme, Essentials of Applying for Incubator support.

#### UNIT IV

International Entrepreneurship and the Global trends Affecting New International Ventures; Identification of Viable Business Opportunities in International Context; Preparation of DPR for any business idea and submission/evaluation of same by the faculty concerned and the external expert in the subject matter.

#### NOTE

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

#### NOTE FOR PAPER SETTING

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

#### BOOKS RECOMMENDED (Recent Editions)

- Buttner, E. H., & Moore, D. P. *Women entrepreneurs: Moving beyond the glass ceiling*. Sage India.
- Desai, V. (n.d.). *The dynamics of entrepreneurial development*. Himalaya Publishing House, India.
- Gordon, E., Natarajan, K., & Arora, A. (n.d.). *Entrepreneurship development*. Himalaya Publishing House, India.
- Hisrich, R. D. (n.d.). *Advanced introduction to entrepreneurship*. Edward Elgar Publishing, UK.
- Hisrich, R. D. (n.d.). *International entrepreneurship: Starting, developing, and managing a global venture*. Sage Publications, India.
- Kuratko, D. F., & Rao, T. V. (n.d.). *Entrepreneurship: A South-Asian perspective*. Cengage Learning, US.



**SEMESTER - II**  
**Two-year MBA (IB) PG Programme as per NEP-2020**

**Startup Ideation & DPR (Detailed Project Report) Development**

Course No. P2IBRC207

Course Credit: 4

Max. Marks: 100 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

5. To enable students to prepare a full-scale DPR based on real-world entrepreneurial or social project ideas.
6. To provide direct industry interface and feedback for project feasibility.
7. To build student capability in market research, financial analysis, technical planning, and pitching.
8. To cultivate independent thinking and problem-solving for start-up or consultancy careers.

**Course Outcomes**

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

6. Identify and validate a practical business idea through real-time market research.
7. Design and develop a full-fledged DPR aligned with industry standards.
8. Demonstrate the ability to perform technical, operational, and financial feasibility analysis.
9. Effectively communicate project potential through professional presentations and pitching.
10. Collaborate with mentors and industry experts to refine entrepreneurial ideas and viability.

**Course Details**

**Stage 1: Ideation and Problem Discovery**

7. **Activity:** Brainstorm at least 3 entrepreneurial ideas (product/service/social innovation)
8. **Output:** Submit idea sheet with rationale, target market, and expected outcomes
9. **Mentor Review:** Select one idea per student/team
- 10. Primary and Secondary Market Research**
11. **Field Activity:** Design and conduct a short survey (10–15 respondents)
12. **Output:** Market analysis report (target segment, competitor scan, demand estimation)

**Stage 2: Technical & Operational Planning**

6. **Lab Activity:** Prepare: Product/service flow chart, Raw material sourcing list, Equipment list, and capacity plan
7. **Output:** Technical feasibility sheet
- 8. Financial Planning and Projections**
9. **Workshop/Experiential Exercise:** Prepare Capital & Operating Cost Sheet, Profit & Loss, Balance Sheet, Cash Flow, Break-even Analysis, ROI/NPV/IRR using Excel templates
10. **Output:** Complete Financial Viability Report

**SEMESTER - II**  
**Two-year MBA (IB) PG Programme as per NEP-2020**

**Startup Ideation & DPR (Detailed Project Report) Development**

Course No. P2IBRC207

Course Credit: 4

Max. Marks: 100 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Stage 3: Social, Environmental and Risk Assessment**

3. **Activity:** Conduct stakeholder mapping, SWOT analysis, and risk matrix
4. **Output:** Sustainability and risk assessment report

**Stage 4: DPR Document Development**

7. **Mentoring Sessions:** Students develop their full DPR in 8-10 (minimum) page format
8. **Templates:** As per SIDBI/MSME/UNIDO/JKEDI/or recognized state/industry body
9. **Document Checklist:** Executive Summary; Market Feasibility; Technical Feasibility; Financials
10. Risk/Social/Environmental Aspects and Annexures (Survey reports, calculations)
11. **Pitching & Evaluation; Mock Panel Presentation:** 10-minute pitch + 5-minute Q&A
12. **Output:** Graded DPR + Feedback Report

**Tools & Resources**

- MS Excel / Google Sheets
- Survey Tools: Google Forms, Typeform
- DPR Templates: SIDBI, Startup India, NSIC, JKEDI
- Access to Mentors: Incubators, Industry Experts, Startup Founders

**Suggested Industry Linkages**

- Visit: Local industry/startup incubators/MSME units
- Collaborations: JKEDI, DIC, SIDBI for real-time mentoring
- Case Study: Analyze funded DPRs from Indian startups

**Evaluation Criteria (Practical Only):**

- Stage 1 Output & Stage 2 Output shall carry 40 marks. The evaluation for the same shall be done by the faculty concerned.
- Stage 3 Output & Stage 4 Output shall carry 60 marks. The evaluation for the same shall be done by faculty & Industry/Startup Owner/s/ EDI/Incubation or allied institutional experts.

