



UNIVERSITY OF JAMMU

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

Academic Section

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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

Sd/-
DEAN ACADEMIC AFFAIRS

No. F. Acd/II/25/Q329-35

Dated: 21/9/25

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

Abusca
21/9/25
Joint Registrar (Academic)

9/25
19/9/25





**International Centre for Cross Cultural Research and
Human Resource Management
(ICCCR & HRM)**

**अंतर्राष्ट्रीय अंतर-सांस्कृतिक अनुसंधान एवं
मानव संसाधन प्रबंधन केंद्र**

**PROGRAMME STRUCTURE
MBA - International Business (IB)**

Programme Code: PGFBM103

**www.icccrandhrm.in
www.jammuuniversity.ac.in**

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1. About the Department

International Centre for Cross Cultural Research and Human Resource Management (ICccR& HRM) was established in the University of Jammu in the year 2008. The vision of the Centre is: "Developing People with Ultimate Flexibility." ICccR& HRM seeks to promote education, research, training and consultancy in the area of Cross-Cultural Management / International Management / International Business and Human Resource Management. The objectives of the department are to:

- impact and promote professional education in cross-cultural management, human resource management and international business.
- offer degree, doctoral, diploma and certificate in the area of cross-cultural management and international business and trade.
- conduct high quality research that caters to domestic as well as international business functioning including cross-cultural issues, HRM etc.
- undertake consultancy, research projects, field surveys at regional / national / international level.
- organise visits and exchange for students, research scholars and faculty.
- organise seminars/workshops/conferences and also conduct trainings and MDPs on the issues relating to cross-cultural management, international business, HRM and aligned areas.

2. Academic and Research Programmes

The department offers following programmes tailored to meet the demands of globalized economy:

- **Two-year MBA (IB) PG Programme:** A comprehensive programme spanning over four semesters, aimed at developing future leaders with expertise in international business strategies and practices.

**A student who leaves the 2-year MBA (IB) PG programme after successfully completing the two semesters will get the Post Graduate Diploma in International Business (PGDIB).*

- **One-year MBA (IB) PG Programme:** An intensive, two-semester programme tailored for professionals seeking to enhance the global business acumen in a shorter time frame.
- **Post-Graduate Diploma in Composite-Culture Management (PGDCCM):** A specialized one-year diploma designed to equip students with the knowledge and skills necessary to effectively manage cultural diversity in the international business landscape.
- **PhD in International Business:** A research-intensive doctoral programme committed to advancing scholarly insight into global business practices and cross-cultural management dynamics.

3. National Education Policy -2020

The University of Jammu, founded in 1969 and accredited with an A++ grade by NAAC, has actively adopted the National Education Policy (NEP) 2020 to transform its academic, research, and industry engagement frameworks. The university ensures coordinated implementation across all departments, including the International Centre for Cross Cultural Research and Human Resource Management (ICccR& HRM), aligning with NEP's vision of fostering multidisciplinary education, skill-based learning, and global competitiveness. Key initiatives include flexible and innovative curricula, enhanced vocational training, and the integration of advanced technology to prepare students for a dynamic global landscape.

The National Education Policy (NEP) 2020, introduced by the Government of India on July 29, 2020, marks a significant shift in the country's educational landscape. Replacing the earlier policy of 1986, NEP 2020 emphasises flexibility, multidisciplinary learning, and holistic education to better prepare students for the demands of a globalised economy. With a strong focus on critical thinking,



experiential learning, and skill development, the policy aims to align higher education—particularly s like the MBA—with international standards and market needs.

In alignment with the NEP 2020 vision, International Centre for Cross-Cultural Research and Human Resource Management (ICccR& HRM) is well-positioned to offer a globally competitive MBA in International Business. The Centre integrates cross-cultural competence, innovation and real-world business exposure, nurturing students to thrive in diverse international environments. NEP 2020 strengthens such specialized s by encouraging global collaborations, research-driven learning, and a multidisciplinary approach, thereby enhancing the global outlook and employability of graduates from institutions like the University of Jammu.

4. MBA (International Business) (IB)

The MBA (IB) at the International Centre for Cross Cultural Research and Human Resource Management (ICccR& HRM), University of Jammu, is a full-time self-financing programme designed to equip aspiring business leaders with the skills and knowledge necessary to navigate the complexities of the global business environment. After completion of the MBA (International Business) programme, the students shall be able to:

- i) develop knowledge, skills and competencies that meet the needs of contemporary business organizations to function effectively across global organisations as future leaders.
- ii) think from a global perspective and develop an inclusive orientation towards people, work and organisations by creating synergistic solutions for business and society at large.
- iii) exhibit critical problem solving, innovative thinking and decision-making skills based upon objectivity and rationality towards achieving the organisations goals and aligning with its vision.
- iv) nurture an entrepreneurial orientation that facilitates leveraging upon managerial and leadership skills towards ideation, establishment, leading and managing startups and entrepreneurial ventures.

In line with NEP 2020, ICccR& HRM offers two types of MBA (IB) degree programmes: a two year and a one year. The details of the programme structure are given as under:



5. Two-year MBA (IB) PG Programme as per NEP-2020

5a) Two Year MBA (IB) PG Program as per NEP-2020 Syllabi (2025)

S.No	Course No.	Course Title	No. of Credits	Course Type		Marks		Nature of Course				Research Project/ Summer Internship/ Dissertation
				Credits Level	Credits Point	Theory	Practical	Global	National	Regional	Skill	
1	P2IBTC101	Managing Across Borders	4	400	6.5	100		✓	✓			
2	P2IBTC102	Culture, Society and Organisational Behaviour	4	400	6.5	100		✓	✓			
3	P2IBPC103	Accounting for Managers	4	400	6.5	30	70		✓			
4	P2IBTC104	Economics for Managers	4	400	6.5	100			✓			
5	P2IBTC105	Marketing Management	4	400	6.5	100		✓	✓			
6	P2IBTC106	Corporate Communication	2	400	6.5	50					✓	
7	P2IBPC107	Industry Immersion Programme	2	400	6.5		50			✓	✓	✓
8	P2IBTE108	Digital Marketing and Artificial Intelligence	2	400	6.5	50		✓	✓			
9	P2IBTE109	IT Systems & Analytics	2	400	6.5	50		✓	✓			
10	P2IBTE110	Indian Knowledge System in Business and Leadership	2	400	6.5	50			✓	✓		
11	P2IBTE111	Design Thinking and Innovation	2	400	6.5	50		✓	✓			
12	P2IBTC201	Financial Management	4	500	6.5	50	50	✓	✓			
13	P2IBTC202	Import-Export Management	4	500	6.5	100		✓	✓			
14	P2IBTC203	India's Foreign Trade & Trade Policy	4	400	6.5	100		✓	✓	✓		

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15	P2IBTC204	Introduction to Scholarly Inquiry and Research Ethics	2	400	6.5	Core	50					✓	
16	P2IBTC205	International Marketing Management	4	500	6.5	Core	100		✓		✓		
17	P2IBTC206	International Human Resource Management	4	400	6.5	Core	100		✓		✓		
18	P2IBVC251	Corporate Communication and Global Business Etiquette	4	400	6.5	Core	60	40				✓	
19	P2IBPC208	Foreign Language I: French	2	400	6.5	Core	50					✓	
20	P2IBPC209	Industry Immersion Programme/ Social Community Connect	2	-	-	Core	50					✓	
21	P2IBTC301	Business Strategy for Global Markets	4	500	6.5	Core	100		✓		✓		
22	P2IBTC302	International Economics	4	500	6.5	Core	100		✓		✓		
23	P2IBTC303	International Supply Chain Management	4	500	6.5	Core	100		✓		✓		
24	P2IBTC304	International Financial Management	3	400	6.5	Core	100		✓		✓		
25	P2IBTC305	Cross Culture and Diversity Management- DEI	3	400	6.5	Core	100		✓		✓		
26	P2IBTC306	Research Design Logic and Proposal Development	2	400	6.5	Core	50					✓	
27	P2IBPC311	Summer Training Report	4	400	6.5	Core		100					✓
28	P2IBPC312	Leadership Development / Student Immersion Programme	4	400	6.5	Core		100				✓	
29	P2IBTE307	International Business Laws	3	400	6.5	Elective	100		✓		✓		
30	P2IBTE308	Human Resource Development	3	400	6.5	Elective	100		✓		✓		

Signature: 

31	P2IBTE309	Cross Cultural Consumer Behaviour & Practices	3	400	6.5	Elective	100				✓	✓				
32	P2IBTE310	Foreign Language II: French	3	400	6.5	Elective	100						✓			
33	P2IBMO351	MOOC/ SWAYAM Course	4	400	6.5	MOOC	100				✓	✓	✓			
34	P2IBTC401	International Project Management	4	500	6.5	Core	100				✓	✓				
35	P2IBTC402	Entrepreneurship Development	4	500	6.5	Core	100				✓	✓	✓			
36	P21BRC407	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	Core	100								✓	
37	P21BRC408	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence	12	500	6.5	Core	300								✓	
38	P2IBTE403	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	Elective	100				✓	✓				
39	P2IBTE404	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	Elective	100				✓	✓				
40	P2IBTE405	Cross Cultural Business Negotiations	3	400	6.5	Elective	100				✓	✓				
41	P2IBTE406	Services Marketing	3	400	6.5	Elective	100				✓	✓				

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5b) Program Specific Outcomes (PSO)

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.

5c) Course Specific Outcomes (CSO)

S.No.	Course No.	Course Title	Outcomes
1	P2IBTC101	Managing Across Borders	<ol style="list-style-type: none">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 globalisation and regional economic integration.4. Evaluate how MNEs manage international operations and assess their internationalisation 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.
2	P2IBTC102	Culture, Society and Organisational Behaviour	<ol style="list-style-type: none">1. Understand the implications of organisational behaviour from a holistic perspective.2. Address the complexities associated with individual, group, and organisational behaviour and its management.3. Apply theoretical and conceptual frameworks of organisational functioning in designing interventions for solving organisational issues and problems.4. Comprehend the role of a multicultural workforce in organisational functioning and identify the competencies and skills required for managing across cultures.5. Explain how organisational change and culture affect working relationships within

			organisations.
3	P2IBPC103	Accounting for Managers	<ol style="list-style-type: none"> 1. Recognise commonly used financial statements, their components and how information from business transactions flows into these statements. 2. Evaluate the financial performance of an organisation using these various reports. 3. Analyse and evaluate financial information relating to product or service costs and contribution to profit. 4. Demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment. 5. Prepare Financial Statements and or financial schedules in accordance with Generally Accepted Accounting Principles through analysis and synthesis of information as well.
4	P2IBTC104	Economics for Managers	<ol style="list-style-type: none"> 1. Understand fundamental economic principles relevant to managerial decision-making. 2. Apply key microeconomic concepts, such as demand and supply analysis, elasticity, and utility theory, to managerial decision-making. 3. Apply production and cost theories to optimize resource allocation. 4. Evaluate different market structures and understand the economic implications of these market structures for businesses. 5. Critically evaluate the impact of macroeconomic policies and national economic indicators on international business
5	P2IBTC105	Marketing Management	<ol style="list-style-type: none"> 1. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct. 2. Apply contemporary marketing theories to the demands of business and management practice. 3. Find and generate information/data needed to inform problem solving in marketing using appropriate methodology. 4. Analyse information/data critically and synthesise new knowledge and communicate that knowledge via engaging written and oral formats. 5. Organise information and data to reveal patterns and themes, and manage teams, evidence gathering and problem-solving processes.

6	P2IBTC106	Corporate Communication	<ol style="list-style-type: none"> 1. Enhance proficiency and competencies in verbal and non- verbal communication skills with a holistic long-term perspective 2. Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships. 3. Demonstrate critical thinking and problem-solving skills in communication situations. 4. Prepare students for corporate interviews, interaction and networking.
7	P2IBPC107	Industry Immersion Programme	<ol style="list-style-type: none"> 1. Gain insights into the application of academic concepts in real-world operations. 2. Learn about current trends, challenges, and innovations in the industry. 3. Observe and interact with industrial machinery and technologies. 4. Understand safety standards and workplace dynamics in industrial settings. 5. Analyze operational practices and identified areas for optimization
8	P2IBTE108	Digital Marketing and Artificial Intelligence	<ol style="list-style-type: none"> 1. Develop a holistic understanding of the digital marketing landscape and understand the digital customer based on needs and behavior. 2. Learn the process of strategic decision-making in the digital world and evaluate digital marketing channels to meet strategic objectives. 3. Gain proficiency in industry-relevant tools such as Google Analytics, ChatGPT, and Tableau. 4. Use AI tools for content creation, SEO optimization, and campaign management. 5. Create and execute integrated digital marketing campaigns across multiple channels using practical strategies.
9	P2IBTE109	IT Systems & Analytics	<ol style="list-style-type: none"> 1. Integrate knowledge of Information Systems and Business Analytics to evaluate and improve organizational performance through data-driven decision-making. 2. Explain the characteristics of data and information identify different types of Information Systems, and apply strategic models such as Porter's Five Forces and the Value Chain to analyze IS impact. 3. Classify different types of Information Systems and demonstrate understanding of Business Intelligence systems, their architecture, components, and practical

			<p>applications in business.</p> <p>4. Distinguish between Business Intelligence and Business Analytics, and apply techniques such as data visualisation, big data handling, and data mining to solve real-world business problems.</p>
10	P2IBTE110	Indian Knowledge System in Business and Leadership	<p>1. Demonstrate a foundational understanding of the IKS and critically evaluate myths and facts associated with it.</p> <p>2. Interpret and apply philosophical and scientific insights from ancient Indian texts to relevant knowledge domains.</p> <p>3. Analyse and apply ancient Indian principles of leadership, strategy, and governance to contemporary management and economic scenarios.</p> <p>4. Integrate ethical values and sustainable practices drawn from IKS into modern organisational and business frameworks, reflecting cultural sensitivity and social responsibility.</p>
11	P2IBTE111	Design Thinking and Innovation	<p>1. Develop a human-centric mindset while designing, innovating, developing, and testing solutions.</p> <p>2. Understand the role of innovation in the digital era and drive disruption.</p> <p>3. Create a design thinking-centric culture that drives innovation in an organisational setup.</p> <p>4. Envisage innovative solutions individually and in teams for maximising social impact.</p> <p>5. Build the ability to create and test prototypes of solutions that are innovative, socially desirable, and viable.</p>
12	P2IBTC201	Financial Management	<p>1. Use finance functions for decision making, describe the time value of money, and how a project is made and appraised.</p> <p>2. Differentiate between the various sources of finance and their pros & cons.</p> <p>3. Apply the Leverage and EBIT EPS analysis associate with financial data in the corporate.</p> <p>4. Outline capital requirements for starting a business & management of working capital.</p> <p>5. Recommend whether and why an investment should be accepted or rejected.</p>

13	P2IBTC202	Import-Export Management	<ol style="list-style-type: none"> 1. Apply various export procedures and formalities required to run an export business. 2. Gain knowledge about the incentives and export benefits available for engaging in cross-border trade. 3. Understand the complete import procedure along with its documentation. 4. Explain the role of various parties involved in conducting international trade through exports and imports. 5. Handle import-export documentation such as invoices, shipping documents, letters of credit, and customs declarations.
14	P2IBTC203	India's Foreign Trade & Trade Policy	<ol style="list-style-type: none"> 1. Use international trade terms and concepts when communicating. 2. Explain the international trade concepts used in making global decision. 3. Use effective communication skills to promote respect and relationship for international trade. 4. Utilize information by applying a variety of business and industry software and hardware to major international trade function. 5. Demonstrate a basic understanding of international trade.
15	P2IBTC204	Introduction to Scholarly Inquiry and Research Ethics	<ol style="list-style-type: none"> 1. Gain the skill of analyzing data to solve the real-time research problem. 2. Summarize data sets using Descriptive statistics. 3. Analyze the relationship between two variables of various managerial situations. 4. The students will be able to apply statistical tools for drawing meaningful inferences. 5. Understand the importance and value of statistical principles and convert a problem description into testable research hypotheses.
16	P2IBTC205	International Marketing Management	<ol style="list-style-type: none"> 1. Have developed an understanding of major issues related to international marketing. 2. Have developed skills in researching and analysing trends in global markets and in modern marketing practice. 3. Be able to assess an organisation's ability to enter and compete in international markets. 4. Have developed skills in researching and analysing international marketing issues and opportunities using the right mix of 4Ps. 5. Formulate International Marketing Plans that include product adaptation, pricing,

			distribution, and promotional strategies tailored to different markets.
17	P2IBTC206	International Human Resource Management	<ol style="list-style-type: none"> 1. Diagnose cross country IHRM differences and implications for international business management. 2. Undertake comparative HRM projects and assignments highlighting the case of India vis-à-vis global economies. 3. Identify the factors that moderate career development in international corporate assignments 4. Understand the characteristics of international labour markets and resultant mobility challenges for pursuing global careers.
18	P2IBVC251	Corporate Communication and Global Business Etiquette	<ol style="list-style-type: none"> 1. Demonstrate a strong understanding of self-awareness and emotional intelligence in personal and professional settings. 2. Manage personal stress, time, and goals to enhance professional productivity. 3. Exhibit enhanced personality traits and communication skills for professional success. 4. Integrate digital proficiency and soft skills to solve real-world business communication challenges.
19	P2IBPC208	Foreign Language I: French	<ol style="list-style-type: none"> 1. Interact effectively with international clients, partners, and employees. 2. Access a competitive edge for roles requiring bilingual or multilingual professionals. 3. Understand and respect different business customs, traditions, and etiquette. 4. Analyse and understand foreign market trends, policies, and reports. 5. Enhance memory, adaptability, and critical thinking abilities.
20	P2IBPC209	Industry Immersion Programme/ Social Community Connect	<ol style="list-style-type: none"> 1. Gained insights into the application of academic concepts in real-world operations. 2. Learned about current trends, challenges, and innovations in the industry. 3. Observed and interacted with industrial machinery and technologies. 4. Understand safety standards and workplace dynamics in industrial settings. 5. Analyse operational practices and identify areas for optimisation.
21	P2IBTC301	Business Strategy for Global Markets	<ol style="list-style-type: none"> 1. Acquire the ability to solve some complex strategic problems being faced by the corporate. 2. Have a critical understanding of the strategic

			<p>business environment and its implications for international corporate setups.</p> <ol style="list-style-type: none"> 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.
22	P2IBTC302	International Economics	<ol style="list-style-type: none"> 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.
23	P2IBTC303	International Supply Chain Management	<ol style="list-style-type: none"> 1. Manage the procurement and logistics function efficiently and effectively, and understand how procurement can be used to gain value for money and improve performance for organisations. 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. 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. 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. 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.

24	P2IBTC304	International Financial Management	<ol style="list-style-type: none"> 1. Understand the international financial and foreign exchange market. 2. Identify risks 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 a well-considered opinion on issues relating to international financial management.
25	P2IBTC305	Cross Culture and Diversity Management- DEI	<ol style="list-style-type: none"> 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.
26	P2IBTC306	Research Design Logic and Proposal Development	<ol style="list-style-type: none"> 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 analyse data. 3. Differentiate local and international perspectives 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.
27	P2IBPC311	Summer Training Report	<ol style="list-style-type: none"> 1. Gained insights into the application of academic concepts in real-world operations. 2. Learned about current trends, challenges, and innovations in the industry. 3. Observed and interacted with industrial machinery and technologies. 4. Understand safety standards and workplace dynamics in industrial settings. 5. Analyse operational practices and identified areas for optimisation.

28	P2IBPC312	Leadership Development / Student Immersion Programme	<ol style="list-style-type: none"> 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.
29	P2IBTE307	International Business Laws	<ol style="list-style-type: none"> 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, counselling 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.
30	P2IBTE308	Human Resource Development	<ol style="list-style-type: none"> 1. Get suitable 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 organisations 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. List methods for how to plan, incorporate innovators and build strategies for effective HRM Management.

31	P2IBTE309	Cross Cultural Consumer Behaviour & Practices	<ol style="list-style-type: none"> 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 behaviour of individuals. 5. Analyse the trends in consumer behaviour, and apply them to the marketing of an actual product or service.
32	P2IBTE310	Foreign Language II : French	<ol style="list-style-type: none"> 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. Use the language appropriately in professional, academic, or real-world scenarios (e.g., study abroad, internships).
33	P2IBTC401	International Project Management	<ol style="list-style-type: none"> 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 organization structures that can be global in application.
34	P2IBTC402	Entrepreneurship Development	<ol style="list-style-type: none"> 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.

35	P2IBRC407	Startup Ideation & DPR (Detailed Project Report) Development	<ol style="list-style-type: none"> 1. Identify and validate a practical business idea through real-time market research. 2. Design and develop a full-fledged DPR aligned with industry standards. 3. Demonstrate the ability to perform technical, operational, and financial feasibility analysis. 4. Effectively communicate project potential through professional presentations and pitching. 5. Collaborate with mentors and industry experts to refine entrepreneurial ideas and viability.
36	P2IBRC408	Research Dissertation (Research Synopsis, Data Collection, Analysis, Dissertation and Defence	<ol style="list-style-type: none"> 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.
37	P2IBTE403	Corporate Governance, Social Responsibility and AI Ethics	<ol style="list-style-type: none"> 1. Distinguish the various expectations and demands that emanate from stakeholders on business firms. 2. Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues. 3. Describe the ethical and current social responsibility issues and the influence of these issues on society, management decision making, behavior, policies and practices; 4. Define governance in business and recognize the legitimacy of business as an institution in a global society. 5. Imbibe the ethical issues in corporate governance and to adhere to the ethical codes of conduct.
38	P2IBTE404	Global Financial Institutions & WTO: Implications on International Business	<ol style="list-style-type: none"> 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

			<p>from global financial institutions and the WTO.</p> <ol style="list-style-type: none"> Understand the governance structures and key financial mechanisms of global financial institutions, and their interrelationships with international business. Apply knowledge of financial markets, trade regulations, and international business operations in a globalised environment to real-world scenarios.
39	P2IBTE405	Cross Cultural Business Negotiations	<ol style="list-style-type: none"> Explain the concepts of cultural contact, such as enculturation, assimilation, accommodation, acculturation, deculturalisation, biculturalism, and multiculturalism. Examine the role of culture in the construction and co-construction of cultures and cultural identities. Analyze and reflect on the impact of their culture and co-culture on their values, assumptions, perceptions, expectations and behavior Construct a list of suggestions and strategies for improving intercultural communication in their field of study or occupation and Evaluate their progress in developing your intercultural communication knowledge and skills.
40	P2IBTE406	Services Marketing	<ol style="list-style-type: none"> Understand the application of 7P's of marketing in global services industry. Assess the customer perceptions in service industry and resultant impact of designing of differential service strategies. Manage service recovery in critical corporate-customer interfaces for developing customer relationship management. Conduct trend analysis of specific service industries for developing critical insights for working in service industries. Analyze the impact of technology, automation, and AI on service operations and customer engagement.