**Recommended Readings (Recent Editions):**

3. Blackburn, R. A. *Government, SMEs and Entrepreneurship Development*. Routledge.
4. Carvalho, L. (Ed.). *Handbook of Research on Entrepreneurial Success and its impact on regional development*. IG

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**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**RESEARCH DISSERTATION (RESEARCH SYNOPSIS, DATA COLLECTION, ANALYSIS,  
DISSERTATION AND DEFENCE)**

Course No. PIIBRC208

Course Credit: 12

Max. Marks: 300 Marks

*(For the examination to be held in May 2027, 2028 and 2029)*

**Course Objectives**

1. Enable students to independently design, execute, and complete a comprehensive research project.
2. Equip students with the ability to apply the concepts and learning from the programme to analyse and address current global business challenges.
3. Foster critical thinking and data analysis skills to evaluate global business trends, market strategies, and management practices.
4. Guide students in producing a dissertation that contributes original insights with a focus on solving contemporary business issues.
5. Develop students' ability to clearly communicate research findings and business recommendations through presentations and reports.

**Course Outcomes**

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

1. Independently conduct research on a selected topic.
2. Analyse complex business issues and develop research questions or hypotheses.
3. Collect, analyse, and interpret both primary and secondary data.
4. Present their research findings clearly and professionally in written and oral formats.
5. Formulate actionable business strategies or solutions based on research findings.

**(A) Research Dissertation Report Guidelines:**

**1. Title Page**

The title page should include:

- Title of Dissertation: Clear and concise, reflecting the essence of your research.
- Student Name: Full name.
- Course Title: MBA in International Business.
- Supervisor Name: Your academic advisor or dissertation supervisor.
- Institution Name: Your university or business school.
- Date of Submission: Month and year of submission.

**2. Abstract**

- Length: 250-300 words.
- Content: A brief summary of the entire dissertation. Include:
  - Research problem.
  - Key objectives of the study.
  - Methodology used.
  - Key findings.
  - Conclusions or recommendations.

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**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**RESEARCH DISSERTATION (RESEARCH SYNOPSIS, DATA COLLECTION, ANALYSIS,  
DISSERTATION AND DEFENCE)**

Course No. P1IBRC208

Course Credit: 12  
Max. Marks: 300 Marks

*(For the examination to be held in May 2027, 2028 and 2029)*

**3. Acknowledgments**

- Thank any individuals, such as your dissertation supervisor, professors, interviewees, or institutions, who contributed to your research.

**4. Table of Contents**

- Include a comprehensive list of the main sections and subsections of your dissertation with corresponding page numbers.
- Use automated tables for easy updating if the structure changes.

**5. List of Figures, Tables, and Appendices**

- If applicable, include a list of figures, tables, and appendices in this section.
- Provide the page numbers for easy navigation.

**6. Introduction**

- Purpose of the Study: Explain why this research is relevant and important within the field of international business.
- Research Questions or Objectives: What are the specific issues or questions the research aims to address?
- Scope of Study: Define the geographical, temporal, and thematic boundaries of the research.
- Structure of the Dissertation: Briefly outline the contents of each chapter.

**7. Literature Review**

- Introduction to the Literature Review: Provide context for the research by reviewing key theories, models, and concepts in international business.
- Theoretical Framework: Discuss the theoretical models that will guide the analysis.
- Review of Previous Studies: Critically evaluate past research and identify gaps in the literature.

**8. Research Methodology**

- Research Design: Explain whether your research is qualitative, quantitative, or mixed methods.
- Approach: Outline the research approach (e.g., exploratory, descriptive, causal).
- Data Collection Methods:
  - Primary Data: Surveys, interviews, or case studies.
  - Secondary Data: Existing literature, reports, databases, or company records.
- Sampling: Explain the sampling strategy (e.g., random sampling, purposive sampling) and sample size.
- Data Analysis Techniques: Describe the tools or software (e.g., SPSS, NVivo) used for analyzing the data.
- Ethical Considerations: Discuss how ethical concerns (e.g., confidentiality, informed consent) are addressed.