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5d) Programme Structure

The two-year MBA (IB) PG programme as per NEP-2020 is spread across four semesters (Semester I, Semester II, Semester III and Semester IV). The total credits of the programme are 116.

SEMESTER – I

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Total Course Points
CORE						
1	P2IBTC101	Managing Across Borders	4	400	6.5	26
2	P2IBTC102	Culture, Society and Organizational Behaviour	4	400	6.5	26
3	P2IBPC103	Accounting for Managers	4	400	6.5	26
4	P2IBTC104	Economics for Managers	4	400	6.5	26
5	P2IBTC105	Marketing Management	4	400	6.5	26
6	P2IBTC106	Corporate Communication	2	400	6.5	13
7	P2IBPC107	Industry Immersion Programme	2	400	6.5	13
ELECTIVES (Any one of the following)						
8	P2IBTE108	Digital Marketing and Artificial Intelligence	2	400	6.5	13
9	P2IBTE109	IT Systems & Analytics	2	400	6.5	13
10	P2IBTE110	Indian Knowledge System in Business and Leadership	2	400	6.5	13
11	P2IBTE111	Design Thinking and Innovation	2	400	6.5	13
SEMESTER CREDITS /CREDIT POINTS			26			169



SEMESTER – II

S.No	Course Code	Course Title	Credits	Credit Level	Credit Points	Total Course Points
CORE						
1	P2IBTC201	Financial Management	4	500	6.5	26
2	P2IBTC202	Import-Export Management	4	500	6.5	26
3	P2IBTC203	India's Foreign Trade & Trade Policy	4	400	6.5	26
4	P2IBTC204	Introduction to Scholarly Inquiry and Research Ethics	2	400	6.5	13
5	P2IBTC205	International Marketing Management	4	500	6.5	26
6	P2IBTC206	International Human Resource Management	4	400	6.5	26
7	P2IBVC251	Corporate Communication and Global Business Etiquette	4	400	6.5	26
8	P2IBPC208	Foreign Language I: French	2	400	6.5	13
9	P2IBPC209	Industry Immersion Programme/ Social Community Connect	2	400	6.5	13
SEMESTER CREDITS /CREDIT POINTS			30			195



SEMESTER – III

S.No.	Course Code	Course Title	Credits	Credit Level	Points per Credit	Total Course Points
CORE						
1	P2IBTC301	Business Strategy for Global Markets	4	500	6.5	26
2	P2IBTC302	International Economics	4	500	6.5	26
3	P2IBTC303	International Supply Chain Management	4	500	6.5	26
4	P2IBTC 304	International Financial Management	3	400	6.5	19.5
5	P2IBTC305	Cross Culture and Diversity Management-DEI	3	400	6.5	19.5
6	P2IBTC306	Research Design Logic and Proposal Development	2	400	6.5	13
7	P2IBPC311	Summer Training Report	4	500	6.5	26
8	P2IBPC312	Leadership Development / Student Immersion Programme	4	500	6.5	26
9	P2IBMO351	SWAYAM/ MOOC Course	4	400	6.5	26
ELECTIVES (Any two of the following)						
10	P2IBTE307	International Business Laws	3	400	6.5	19.5
11	P2IBTE308	Human Resource Development	3	400	6.5	19.5
12	P2IBTE309	Cross Cultural Consumer Behavior & Practices	3	400	6.5	19.5
13	P2IBTE310	Foreign Language II : French	3	400	6.5	19.5
SEMESTER CREDITS /CREDIT POINTS			38			247

SEMESTER – IV

S.No.	Course Code	Course Title	Credits	Credit Level	Points per Credit	Total Course Points
CORE						
1	P2IBTC401	International Project Management	4	500	6.5	26
2	P2IBTC402	Entrepreneurship Development	4	500	6.5	26
3	P2IBRC407	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	26
4	P2IBRC408	Research Synopsis, Data Collection & Analysis-I Dissertation and Defence-II	12	500	6.5	78
ELECTIVES (Any two of the following)						
5	P2IBTE403	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	19.5
6	P2IBTE404	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	19.5
7	P2IBTE405	Cross Cultural Business Negotiations	3	400	6.5	19.5
8	P2IBTE406	Services Marketing	3	400	6.5	19.5
SEMESTER CREDITS			30			195
TOTAL PROGRAMME CREDITS			124			806

5e)Syllabus

SEMESTER – I

S.No.	Course Code	Course Title	Credits	Credit Level	Credit Points	Total Course Points	L-T-P
CORE							
1	P2IBTC101	Managing Across Borders	4	400	6.5	26	3-1-1
2	P2IBTC102	Culture, Society and Organizational Behaviour	4	400	6.5	26	4-0-1
3	P2IBPC103	Accounting for Managers	4	400	6.5	26	3-0-2
4	P2IBTC104	Economics for Managers	4	400	6.5	26	3-1-1
5	P2IBTC105	Marketing Management	4	400	6.5	26	3-1-1
6	P2IBTC106	Corporate Communication	2	400	6.5	13	2-0-1
7	P2IBPC107	Industry Immersion Programme	2	400	6.5	13	
ELECTIVES (Any one of the following)							
8	P2IBTE108	Digital Marketing and Artificial Intelligence	2	400	6.5	13	2-0-1
9	P2IBTE109	IT Systems & Analytics	2	400	6.5	13	2-0-1
10	P2IBTE110	Indian Knowledge System in Business and Leadership	2	400	6.5	13	2-0-1
11	P2IBTE111	Design Thinking and Innovation	2	400	6.5	13	2-0-1
SEMESTER CREDITS /CREDIT POINTS			26			169	

*In first semester, Skill Development Workshops/Skill Development Programme (≥15 hours) shall be offered to the students.

** In first semester, students are required to do Tally Workshop (≥15 hours) either online or offline.



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

MANAGING ACROSS BORDERS

Course No. P2IBTC101
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. P2IBTC101

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

CULTURE, SOCIETY AND ORGANIZATIONAL BEHAVIOUR

Course No. P2IBTC102
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 enable the students to understand the basic concepts of organization behavior.
2. To develop the skills for diagnosing and understanding the conceptual and theoretical frameworks relating to organizational behaviour and functioning.
3. To acquaint the students about the various aspects of organizational behaviour across individual, group and organizational levels.
4. To enable the students to comprehend the relationship between culture and organizations.
5. To sensitize the students towards the need for managing effectively in culturally diverse environments.

Course Outcomes

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

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

UNIT I

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

UNIT II

Organisational Behaviour: International dimensions of organizational behaviour, Managing across cultures, contemporary challenges and opportunities in organizational behaviour; Understanding and managing individual behaviour: Individual differences and work behaviour, attitudes, emotions, personality, perception, learning, motivation and leadership across cultures.



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

CULTURE, SOCIETY AND ORGANIZATIONAL BEHAVIOUR

Course No. P2IBTC102
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

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

UNIT IV

Behavioural Lab: OBL brings faculty and students from different backgrounds together to explore human behaviour as it relates to leadership, decision-making and business ethics. OBL focuses on the study of topics in the field of management, such as leadership, decision making, the operation of groups and teams. Experimental/mixed-method research shall be used to investigate the behaviour of groups and teams in organisations and other behavioural issues.

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.
- Luthans, F. *Organizational Behaviour*. Tata McGraw Hill, New Delhi.
- Robbins, J., & Vohra, N. *Organizational Behaviour*. Pearson Education, New Delhi.
- Rohmetra, N., Gupta, V., & Sharma, D. *Transformative Organizations Across Globe*. Response Books, Sage India, New Delhi.
- Thomas, D. C. *Cross-Cultural Management: Essential Concepts*. Sage, New Delhi.



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

ACCOUNTING FOR MANAGERS

Course No. PSIBPC103
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. Introduces students to the world of accounting with limited knowledge of the subject area.
2. Introduces students to the world of accounting and assumes no prior knowledge of the subject area.
3. Demonstrating proper journalizing techniques by correct recording of the date, account titles, documentation, debit and credit amounts, and differentiate among these terms and processes.
4. Demonstrating proper posting techniques by correct recording of the date, information in the items column, posting reference, debit and credit amounts, and correct calculation of the new account balance, and differentiate among these terms and processes.
5. Preparing a detailed income statement, balance sheet and the supporting schedules to demonstrate the business progress during a given fiscal period, and differentiate among these terms and processes.

Course Outcomes

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

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

UNIT I

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

Practicum: - Journal Preparation; Preparation of Ledger; Trial Balance; Subsidiary Books with special focus on Cash Books.

UNIT II

Introduction to trading, profit and loss accounts and balance sheets. Understanding the various formats of the said accounts and its relevance to the investors.



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

ACCOUNTING FOR MANAGERS

Course No. PSIBPC103

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)

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

UNIT III

Management Accounting – Concept, Importance and Scope; Analysis of Financial Statements-Ratio analysis - liquidity, solvency, profitability, turnover ratios, limitations of Ratio Analysis. Introduction to Cost Accounting -objectives and importance of cost accounting; Cost concepts; Preparation of Cost Sheet. Marginal cost statement/equation; P/V ratio; Break Even Point (BEP), Break even chart; Margin of safety; Decisions relating to key factor and Variance Analysis- Material and Labour.

Practicum: - Ratio analysis, cost sheet, marginal costing and standard costing.

UNIT IV

Introduction to Tally. Preparation of Journal; Ledger; Trial Balance and Subsidiary Books using Tally. VAT, GST, Activating GST, Set up tax rates, Update or create ledgers as required, Recording Sales and Printing Tax Invoices. Introduction to TDS; Calculation of TDS, Pay Slip, Pay Sheet, Payroll Statement.