**9. Data Analysis and Findings**

- Presentation of Data: Present data through tables, charts, or graphs, as appropriate.

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**RESEARCH DISSERTATION (RESEARCH SYNOPSIS, DATA COLLECTION, ANALYSIS,  
DISSERTATION AND DEFENCE)**

Course No. P1IBRC208

Course Credit: 12

Max. Marks: 300 Marks

*(For the examination to be held in May 2027, 2028 and 2029)*

- Analysis: Analyse the data in relation to the research questions or objectives.
- Key Findings: Summarise the main results of your analysis, linking them to the research problem.

**10. Discussion**

- Interpretation of Results: Compare your findings with the literature review and previous studies.
- Implications: Discuss the practical implications of your findings for international business theory, practice, and policy.
- Limitations: Acknowledge any limitations of your study (e.g., sample size, scope, methodology).

**11. Conclusion and Recommendations**

- Conclusions: Draw key conclusions based on your research findings.
- Recommendations for Business Practice: Offer actionable recommendations for international businesses based on your findings.
- Recommendations for Future Research: Suggest areas for future studies to build on your work.

**12. References**

- Citation Style: Ensure all references are APA formatted consistently.
- Completeness: Include all books, journal articles, websites, and other sources cited in your dissertation.

**13. Appendices**

- Include Supporting Materials: Such as interview transcripts, survey questionnaires, or detailed statistical tables.
- Label Clearly: Ensure each appendix is labelled appropriately (e.g., Appendix A: Survey Questionnaire, Appendix B: Interview Transcript).

**EVALUATION**

The evaluation shall comprise of dissertation submission, presentation and viva voce to be conducted by board of examiners comprising Director, faculty incharge and external expert.



**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CORPORATE GOVERNANCE, SOCIAL RESPONSIBILITY AND AI ETHICS**

Course No. P1IBTE203

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in May 2027, 2028 and 2029)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

Corporate Governance: Concept and Principles; Internal Structural Mechanism for Managing Corporate Governance: Board of Directors, Governance Committees, Corporate Credos, Whistle Blowing; Legal Framework for Corporate Governance: SEBI Guidelines, Companies Act.

**UNIT II**

Corporate Governance Structure in U.K and U.S.A; Global Corporate Governance Models; Reports and Recommendation on Corporate Governance; Cadbury Report, Hampel Report, Greenbury Report, Turnbull, Higgs Report, Combined Governance Code 2008, OECD recommendations, SOX Act, Corporate Governance Structure in India – CII Corporate Governance Code, Kumar Manglam Birla Committee Report, Narayan Murthy Committee Report; Data Privacy and Governance.

**UNIT III**

Corporate Social Responsibility: Concept, Factors influencing CSR, Difference between CSR and

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**CORPORATE GOVERNANCE, SOCIAL RESPONSIBILITY AND AI ETHICS**

Course No. P1IBTE203

Minimum Contact Hours: 35

Duration of Examination: 2½ Hours

Course Credit: 03

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examination to be held in May 2027, 2028 and 2029)*

Charity/ Philanthropy, Difference between CSR and Corporate Governance, CSR under Companies Act 2013; The environmental impacts of global economic growth: The Environment Protection Act 1986; Consumer Protection Act 2019; Challenges of designing and implementing CSR in India; Corporate Sustainability: Concept, Carbon Foot printing; Corporate Sustainability Footprint.

**UNIT IV**

Ethical Governance in the age of AI: AI Ethics Committees; The Value Chain Footprint – Sustainability and Greenhouse gases (GHG); AI and Ethics: Regulations in India, NSAI – by NITI Aayog (2023), Digital Personal Data Protection Act (DPDPA) (2023); Global AI Regulations: Navigating AI ethics across borders - EU AI Act, US guidelines, UNESCO's Recommendation

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED (Recent Editions)**

- Larcker, D. F., & Tayan, B. *The art and practice of corporate governance*. Stanford Graduate School of Business, USA.
- George, C. *Corporate governance and corporate social responsibility: How to tackle environmental imperatives in company law?* Stampfli, Switzerland.
- Hoffmann, A., & Vanham, P. *The new nature of business: The path to prosperity and sustainability*. Wiley, USA.
- Dorobantu, S., Aguilera, R. V., Luo, J., & Milliken, F. J. (Eds.). *Sustainability, stakeholder governance, and corporate social responsibility*. Emerald Publishing, UK.
- Shaikh, E., & Singh, K. *Corporate social responsibility, corporate governance and business ethics in tourism management: A business*
- Shaikh, E., & Singh, K. *Corporate social responsibility, corporate governance and business ethics in tourism management: A business strategy for sustainable organizational performance*. Emerald Publishing, UK.