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)

- Gupta, Snehlata. *Cost Accounting*. Taxmann Publications, India
- Horngren, Littlefield, Sundem and Burgstahler. *Introduction to Management Accounting*. Pearson. USA
- Atkinson, Kaplan R. and Young M.S. *Management Accounting*. Prentice Hall. USA
- Wild, John J. and Singh, P. *Financial Accounting*. McGraw-Hill. USA

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

ECONOMICS FOR MANAGERS

Course No. P2IBTC104
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 acquaint participants with the theories, concepts and tools of economic analysis and the application of the same in business decision-making.
2. To introduce students to the foundational concepts of microeconomics, including supply and demand, market equilibrium, elasticity, and consumer behaviour.
3. To equip students with the analytical tools for understanding market dynamics, analyze production and cost structures.
4. To understand the characteristics, pricing strategies, and decision-making processes under different market structures.
5. To assess the impact of macroeconomic factors on international business operations and the implications of economic policies on international business.

Course Outcomes

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

1. Understand fundamental economic principles relevant to managerial decision-making.
2. Apply key microeconomic concepts, such as demand and supply analysis, elasticity, and utility theory, to managerial decision-making.
3. Apply production and cost theories to optimize resource allocation.
4. Evaluate different market structures and understand the economic implications of these market structures for businesses.
5. Critically evaluate the impact of macroeconomic policies and national economic indicators on international business.

UNIT I

Introduction to Managerial Economics; Concept of Utility; Demand theory: meaning of demand, types of demand, individual demand, market demand; Determinants of market demand; Law of demand, Law of Supply and Market equilibrium; Elasticity of Demand: price elasticity, income elasticity, cross elasticity, advertising elasticity; Business and economic forecasting: survey methods, statistical methods.

UNIT II

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



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

ECONOMICS FOR MANAGERS

Course No. P2IBTC104
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

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

UNIT IV

Introduction to Macroeconomics and its role in Global Business; Macroeconomic Indicators: National Income, Gross national product (GNP), Gross Domestic Product (GDP), Net National Product (NNP), Methods of measuring national income; Monetary Policy, Fiscal Policy and Government Budgeting; Analysis of the recent Union Budget of India and its impact on international business; Concept of inflation and deflation, inflation & deflation assessment and analysis.

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)

- Dwivedi, D. N. *Managerial Economics*. Vikas Publishing House. India
- Froeb, L., McCann, B., Ward, M., and Shor, M. *Managerial Economics*. Cengage Learning. India
- Keat P. G, Young P. K. Y, Erfle S and Banerjee S. *Managerial Economics: Economic Tools for Today's Decision Makers*. Pearson Education, India.
- Samuelson, W. F. and Mark, S. G. *Managerial Economics*. John Wiley & Sons. New Jersey, US
- Varshney and Maheshwari. *Managerial Economics*. Sultan Chand and Sons. India.

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

MARKETING MANAGEMENT

Course No. P2IBTC105
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 make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To develop skills to analyze and synthesize information and derive insights related to marketing management from several perspectives.
4. To enhance business communication skills required to work effectively with a marketing team.
5. Introduce Digital and Social Media Marketing – Familiarize students with emerging digital marketing trends, e-commerce, and online branding.

Course Outcomes

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

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

UNIT I

Introduction to Marketing: Core Concepts of Marketing; Marketing Insight: Marketing mix, four 'A's of Marketing, SAVE framework of Marketing; Market Segmentation, Targeting & Positioning (STPs); Analysing Consumer Markets: Buying Decision Process.

UNIT II

Product and Product Lines; Product Personality; Product Decisions: Product Mix; Product Differentiation & Positioning; Product Life Cycle and Strategies; Packaging and Labeling Decisions, Branding: Designing the Brand, Brand Equity and Brand Power; Pricing Decisions: Pricing Objectives; Pricing Strategy, Legal & Ethical Issues in Pricing: Price Fixing, Predatory Pricing, Deceptive Pricing; Pricing in Digital Age.

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

MARKETING MANAGEMENT

Course No. P2IBTC105
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

Promoting and Delivering Product: Promotion Mix, Advertising, Sales Promotion, Public Relations; Distribution and Channel Decision: Channel Design and Channel Management Decisions; Retailing –Types of Retailing, Key Retailing Decisions, Customer relationship management, Total customer satisfaction and monitoring satisfaction.

UNIT IV

Emerging trends in marketing: Digital Transformation in Marketing; Green Marketing, Greenwashing; Sustainability and Ethical Marketing; Influencer and Social Media Marketing Strategies; Metaverse and Virtual Reality Marketing, Regulatory and Privacy Challenges in Marketing; Omni channel Marketing Strategies; Meta Analytics.

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)

- Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing*. Pearson, UK.
- Kotler, P., & Armstrong, G. *Principles of Marketing*. Pearson, USA.
- Kotler, P., & Keller, K. L. *Marketing Management*. Pearson, USA.
- Oliva, S. *Cómo construir el valor de tu marca*. Lid Editorial Mexicana, Mexico.
- Solomon, M. R., Marshall, G. W., & Stuart, E. W. *Marketing: Real people, real choices*. Pearson, USA.

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

CORPORATE COMMUNICATION

Course No: P2IBTC106
Minimum Contact Hours: 25

Course Credits: 02
Maximum Marks: 50 Marks

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

Course Objectives

1. To develop awareness of the complexity of the communication process.
2. To develop effective listening skills in students so as to enable them to comprehend instructions and become a critical listener.
3. To develop effective oral skills so as to enable students to speak confidently interpersonally as well as in large groups.
4. To compose professional business documents, including reports, proposals, presentations, and marketing materials, tailored to specific audiences and purposes.

Course Outcomes

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

1. Enhance proficiency and competencies in verbal and non-verbal communication skills with a holistic long-term perspective.
2. Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.
3. Demonstrate critical thinking and problem-solving skills in communication situations.
4. Prepare students for corporate interviews, interaction and networking.

UNIT I

Foundations of Business Communication - Introduction to Business communication: importance, scope and trends, The Communication Process: models, barriers and strategies for overcoming barriers, achieving success through effective Business communication, using technology to improve business communication, making ethical communication choices.

UNIT II

Developing Oral Business Communication Skills: Introduction, advantages of oral communication, speech writing, public speaking, Presentation skills: Hands-on training in presentation skills; Interview skills; Exercises for oral Communications: Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz.

UNIT III

Written Communication in Business- Business Correspondence: Letters and Email writing; Report Writing: Informational, Analytical, and Proposal Reports; Resume and Cover Letter Writing; Creating a visually appealing infographic & Podcast creation.

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

CORPORATE COMMUNICATION

Course No: P2IBTC106
Minimum Contact Hours: 25

Course Credits: 02
Maximum Marks: 50 Marks

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

NOTE FOR EVALUATION

The evaluation for this course shall comprise both theory and practical components. The theory paper will carry 30 marks and shall consist of six compulsory questions, each carrying five marks. The practical component will carry 20 marks.

BOOKS RECOMMENDED (Recent Editions)

- Bahl, S. *Business communication*. Taxmann Publications, India.
- Bovee, C. L., Thill, J. V., & Chatterjee, A. *Business communication today*. Pearson Education, India.
- Cardon, P. W. *Business communication: Developing leaders for a networked world*. McGraw-Hill Education, India.
- Guffey, M. E., & Loewy, D. *Essentials of business communication*. Cengage Learning, India.
- Lesikar, R. V., Flatley, M. E., Rentz, K., Lentz, P., & Pande, N. *Business communication: Making connections in a digital world*. McGraw-Hill Education, India.



SEMESTER - I
Two-year MBA (IB) PG Programme as per NEP-2020
INDUSTRY IMMERSION PROGRAMME

Course Code: P2IBPC107

Course Credit: 02
Max. Marks: 50 Marks

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

Course Objectives

1. Observe the real-world application of theoretical concepts in production and operations.
2. Learn about industry-specific workflows, safety protocols, and operational strategies.
3. Gain insights into the latest technologies and machinery used in the industry.
4. Understand the work culture, safety measures, and employee welfare.
5. Assess operational efficiencies and suggest improvements.

Course Outcomes

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

1. Gain insights into the application of academic concepts in real-world operations.
2. Learn about current trends, challenges, and innovations in the industry.
3. Observe and interact with industrial machinery and technologies.
4. Understand safety standards and workplace dynamics in industrial settings.
5. Analyze operational practices and identified areas for optimization.

(A) Guidelines for writing the comprehensive industrial immersion 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.
- Faculty /Instructor's Name.
- Date of Submission.
- Name of the Company/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 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, Importance of the Visit and a brief Company Overview.

5. Objectives of the Visit

List the objectives you intended to achieve during the visit.

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 Visit

Activities Observed: Describe what you saw during the visit. For example: Production lines,



SEMESTER - I
Two-year MBA (IB) PG Programme as per NEP-2020
INDUSTRY IMMERSION PROGRAMME

Course Code: P2IBPC107

Course Credit: 02
Max. Marks: 50 Marks

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

- Operations of machinery, Processes and workflow etc.
- Technologies Used
- Operations and Work Environment
- 8. Learnings from the Visit**
 - 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 Visit**
 - 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 based on your observations (e.g., ways to improve efficiency, quality control, etc.).
- 12. Conclusion**

Summarize the key insights you gained from the visit. 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 visit, diagrams or charts of processes observed or any relevant documents, brochures, or handouts.

(B) Report 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 industry immersion report 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

DIGITAL MARKETING AND ARTIFICIAL INTELLIGENCE

Course No. P2IBTE108
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 December 2025, 2026, 2027)

Course Objective

1. Master digital marketing fundamentals, including SEO, SEM, and campaign management.
2. Utilize AI tools for content creation, marketing automation, and analytics.
3. Analyze customer behavior and optimize digital campaigns using data-driven insights.
4. Implement A/B testing and performance metrics for marketing success.
5. Develop strategic digital marketing plans for businesses and brands.

Course Outcome

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

1. Develop a holistic understanding of the digital marketing landscape and understand the digital customer based on needs and behavior.
2. Learn the process of strategic decision-making in the digital world and evaluate digital marketing channels to meet strategic objectives.
3. Gain proficiency in industry-relevant tools such as Google Analytics, ChatGPT, and Tableau.
4. Use AI tools for content creation, SEO optimization, and campaign management.
5. Create and execute integrated digital marketing campaigns across multiple channels using practical strategies.

UNIT I

Introduction to Digital Marketing: Traditional marketing vs digital marketing; Current trends in digital marketing; The Digital users in India; Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages; Website Planning & Development Basics: Hosting using word press

UNIT II

Introduction to Digital Marketing/AI Tools: Search marketing (SEM, SEO, paid search marketing, etc.); Digital marketing analytics tools (Google Adwords, Facebook Ads); Web analytics tools (Google Analytics); Creating Landing Page Copies with AI Tools, Developing Marketing Strategies Using AI (ChatGPT and Others)-Email Marketing

UNIT III

Digital Advertising: Display advertising, types of ad tools, Display advertising terminology, types of display ads, Ad placement techniques' AdWords & AdSense; Crafting Effective Ad Copies Using AI,



SEMESTER - I
Two-year MBA (IB) PG Programme as per NEP-2020
DIGITAL MARKETING AND ARTIFICIAL INTELLIGENCE

Course No. P2IBTE108
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 December 2025, 2026, 2027)

Building Marketing Funnels with AI Tools, Writing High - Quality Blog Posts Using AI; Content Creation with AI; Social Media -Content Writing Powered by AI Tools.

BOOKS RECOMMENDED (Recent Editions)

- Deiss, R., & Henneberry, R. *Digital marketing for dummies*. John Wiley & Sons, USA.
- Dodson, I. *The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns*. Wiley, USA.
- Handley, A. *Everybody writes: Your go-to guide to creating ridiculously good content*. Wiley, USA.
- Alhlou, F., Asif, S., & Fettman, E. *Google Analytics breakthrough: From zero to business impact*. Wiley, USA.
- Miller, D. *Building a StoryBrand: Clarify your message so customers will listen*. HarperCollins Leadership, USA.



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

IT SYSTEMS AND ANALYTICS

Course No. P2IBTE109
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 December 2025, 2026 and 2027)

Course Objectives

1. To provide students with a comprehensive understanding of Information Systems and Business Analytics
2. To introduce the foundational concepts of data, information, and Information Systems, and analyze their strategic role in the business world.
3. To examine various types of Information Systems, and explore the principles and components of Business Intelligence.
4. To develop a practical understanding of Business Analytics, data visualization, big data, and data mining techniques to support informed business decisions.

Course Outcomes

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

1. Integrate knowledge of Information Systems and Business Analytics to evaluate and improve organizational performance through data-driven decision-making.
2. Explain the characteristics of data and information identify different types of Information Systems, and apply strategic models such as Porter's Five Forces and the Value Chain to analyze IS impact.
3. Classify different types of Information Systems and demonstrate understanding of Business Intelligence systems, their architecture, components, and practical applications in business.
4. Distinguish between Business Intelligence and Business Analytics, and apply techniques such as data visualisation, big data handling, and data mining to solve real-world business problems.

UNIT I

Information Systems: Data, information and its attributes, Information Systems – meaning functions, dimensions, need, Categorisation of Organisational Information Systems –Hierarchical and functional perspective; Strategic business use of IS: Interdependence between organisation and IS, IS strategies for competitive advantage using Porter's Five Forces Model and Value Chain Model.

UNIT II

Types of Information Systems: Hierarchical Information Systems, Transaction Processing Systems, Management Information Systems, Decision Support Systems, Executive Support / Information Systems; Enterprise Information Systems: Enterprise Resource Planning System (ERP), Supply Chain Management Systems (SCM), Customer Relationship Management Systems (CRM); Business Intelligence: Definitions and Examples in Business Intelligence, From DSS to BI, Need, Features



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

IT SYSTEMS AND ANALYTICS

Course No. P2IBTE109
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 December 2025, 2026 and 2027)

and Use of Business Intelligence (BI), Components of BI, Data Warehouse, Business Analytics, Business Performance Management, User Interface

UNIT III

Overview of Business Analytics: Introduction to Business Analytics (BA), Components (Business Context, Technology, Data Science), Types of BA (Descriptive, Predictive and Prescriptive), Business Intelligence versus Business Analytics; Use of Analytics in Business Practices, Concept of Big Data, Types of Data; Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Mining and Management, Data Mining Tools; Applications of AI in Analytics.

BOOKS RECOMMENDED (Recent Editions)

- Laudon Kenneth C. and Laudon Jane P. *Management Information Systems: Managing the Digital Firm*. Pearson Publication. India.
- James A O'Brien, Behl Ramesh, George M. Marakas. *Management Information Systems*. McGraw Hill. USA.
- Jawadekar Waman S. *Management Information Systems A Global Digital Enterprise Perspective*. McGraw Hill. USA.
- R. N. Prasad and Seema Acharya. *Fundamentals of Business Analytics*. Wiley. India
- Sharda R., Delen D. and Turban E. *Business Intelligence: A Managerial Perspective on Analytics*. Pearson. India.



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

INDIAN KNOWLEDGE SYSTEM IN BUSINESS AND LEADERSHIP

Course No. P2IBTE110
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 examinations to be held in December 2025, 2026 and 2027)

Course Objectives

1. To introduce the foundational concepts of the Indian Knowledge System (IKS).
2. To analyse the philosophical, scientific, and literary contributions of ancient Indian texts to IKS.
3. To examine management and economic principles embedded in ancient Indian epics.
4. To explore the ethical and sustainable business practices rooted in Indian traditions.

Course Outcomes

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

1. Demonstrate a foundational understanding of the IKS and critically evaluate myths and facts associated with it.
2. Interpret and apply philosophical and scientific insights from ancient Indian texts to relevant knowledge domains.
3. Analyse and apply ancient Indian principles of leadership, strategy, and governance to contemporary management and economic scenarios.
4. Integrate ethical values and sustainable practices drawn from IKS into modern organisational and business frameworks, reflecting cultural sensitivity and social responsibility.

UNIT I

Introduction to Indian Knowledge System (IKS), Myths about IKS; Importance of IKS in a globalized world; Vedic Corpus: An overview of the four Vedas and their subdivisions; Bhagavad Gita and its philosophical underpinning; Knowledge domains under IKS- Mathematics, Astronomy, Engineering, Architecture, Medicine and Health Sciences.

UNIT II

Management Principles in Ancient Texts-Leadership and governance in the *Mahabharata* and *Ramayana*, Decision-making, strategy, and conflict resolution; Ancient Indian Economic Thought- Economic concepts in *Arthashastra* by Kautilya, Trade, commerce, taxation and its relevance to modern economic and business policies.

UNIT III

Ethical and sustainable business practices from ancient perspectives- Core values: *Dharma*, *Satya*, *Ahimsa*, *Seva*, and *Tyaga*; Concept of trusteeship and Gandhian economics; Work culture, motivation, and employee relations from IKS.



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

INDIAN KNOWLEDGE SYSTEM IN BUSINESS AND LEADERSHIP

Course No. P2IBTE110
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 examinations to be held in December 2025, 2026 and 2027)

BOOKS RECOMMENDED (Recent Editions)

- Radhakrishnan, S. *Indian philosophy*. Oxford University Press, New York.
- Nanda, B. R. *Mahatma Gandhi: A biography for the young*. Oxford University Press, Delhi.
- Sharma, R. N. *Indian philosophy: A historical and cultural overview*. D. K. Printworld, Delhi.
- Chatterjee, S., & Datta, D. M. *An introduction to Indian philosophy*. University of Calcutta, Calcutta.
- Kautilya. *Kautilya's Arthashastra*. Motilal Banarsidass, New Delhi.



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

DESIGN THINKING AND INNOVATION

Course No. P2IBTE111
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 examinations to be held in December 2025, 2026 and 2027)

Course Objectives

1. The course is curated for students to develop innovative community centric solutions.
2. To create an innovation centric thought processes for further creating social impact through innovative problem solving.
3. To enable students to exhibit co-learning while designing innovative solutions.
4. To train students from different disciplines the usage of technology for designing solutions.

Course Outcomes

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

1. Develop a human-centric mindset while designing, innovating, developing, and testing solutions.
2. Understand the role of innovation in the digital era and drive disruption.
3. Create a design thinking-centric culture that drives innovation in an organisational setup.
4. Envisage innovative solutions individually and in teams for maximising social impact.
5. Build the ability to create and test prototypes of solutions that are innovative, socially desirable, and viable.

UNIT I

Design Thinking: Contextualizing design thinking within one's life, why design thinking; Tinkering to innovation, Innovation and Culture; Vernacular innovation, Importance of Social Science Research; Empathize, Immersion and observation: Road map to Local Community problem solving

UNIT II

Introduction to MIRO software, Deriving Insights, Affinity Diagrams; Developing Need Statement, Double Diamond Innovation Process; Brainstorming, Concept Generation Tools; Selection of Local Community problem and applying design thinking approach.

UNIT III

Mind Map-Solution Space development, Filtering Solutions, Solution Identification; Assessing total Addressable Market and articulation of value proposition; Final designing of solution for community problem identified using design thinking approach. Visit to regional/ national/ international academic institutes like IITs and allied community facilities for the students to undergo basic training of Design Thinking/Workshop/s on Design Thinking for the students/Interactions and Mentorship on the Subject from External Experts in blended mode.

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

DESIGN THINKING AND INNOVATION

Course No. P2IBTE111
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 examinations to be held in December 2025, 2026 and 2027)

BOOKS RECOMMENDED (Recent Editions)

- Ambrose, G., & Harris, P. (n.d.). *Basics Design 08: Design thinking*. Bloomsbury Publishing.
- Brenner, W., & Uebernickel, F. (n.d.). *Design thinking for innovation: Research and practice*.
- Lockwood, T. (n.d.). *Design thinking: Integrating innovation, customer experience, and brand value*. Simon and Schuster.
- Pressman, A. (n.d.). *Design thinking: A guide to creative problem solving for everyone*. Routledge.
- Yayici, E. (n.d.). *Design thinking methodology book*. ArtBizTech.



SEMESTER – II

S.No	Course Code	Course Title	Credits	Credit Level	Credit Points	Total Course Points	L-T-P
CORE							
1	P2IBTC201	Financial Management	4	500	6.5	26	4-0-1
2	P2IBTC202	Import-Export Management	4	500	6.5	26	3-1-1
3	P2IBTC203	India's Foreign Trade & Trade Policy	4	400	6.5	26	3-1-1
4	P2IBTC204	Introduction to Scholarly Inquiry and Research Ethics	2	400	6.5	13	2-0-1
5	P2IBTC205	International Marketing Management	4	500	6.5	26	3-1-1
6	P2IBTC206	International Human Resource Management	4	400	6.5	26	4-0-1
7	P2IBVC251	Corporate Communication and Global Business Etiquette	4	400	6.5	26	2-0-1
8	P2IBPC208	Foreign Language I :French	2	400	6.5	13	2-1-0
9	P2IBPC209	Industry Immersion Programme/ Social Community Connect	2	400	6.5	13	-
SEMESTER CREDITS /CREDIT POINTS			30			195	

**It is necessary for the students to undertake 6-8 Week Summer Internship Training Program at the end of Semester II for the MBA(IB) programme.*

*** Further, students are also required to register for 4 credit MOOC/ Swayam course to be credited in the Semester III of MBA (IB) programme.*

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

FINANCIAL MANAGEMENT

Course No. P2IBTC201

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 2026, 2027 and 2028)

Course Objectives

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

Course Outcomes

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

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

UNIT I

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

Practicum: Payback period; accounting rate of return; internal rate of return; net present value; profitability index; practical application of time value of money.

UNIT II

Cost of capital-valuation & measurement of specific costs: Debt, preference shares, equity shares, retained earnings, weighted average cost of capital; Sources of long-term finance; Meaning and importance of working capital. Calculating Operating Cycle Period and Estimation of Working



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

FINANCIAL MANAGEMENT

Course No. P2IBTC201
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 2026, 2027 and 2028)

Capital Requirements; Financing of Working Capital and norms of Bank Finance; Sources of Working capital; Factoring services.