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**GLOBAL FINANCIAL INSTITUTIONS AND WTO: IMPLICATIONS ON  
INTERNATIONAL BUSINESS**

Course No. P1IBTE204  
Minimum Contact Hours: 35  
Duration of Examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

1. To understand the structure, functions, and impact of global financial institutions (e.g., IMF, World Bank, and regional development banks) on the global economic system.
2. To gain insight into the workings of the World Trade Organization (WTO) and its impact on international trade policies and business strategies.
3. To analyze how international businesses are influenced by the regulations and policies set by global financial institutions and the WTO.
4. To develop strategies for businesses to effectively engage in a global economy shaped by financial institutions and trade regulations.
5. To critically evaluate the role of financial institutions and the WTO in promoting sustainable development, global trade, and economic growth.

**Course Outcomes**

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

1. Analyze the role of global financial institutions and the WTO in shaping international economic policies and business operations.
2. Assess the implications of global financial regulations, trade policies, and financial crises on international business.
3. Develop strategic responses for businesses to navigate challenges and opportunities arising from global financial institutions and the WTO.
4. Understand the governance structures and key financial mechanisms of global financial institutions, and their interrelationships with international business.
5. Apply knowledge of financial markets, trade regulations, and international business operations in a globalised environment to real-world scenarios.

**UNIT I**

International Monetary System: Genesis and developments in International Monetary Systems, Bretton Woods institutions: IMF, ITO, & IBRD; International Monetary Fund (IMF) and Special Drawing Rights (SDR)

**UNIT II**

The World Bank and Global Development: World Bank Group (WBG), WBG Financial Products and Services; Regional Development Banks (RDBs); Asian Development Bank (ADB) and other sources of Foreign aid, European Central Bank (ECB)

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**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

## GLOBAL FINANCIAL INSTITUTIONS AND WTO: IMPLICATIONS ON INTERNATIONAL BUSINESS

Course No. P1IBTE204  
Minimum Contact Hours: 35  
Duration of Examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

(For the examinations to be held in May 2027, 2028 and 2029)

### UNIT III

GATT: GATT History, Uruguay round negotiations; Genesis of World Trade Organization (WTO): Objectives and Principles, Difference between GATT & WTO, Status of GATT in WTO.

## UNIT IV

Overview of WTO agreements: Multilateral Agreements: trade in goods, trade in services and intellectual property rights, GATS, TRIPS, TRIMs; Dispute settlement mechanism; Evaluation of WTO: WTO and Developing Countries, Common misunderstandings about the WTO

## NOTE

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

#### NOTE FOR PAPER SETTING

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

**BOOKS RECOMMENDED (Recent Editions)**

- Joshi, R. M. *International Business*. Oxford University Press. UK.
- Paul, J. *International Business*. India: Prentice Hall of India Learning Pvt. Ltd. India.
- Matsushita, M., Schoenbaum, T. J. and Mavroidis, P. C. *The World Trade Organization Law, Practice and Policy*. Oxford University Press. UK.
- Mattoo, R., Stern, M. and Zanini, G. *A Handbook of International Trade in Services*. Oxford University Press. USA.
- Vasudeva, P. K. *World Trade Organization*. Pearson Education. New Delhi India.

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**CROSS CULTURAL BUSINESS NEGOTIATIONS**

Course No. P1IBTE205  
Minimum Contact Hours: 35  
Duration of Examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

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

**Course Outcomes**

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

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

**UNIT I**

The Process of Negotiations, Various Types of Negotiation; The Interplay between Culture and Negotiations; Developing cultural intelligence (CQ) at work; Cultural Fluency in the Era of Globalisation.

**UNIT II**

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

**UNIT III**

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

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**  
**CROSS CULTURAL BUSINESS NEGOTIATIONS**

Course No. P1IBTE205  
Minimum Contact Hours: 35  
Duration of Examination: 2½ Hours

Course Credit: 03  
Max. Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**UNIT IV**

Ethics and Cultural Relativity in Business Negotiations; Common Ethical Dilemmas (Bribery, Trust, and Transparency); Challenges faced by Women in negotiations; Corporate Social Responsibility and Global Negotiation Ethics; Negotiation Simulations and Role-Playing Exercises.