Practicum: Calculation of cost of debt, equity, preference shares and retained earnings.

UNIT III

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

Practicum: -NI Approach, NOI Approach and MM Approach.

UNIT IV

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

NOTE

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

NOTE FOR PAPER SETTING

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

BOOKS RECOMMENDED (Recent Edition)

- Pandey I. M. *Financial Management*. Pearson, India
- Khan M. Y. & Jain P. K. *Financial Management - Text, Problems & Cases*. Tata McGraw Hill, India
- Horne Van. *Financial Management & Policy*. Pearson India
- Chandra P. *Financial Management Theory & Practice*. Tata McGraw Hill, India
- Brigham Eugene F. and Ehrhardt Michael C. *Financial Management: Theory and Practice*. Cengage Learning India Pvt. Ltd.

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

IMPORT AND EXPORT MANAGEMENT

Course No. P2IBTC202
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 May 2026, 2027 and 2028)

Course Objectives

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

Course Outcomes

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

1. Apply various export procedures and formalities required to run an export business.
2. Gain knowledge about the incentives and export benefits available for engaging in cross-border trade.
3. Understand the complete import procedure along with its documentation.
4. Explain the role of various parties involved in conducting international trade through exports and imports.
5. Handle import-export documentation such as invoices, shipping documents, letters of credit, and customs declarations.

UNIT I

Exporting as an Entrepreneur: Steps; Export-Import documentation; Category of exports: direct, indirect, third-party exports; Category of exporters: manufacturer and merchant exporter; Export Oriented Units (EOU); Special Economic Zones (SEZ), biotech parks, software tech parks; Export houses; Trading houses: super trading, star trading houses.

UNIT II

EXIM Policy: Objectives and essential features; Export Promotion Measures: Duty drawback, advance authorization scheme, duty free import authorization, duty exemption entitlement scheme, export promotion capital goods (EPCG), duty entitlement pass book scheme, market development assistance, focus product, focus marketing, market access initiative; Role of tariffs in international trade, factors affecting.

SEMESTER - II
Two-year MBA (IB) PG Programme as per NEP-2020
IMPORT AND EXPORT MANAGEMENT

Course No. P2IBTC202
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 May 2026, 2027 and 2028)

UNIT III

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

UNIT IV

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

NOTE

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

NOTE FOR PAPER SETTING

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

BOOKS RECOMMENDED (Recent Editions)

- Rai, M. *International Trade and Export Management: An Indian Perspective*. Himalaya Publishing House, India.
- Chandra, A., & Bansal, R. *Global Business and Export-Import Management in India*. S. Chand Publishing, India.
- Muller, A., & Scott, R. *International Trade and Export Management* (Recent Edition). McGraw-Hill Education, USA.
- Czinkota, M. R., & Ronkainen, I. A. *International Marketing* (Recent Edition). Cengage Learning, USA.
- Johnson, R. A., & Christensen, L. B. *International Trade and Export Management* (Recent Edition). Pearson Education, USA.

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

INDIA'S FOREIGN TRADE AND TRADE POLICY

Course No. P2IBTC203
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 2026, 2027 and 2028)

Course Objectives

1. To develop an understanding of the various aspects of foreign trade and policy and their impact on the business.
2. To provide the students a thorough understanding of EXIM procedures in today's global village and build confidence among them in using the concepts and vocabulary of EXIM business.
3. To familiarise students with the regulatory framework for export promotion in India.
4. To sensitise the students about a very broad spectrum of issues related to policy options for trade promotion available to the developing countries.
5. To enable students to develop a strategic export plan for an Indian company entering global markets and design a framework for negotiating a trade agreement between India and another country.

Course Outcomes

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

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

UNIT I

International Trade: Need and importance of international trade; Leading players in the world trade; Major items traded; India's Foreign Trade: Commodity composition and destination; India's position in the world merchandise trade; Constraints in India's export growth; Balance of trade and corrective measures; Balance of payments and corrective measures.

UNIT-II

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



SEMESTER - II
Two-year MBA (IB) PG Programme as per NEP-2020
INDIA'S FOREIGN TRADE AND TRADE POLICY

Course No. P2IBTC203
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 2026, 2027 and 2028)

UNIT-III

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

UNIT-IV

Trade policy options for developing countries; Strategic options for trade policy; Instruments of trade policy; The Foreign Trade (Development and Regulation) Act, 1992; Legal frame work for foreign trade in India- FEMA, Taxation of foreign income; India's Foreign Trade Policy (2023- 2028).

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)

- Cherunilam, F. *International Business, Text and Cases*. Prentice Hall of India Private Limited, New Delhi.
- Hinkelman, G. *A Short Course in International Trade Documentation*. The Documents of Exporting, Importing, Shipping and Banking Edward, Indian print.
- Joshi, R.M. *International Business*. Oxford University Press, New Delhi.
- Paul, J. *International Business*. Prentice Hall of India Learning Pvt. Ltd.
- Sharan, V. *International Business- Concept, Environment and Strategy*. Pearson Education, New Delhi.



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

INTRODUCTION TO SCHOLARLY INQUIRY AND RESEARCH ETHICS

Course No. P2IBTC204
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 examinations to be held in May 2026, 2027 and 2028)

Course Objectives

1. To acquaint the students with various statistical tools and techniques used to business decision making.
2. To enable them to handle various types of data and their graphical representation
3. To enable students to solve the management problems through modelling and using a mathematical approach.
4. To develop analytical thinking so that real-time research problems can be solved.
5. To measures of location and dispersion, bivariate data, significance of various coefficients of correlation

Course Outcomes

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

1. Gain the skill of analysing data to solve real-time research problems.
2. Summarise data sets using descriptive statistics.
3. Analyse the relationship between the two variables of various managerial situations
4. Apply statistical tools for drawing meaningful inferences.
5. Understand the importance and value of statistical principles and convert a problem description into testable research hypotheses.

UNIT I

Research: meaning and types of business research: basic, applied, comparative, absolute, problem identifying, problem solving, types of research; qualitative and quantitative, characteristics of scientific research. Research ethics, understanding Fabrication, Falsification and Plagiarism. Publication Misconduct. Application of AI tools including Writing Assistance Software.

UNIT II

Research Design: Exploratory Research Design: Difference between Qualitative and Quantitative Research. Qualitative Research: Observation, Focus Group, Depth Interview, Projective Techniques. Conclusive Research Design: Quantitative Research: Descriptive research: survey, survey methods. Causal research: Experimentation – labs v/s field experiments, with and without control, before and after. Basics of R/ SPSS/Python software.

UNIT III

Steps in Business Research Process: Problem Identification / Problem statement; Review of Literature (traditional and systematic), (including citation and bibliography/references). . Research Questions

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

INTRODUCTION TO SCHOLARLY INQUIRY AND RESEARCH ETHICS

Course No. P2IBTC204
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 examinations to be held in May 2026, 2027 and 2028)

and Research Objectives; Hypothesis formulation and testing. Small sample tests; t-test, F-test, Categorical data: Tests of proportions, tests of association and goodness-of-fit using Chi-square test. Principles of test of significance: Null and alternative hypotheses (simple and composite), Type-I and Type-II errors

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)

- Fischer W; Excel: *Quickstart Guide from Beginner to Expert*. Createspace Independent. USA
- Francis J. Joseph. *Business Statistics*. Cengage. India
- Gould R.N; Wong R; Ryan C; *Introductory Statistics: Exploring the World Through Data*. Pearson. USA
- Kaur G; Sharma S; Sareen R; *Business Statistics*. Taxmann's. India
- Mwangi C; *Ultimate Excel with Power Query and ChatGP*. Orange Education Pvt Ltd, AVA. India.
- Sharma, J. K. *Business Statistics*. Pearson Education. India

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

INTERNATIONAL MARKETING MANAGEMENT

Course No. P2IBTC205
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 2026, 2027 and 2028)

Course Objectives

1. To provide students with evolving perspectives underlying international marketing management, its environment and complexities.
2. To understand the interdependence among various nations and its impact on the international marketing opportunities and challenges.
3. To understand the influence of macro-environment on international market selection and international market entry modes.
4. To understand the specific international issues affecting the 4Ps of marketing.
5. Foster critical thinking in managing global brand positioning, consumer behavior, and competitive analysis.

Course Outcomes

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

1. Develop an understanding of major issues related to international marketing.
2. Develop skills in researching and analysing trends in global markets and in modern marketing practice.
3. Assess an organisation's ability to enter and compete in international markets.
4. Have developed skills in researching and analysing international marketing issues and opportunities using the right mix of 4Ps.
5. Develop international marketing plans that incorporate product adaptation, pricing, distribution, and promotional strategies tailored to various markets.

UNIT I

Concept of International Marketing; Differences between International and Domestic Marketing; Local Responsiveness Vs Global Integration Grid; Targeting International Market opportunities - Regional Market Characteristics; Marketing in Transitional Economies and Third World Countries; Global Segmentation Process; Global Market Entry Strategies.

UNIT II

Global Product Management - Global Product Targeting and Positioning, Product Saturation Levels in Global Market; International Product Life Cycle; New products in Global Marketing; Attitude towards Country of Origin

UNIT III

Pricing and Promotion for International Markets: Environmental influences on Pricing Decisions; Gray Market goods; Global Pricing Policy; Global Advertising and Branding, Personal Selling; Sales



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

INTERNATIONAL MARKETING MANAGEMENT

Course No. P2IBTC205
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 2026, 2027 and 2028)

Promotion and Public Relations; Global Marketing Channels –International Channel Innovation; Channel Strategy for New Market Entry; Physical Distribution and Logistics in Global Markets.

UNIT IV

Emerging Trends and Strategies: Digital Globalization and E-Commerce Expansion; AI and Machine Learning in International Marketing; Cross-Cultural Consumer Behavior in the Digital Age; Metaverse and Virtual Reality in International Marketing; Ethical Dilemmas and Corporate Social Responsibility in International Markets.

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)

- Keegan, W. J., & Green, M. C. *Global Marketing*. Pearson, USA.
- Kotabe, M., & Helsen, K. *Global Marketing Management*. Wiley, USA.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. *International Marketing*. McGraw-Hill Education, USA.
- Berndt, R., Altobelli, C. F., & Sander, M. *International Marketing Management*. Springer, Germany.
- Kotler, P., & Keller, K. L. *Marketing management*. Pearson, USA.



SEMESTER - II
Two-year MBA (IB) PG Programme as per NEP-2020
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course No. P2IBTC206
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 2026, 2027 and 2028)

Course Objectives

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

Course Outcomes

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

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

UNIT I

The Changing Nature of HRM, Organizational Change and Globalization International HRM: Theory & Practice: Life Cycle Models, Organization Design Models, Strategic International HRM, Global HR Model; Differences Between Domestic and International Human Resource Management; Managing People in International Context- India, China, Japan, EU, USA, UK.; IHRM & Industry 5.0.

UNIT II

Global Staffing: International Recruitment and Selection: Recruitment Methods, Selection, Putting Recruitment & Selection in Cultural Context (Activity-Country Selection & Investigation of Employment Laws), Global Pressures on International Recruitment, Global Skills Supply Strategies, Role of Recruitment in Internationalization of Organizations (Case Study: Barclaycard International: Recruitment in the Context of an Internationalization Strategy). Diversity, Equality and Inclusiveness (DEI) in MNC's.

UNIT III

Expatriation and Repatriation-Issues and Concerns; International Training and Development (Activity-Skills & International Productivity: Developing Global Leaders and Expatriates; Global

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course No. P2IBTC206
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 2026, 2027 and 2028)

Leadership: Competencies. Global Performance Management, Performance Management Systems (Case Study-V Pharmed Mt Performance Evaluation), Factors Affecting PMS, Culture & PMS, PMS for Expatriates, PMS in Different Countries. International Compensation: Managing Compensation on A Global Scale, Culture Impact and Compensation Policy (Case Study: Compensation Practice in Mc Donald's Across Europe).

UNIT IV

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

NOTE

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

NOTE FOR PAPER SETTING

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

BOOKS RECOMMENDED (Recent Editions)

- Brewster, C., Houldsworth, E., Sparrow, P., & Vernon, G. (n.d.). *International human resource management*. Kogan Page Publishers.
- Dowling, P., Festing, M., & Engle, A. D. (n.d.). *International human resource management*. Cengage Learning, London.
- Lucio, M. M. (Ed.). (n.d.). *International human resource management: An employment relations perspective*. Sage.
- Reiche, B. S., Harzing, A. W., & Tenzer, H. (n.d.). *International human resource management*. Sage Publications.

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

CORPORATE COMMUNICATION AND GLOBAL BUSINESS ETIQUETTES

Course No. P2IBVC25

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 2026, 2027 and 2028)

Course Objectives

1. To enhance self-understanding and emotional intelligence for effective communication and professional growth.
2. To master digital media tools and strategies for professional communication.
3. To equip students with tools for personal and professional growth through stress management, time management, team building and goal setting.
4. To foster critical thinking, creativity, and adaptability in communication practices.
5. To cultivate proficiency in international protocols and cross-cultural etiquette, ensuring students adapt confidently to different global business norms.

Course Outcomes

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

1. Demonstrate a strong understanding of self-awareness and emotional intelligence in personal and professional settings.
2. Manage personal stress, time, and goals to enhance professional productivity.
3. Exhibit enhanced personality traits and communication skills for professional success.
4. Integrate digital proficiency and soft skills to solve real-world business communication challenges.
5. Master etiquette in digital and hybrid environments by practicing respectful online interaction—emails, video calls, social media—for cohesive professional representation.

UNIT I

Soft Skills & Personality Development- Knowing Yourself (SWOT), Emotional Intelligence: Components of EI: self-awareness, self-regulation, motivation, empathy, social skills, Role of EI in workplace communication and leadership; Personality Development: Self-confidence, Self-Efficacy, Self Esteem, Developing Positive Attitude, Self-Development, Techniques of Personality Development: Stress Management, Team Building.

UNIT II

Digital Media for Business Communication- Definition and scope of digital communication; Role of digital media in modern business practices; Forms of Digital Business Communication- Emails, Video conferencing and virtual meetings (e.g., Zoom, Google Meet); Social media platforms (LinkedIn, Twitter, Instagram) for business branding and networking; Social Media Posts (Twitter, Facebook), making Online Work Profile- LinkedIn; Create a short digital media campaign (e.g., blog post + social media content).

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

CORPORATE COMMUNICATION AND GLOBAL BUSINESS ETIQUETTES

Course No. P2IBVC251
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 2026, 2027 and 2028)

UNIT III

Etiquettes in professional settings- Meetings, business dining, virtual interactions and written correspondence; Dress codes, body language, and professional decorum in key global markets; understanding cultural influences on business etiquettes; Navigating cultural nuances in professional interactions, negotiations and team dynamics.

UNIT IV

Workshop/ Guest Lectures /Seminars (Blended mode) on Personality Development/Business Etiquette/Group Exercises

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)

- Bovee, C. L., Thill, J. V., & Chatterjee, A. *Business communication today*. Pearson Education, India.
- Cardon, P. W. *Business communication: Developing leaders for a networked world*. McGraw-Hill Education, India.
- Guffey, M. E., & Loewy, D. *Essentials of business communication*. Cengage Learning, India.
- Lesikar, R. V., Flatley, M. E., Rentz, K., Lentz, P., & Pande, N. *Business communication: Making connections in a digital world*. McGraw-Hill Education, India.



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

FOREIGN LANGUAGE I : FRENCH

Course No. P2IBPC208
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 examinations to be held in May 2026, 2027 and 2028)

Course Objectives

1. To enhance Global Business Communication.
2. To expand Career Opportunities in the International Market.
3. To develop Cross-Cultural Competency.
4. To access International Business Insights.

Course Outcomes

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

1. Interact effectively with international clients, partners, and employees.
2. Access a competitive edge for roles requiring bilingual or multilingual professionals.
3. Understand and respect different business customs, traditions, and etiquette.
4. Analyse and understand foreign market trends, policies, and reports.

UNIT I

Brief introduction of French and francophonic countries, Les salutations, L'introduction, Difference entre "C'est" et "cesont", Les articles indéfinis, Les articles définis, Les nombres, Les couleurs en français, Le verbe <<Être>>, Les prépositions.

UNIT II

Les adjectifs qualitatifs, Les phrases négatives en français, Les phrases interrogatives en français, Le verbe <<Avoir>>, Le corps, Les adjectifs possessifs, Les verbes « -er », Les nombres ordinaux, Temps en français, Les jours de la semaine.

UNIT III

Les articles contractés, Les verbes « -ir », Les saisons, Les adjectifs démonstratifs, Les mesures, Les verbes <<régulier>>, Le passé composé.

BOOKS RECOMMENDED (Recent Editions)

- Batty, 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
Two-year MBA (IB) PG Programme as per NEP-2020

INDUSTRY IMMERSION PROGRAMME / SOCIAL COMMUNITY CONNECT

Course Code: P2IBPC209

Course Credit: 02
Max. Marks: 50 Marks

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

INDUSTRY IMMERSION PROGRAMME

Course Objectives

1. Observe the real-world application of theoretical concepts in production and operations.
2. Learn about industry-specific workflows, safety protocols, and operational strategies.
3. Gain insights into the latest technologies and machinery used in the industry.
4. Understand the work culture, safety measures, and employee welfare.
5. Assess operational efficiencies and suggest improvements.

Course Outcomes

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

1. Gained insights into the application of academic concepts in real-world operations.
2. Learned about current trends, challenges, and innovations in the industry.
3. Observed and interacted with industrial machinery and technologies.
4. Understood safety standards and workplace dynamics in industrial settings.
5. Analyzed operational practices and identified areas for optimization.

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 a comprehensive report:

1. Title Page

Include the following information on the title page:



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

INDUSTRY IMMERSION PROGRAMME / SOCIAL COMMUNITY CONNECT

Course Code: P2IBPC209

Course Credit: 02
Max. Marks: 50 Marks

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

- 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 Company/Organization Visited.
- Date(s) of the Visit.

2. Acknowledgment

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 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 Visit, Importance of the Visit and a brief Company Overview.

5. Objectives of the Visit

List the objectives you intended to achieve during the visit.

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 Visit

- 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
- Operations and Work Environment

8. Learnings from the Visit

- **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 Visit

- 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

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

INDUSTRY IMMERSION PROGRAMME / SOCIAL COMMUNITY CONNECT

Course Code: P2IBPC209

Course Credit: 02
Max. Marks: 50 Marks

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

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

12. Conclusion

Summarize the key insights you gained from the visit. 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 visit, 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 industry immersion / social community connect report submission, and viva voce to be conducted by the board of examiners comprising the Director, faculty in charge and an external expert.



SEMESTER – III

S.No.	Course Code	Course Title	Credits	Credit Level	Points per Credit	Total Course Points	L-T-P
CORE							
1	P2IBTC301	Business Strategy for Global Markets	4	500	6.5	26	3-1-1
2	P2IBTC302	International Economics	4	500	6.5	26	3-0-2
3	P2IBTC303	International Supply Chain Management	4	500	6.5	26	4-1-0
4	P2IBTC 304	International Financial Management	3	400	6.5	19.5	4-1-0
5	P2IBTC305	Cross Culture and Diversity Management- DEI	3	400	6.5	19.5	4-1-0
6	P2IBTC306	Research Design Logic and Proposal Development	2	400	6.5	13	2-1-0
7	P2IBPC311	Summer Training Report	4	500	6.5	26	-
8	P2IBPC312	Leadership Development / Student Immersion Programme	4	500	6.5	26	-
9	P2IBMO351	SWAYAM/ MOOC Course	4	400	6.5	26	-
ELECTIVES (Any two of the following)							
10	P2IBTE307	International Business Laws	3	400	6.5	19.5	4-1-0
11	P2IBTE308	Human Resource Development	3	400	6.5	19.5	3-0-2
12	P2IBTE309	Cross Cultural Consumer Behavior & Practices	3	400	6.5	19.5	3-1-0
13	P2IBTE310	Foreign Language II: French	3	400	6.5	19.5	3-0-1
SEMESTER CREDITS /CREDIT POINTS			38			247	

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

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

SEMESTER - III
Two-year MBA (IB) PG Programme as per NEP-2020
BUSINESS STRATEGY FOR GLOBAL MARKETS

Course No. P2IBTC301

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 theoretical perspectives 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 a critical understanding of the 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 organisational 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 organisational appraisal; Industry analysis; Value Chain Analysis, Competition and competitive dynamics; Concept, Importance and use of core competence.



SEMESTER - III
Two-year MBA (IB) PG Programme as per NEP-2020
BUSINESS STRATEGY FOR GLOBAL MARKETS

Course No. P2IBTC301
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)

UNIT III

Corporate level strategies- Stability, expansion, retrenchment and combination; Business level strategies – Conditions, risk and benefits of cost leadership, Differentiation and focus leadership, Porter's framework of competitive strategies. 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., & Manikuttu, 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 - III
Two-year MBA (IB) PG Programme as per NEP-2020

INTERNATIONAL ECONOMICS

Course No. P2IBTC302
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 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 Globalization 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.



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

INTERNATIONAL ECONOMICS

Course No. P2IBTC302
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)

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.
- 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 - III
Two-year MBA (IB) PG Programme as per NEP-2020
INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Course No. P2IBTC303
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)

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 effectively and understand how procurement can be used to gain value for money and the improvement performance for organizations.
2. Develop corporate procurement and logistics management strategy in line with the corporate strategic objectives and goals and be able to negotiate contracts effectively.
3. Analyze the design, planning, and activities of marketing, production and operations, logistics networks and inventory which support domestic and global supply chain operations and be able to solve logistical problems.
4. Formulate a framework for a viable and sustainable supply chain and defend it by identifying and addressing relevant supply chain relationship, risks, disputes, drivers, 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; Overview of ERP: ERP implementation and national

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SEMESTER - III
Two-year MBA (IB) PG Programme as per NEP-2020
INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Course No. P2IBTC303
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)

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 - III
Two-year MBA (IB) PG Programme as per NEP-2020
INTERNATIONAL FINANCIAL MANAGEMENT

Course No. P2IBTC304
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 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 - III
Two-year MBA (IB) PG Programme as per NEP-2020
INTERNATIONAL FINANCIAL MANAGEMENT

Course No. P2IBTC304
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



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

CROSS CULTURE AND DIVERSITY MANAGEMENT – DEI

Course No. P2IBTC305
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-career couples; Implications of international working on work-life balance; Global careers and the challenge of managing across cultures in the future.