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Editions)

- Adler, N.J. *International Organizational Behavior*, Cengage Learning, New Delhi.
- Chaney, L.H. & Martin, J.S. *Intercultural Business Communication*, Upper Saddle River, Prentice-Hall, NJ.
- Michalle E. & Barak, M. *Managing Diversity: Towards a Globally Inclusive Workplace*, Sage, New Delhi.
- Mortan, R.T. & Stripp, W.G. *Dynamics of Successful International Business Negotiations*, Jaico Publishing House, Mumbai.
- Thomas, D.C. *Cross-Cultural Management: Essential Concepts*, Sage, New Delhi.

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**SERVICES MARKETING**

Course No. P1IBTE206

Course Credit: 03

Minimum Contact Hours: 35

Max. Marks: 100 Marks

Duration of Examination: 2½ Hours

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**Course Objectives**

1. To develop an understanding of services and services marketing with emphasis on various aspects of service marketing and customer relationship in a Global Context.
2. To comprehensively understand the importance of managing global customers in the service industry.
3. To understand the current trends in service industries dispersed over a range of service-centred industries.
4. To diagnose the prerequisites for developing global branding strategies with case evidence to enable students to connect corporate strategy with different countries of origin.
5. To equip students with the necessary knowledge, tools and skills in order to be able to identify and address strategic service challenges.

**Course Outcomes**

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

1. Understand the application of 7P's of marketing in global services industry.
2. Assess the customer perceptions in the service industry and the resultant impact of designing differential service strategies.
3. Manage service recovery in critical corporate-customer interfaces for developing customer relationship management.
4. Conduct trend analysis of specific service industries for developing critical insights for working in service industries.
5. Analyse the impact of technology, automation, and AI on service operations and customer engagement.

**UNIT I**

Global Service Environment and Customer Insights: Nature and Characteristics of Services; Economic Importance of Services in a Globalized World; Challenges of Marketing Services Across Borders; The 7 P's Framework in International Service Contexts; Understanding Customer Expectations: The Consumer Decision Journey in Services; Assessing Service Quality: Performance Gap Model and SERVQUAL Application

**UNIT II**

Service Design, Pricing & Positioning: Service Product Development - Blueprinting, Designing Core and Supplementary Elements; Strategic Service Positioning: Utilizing the Flower of Service, Competitive Positioning Tools; Pricing of Services- Pricing Strategies in Services, Yield Management & Revenue Optimization; Servicescape and Physical Evidence: Designing the Service Environment to Enhance Customer Experience

**SEMESTER - II**  
**One-year MBA (IB) PG Programme as per NEP-2020**

**SERVICES MARKETING**

Course No. P2IBTE206

Minimum contact hours: 35

Duration of Examination: 2½ Hours

Course Credit: 03

Max. Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

*(For the examinations to be held in May 2027, 2028 and 2029)*

**UNIT III**

Execution and Quality Control in Service Delivery: The Human Element in Services: Role of Employees and Frontline Staff; Building a Service Culture through Internal Marketing; HR Strategies for Global Service Organizations; Demand and Capacity Alignment: Strategies to Handle Peak and Off-Peak Loads; Integration of Technology in Services: Digitalization, AI, Automation, and SSTs; Service Failure and Recovery Systems: Handling Complaints, Service Guarantees, and Building Long-Term Loyalty.

**UNIT IV**

Strategic Management and Innovation in Services Marketing: Understanding the Service Marketing Triangle; Customer Relationship Management (CRM): Retention, Loyalty Management, Lifetime Value, and Customized Services; Branding in the Service Sector: Building and Sustaining a Strong Service Brand; Innovations in Service Marketing: New Business Models, Tech-Driven Transformation and Experience Innovation

**NOTE**

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

**NOTE FOR PAPER SETTING**

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

**BOOKS RECOMMENDED** (Recent Edition)

- Fisk, R. P., Russell-Bennett, R., & Harris, L. C. *Serving customers: Global services marketing perspectives*. Tilde University Press, Australia.
- Gillespie, K., Jeannet, J. P., & Hennessey, H. D. *Global marketing*. Dreamtech Press, India.
- Lovelock, C., Wirtz, J., & Chatterjee, J. *Services marketing: People, technology, strategy*. Pearson, India.
- Zeithaml, V. A., & Bitner, M. J. (2006). *Services marketing*. Tata McGraw-Hill, India.
- Zeithaml, V. A. *Services marketing*. Tata McGraw-Hill Education, India.