SEMESTER - III
Two-year MBA (IB) PG Programme as per NEP-2020
CROSS CULTURE AND DIVERSITY MANAGEMENT – DEI

Course No. P2IBTC305

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

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 - III
Two-year MBA (IB) PG Programme as per NEP-2020

RESEARCH DESIGN LOGIC AND PROPOSAL DEVELOPMENT

Course No. P2IBTC306
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 - III
Two-year MBA (IB) PG Programme as per NEP-2020

RESEARCH DESIGN LOGIC AND PROPOSAL DEVELOPMENT

Course No. P2IBTC306

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)

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 .



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

SUMMER TRAINING REPORT

Course No. P2IBPC311

Course Credit: 04
Max. Marks: 100 Marks

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

Course Objectives

1. Observe the real-world application of theoretical concepts in production and operations.
2. Learn about industry-specific workflows, safety protocols, and operational strategies.
3. Gain insights into the latest technologies and machinery used in the industry.
4. Understand the work culture, safety measures, and employee welfare.
5. Assess operational efficiencies and suggest improvements.

Course Outcomes

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

1. Gained insights into the application of academic concepts in real-world operations.
2. Learned about current trends, challenges, and innovations in the industry.
3. Observed and interacted with industrial machinery and technologies.
4. Understand safety standards and workplace dynamics in industrial settings.
5. Analyse operational practices and identified areas for optimisation.

(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., "Summer Internship Report on ABC Project, in XYZ Company").
- Your Name.
- Course Name/Code.
- Instructor's Name.
- Date of Submission.
- Name of the Company/Instructor/Organization Visited.
- Date(s) of the Visit.

2. Acknowledgment

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 Visit

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 Visit



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

SUMMER TRAINING REPORT

Course No. P2IBPC311

Course Credit: 04
Max. Marks: 100 Marks

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

- Activities Observed: For example: Production lines, Operations of machinery, Processes and workflows etc.
- Technologies Used
- Operations and Work Environment

8. Learnings from the Visit

- 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 Visit

- 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 based on your observations (e.g., ways to improve efficiency, quality control, etc.).

12. Conclusion

Summarize the key insights you gained from the visit. 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 such as photographs taken during the visit, 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 internship report submission, presentation and viva voce to be conducted by board of examiners comprising Director, faculty incharge and external expert.



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

LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME

Course No. P2IBPC312

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 analyze challenges, think strategically, and develop innovative solutions.
4. To instill 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.

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

LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME

Course No. P2IBPC312

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. Acknowledgment

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 - III
Two-year MBA (IB) PG Programme as per NEP-2020

LEADERSHIP DEVELOPMENT / STUDENT IMMERSION PROGRAMME

Course No. P2IBPC312

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 and viva voce to be conducted by board of examiners comprising Director, faculty incharge and external expert.

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

INTERNATIONAL BUSINESS LAWS

Course No. P2IBTE307

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 a 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 transactions.
4. To give students a clear understanding of the laws relating to goods sent by sea, air and land.
5. To make the students familiar with 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 professional and ethical responsibilities 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- unimodal and multimodal 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; Carrier's liability for cargo shortages;



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

INTERNATIONAL BUSINESS LAWS

Course No. P2IBTE307
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)

The per-package limitation, Liability for material deviation, and 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 - III
Two-year MBA (IB) PG Programme as per NEP-2020

HUMAN RESOURCE DEVELOPMENT

Course No. P2IBTE308
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. 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 organisational Learning- Analysis and assessment of Training Needs; Methods used to conduct training needs analysis at the individual, operational and



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

HUMAN RESOURCE DEVELOPMENT

Course No. P2IBTE308
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)

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 - III
Two-year MBA (IB) PG Programme as per NEP-2020
CROSS CULTURAL CONSUMER BEHAVIOR & PRACTICES

Course No. P2IBTE309

Minimum Contact Hours: 35

Duration of examination: 2½ Hours
Marks

Course Credit: 03

Max. Marks: 100 Marks

Internal Assessment: 40
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.



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

CROSS CULTURAL CONSUMER BEHAVIOR & PRACTICES

Course No. P2IBTE309

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

Consumer motivation; Personality and self concept; Consumer perception; Consumer learning; Consumer attitude formation and change; Life style marketing; Consumer responses to marketing communications. The Global Consumer Behaviour and Online buying behavior - 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 21st Century*. Springer. NY, USA
- Schiffman, Leon G. and Kanuk, Leslie Lazar (2018). *Consumer Behaviour*. Pearson Education. India.
- Blackwell, Miniard, Engel & Rahman (2017). *Consumer Behaviour*. Cengage Learning, India.
- Loudon, David & Bitta, Albert Della (2017). *Consumer Behavior Concepts & Applications* Tata McGraw Hill.
- Hawkins & Mothersbaugh (2010). *Consumer Behavior: Building Marketing Strategy*. McGraw Hill. NY, USA

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

FOREIGN LANGUAGE II: FRENCH

Course No. P2IBTE310
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 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 analyze 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 the foreign language, synthesizing authentic sources.

Course Outcomes

1. Upon successful completion of this course, the learner is expected to:
2. Comprehend and interpret spoken and written material from a variety of advanced-level sources.
3. Use advanced grammatical structures and vocabulary accurately and fluently
4. Participate confidently in debates, discussions, and oral presentations on academic or societal topics.
5. 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).

UNIT I

Le passé composé avec Être, Les articles partitifs, Le futur, Les vêtements, Le futur proche, Le passé récent, Le verbe pronominal, Le passé composé d'un verbe pronominal, Les fruits, Les légumes.

UNIT II

Le pluriel des noms, Le pluriel des adjectifs, L'impératif, Le comparatif, Le superlatif, Le féminin des adjectifs, L'objet direct, L'objet indirect, Les pronoms possessifs, Les animaux en français.

UNIT III

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

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

FOREIGN LANGUAGE II : FRENCH

Course No. P2IBTE310
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 Dec 2026, 2027 and 2028)

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 – IV

S.No.	Course Code	Course Title	Credits	Credit Level	Points per Credit	Total Course Points
CORE						
1	P2IBTC401	International Project Management	4	500	6.5	26
2	P2IBTC402	Entrepreneurship Development	4	500	6.5	26
3	P2IBRC407	Startup Ideation & DPR (Detailed Project Report) Development	4	500	6.5	26
4	P2IBRC408	Research Synopsis, Data Collection & Analysis-I Dissertation and Defence-II	12	500	6.5	78
ELECTIVES (Any two of the following)						
5	P2IBTE403	Corporate Governance, Social Responsibility and AI Ethics	3	400	6.5	19.5
6	P2IBTE404	Global Financial Institutions & WTO: Implications on International Business	3	400	6.5	19.5
7	P2IBTE405	Cross Cultural Business Negotiations	3	400	6.5	19.5
8	P2IBTE406	Services Marketing	3	400	6.5	19.5
SEMESTER CREDITS			30			195
TOTAL PROGRAMME CREDITS			124			806

**Visit to National/International Institutions shall be conducted for the professional development of the students.*



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

INTERNATIONAL PROJECT MANAGEMENT

Course No. P2IBTC401
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 apprising the students with the concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control.
2. Develop necessary skill for international project planning and management.
3. Develop critical thinking of handling various projects simultaneously.
4. Evaluation of international business projects in the context of PESTLE environment.
5. Developing a mechanism for financial evaluation of different projects.

Course Outcomes

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

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

UNIT I

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

UNIT II

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

UNIT III

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



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

INTERNATIONAL PROJECT MANAGEMENT

Course No. P2IBTC401

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

NOTE

A minimum of five cases/articles/reports or a combination of these shall be introduced to the students in the paper. Students will also be required attend at least 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 Edition).

- Chandra,P.*Projects*, Tata Mc Graw Hill. India.
- Chaudhary,S.*Project Management*, Tata Mc Graw 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 - IV
Two-year MBA (IB) PG Programme as per NEP-2020

ENTREPRENEURSHIP DEVELOPMENT

Course No. P2IBTC402
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. 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, Crowd funding. 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 - IV
Two-year MBA (IB) PG Programme as per NEP-2020

ENTREPRENEURSHIP DEVELOPMENT

Course No. P2IBTC402
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)

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 - IV
Two-year MBA (IB) PG Programme as per NEP-2020

Startup Ideation & DPR (Detailed Project Report) Development

Course No. P2IBRC407

Course Credit: 4
Max. Marks: 100 Marks

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

Course Objectives

1. To enable students to prepare a full-scale DPR based on real-world entrepreneurial or social project ideas.
2. To provide direct industry interface and feedback for project feasibility.
3. To build student capability in market research, financial analysis, technical planning, and pitching.
4. 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:

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

Course Details

Stage1: Ideation and Problem Discovery

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

Stage 2: Technical & Operational Planning

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



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

Startup Ideation & DPR (Detailed Project Report) Development

Course No. P2IBRC407

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

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

Stage 4: DPR Document Development

1. **Mentoring Sessions:** Students develop their full DPR in 8-10 (minimum) page format
2. **Templates:** As per SIDBI/MSME/UNIDO/JKEDI/or recognized state/industry body
3. **Document Checklist:** Executive Summary; Market Feasibility; Technical Feasibility; Financials
4. **Risk/Social/Environmental Aspects and Annexures** (Survey reports, calculations)
5. **Pitching & Evaluation; Mock Panel Presentation:** 10-minute pitch + 5-minute Q&A
6. **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):

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



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

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

Course No. P2IBRC408

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 analyze 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 report.

Course Outcomes

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

1. Independently conduct research on a selected topic.
2. Analyze complex business issues and develop research questions or hypotheses.
3. Collect, analyze, 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.

3. Acknowledgments

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



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

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

Course No. P2IBRC408

Course Credit: 12
Max. Marks: 300 Marks

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

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



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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 labeled 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 - IV
Two-year MBA (IB) PG Programme as per NEP-2020

CORPORATE GOVERNANCE, SOCIAL RESPONSIBILITY AND AI ETHICS

Course No. P2IBTE403

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)

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 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, behavior, policies and practices;
4. Define governance in business and recognize the legitimacy of business as an institution in a global society.
5. Imbibe the ethical issues in corporate governance and 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.



SEMESTER - IV
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CORPORATE GOVERNANCE, SOCIAL RESPONSIBILITY AND AI ETHICS

Course No. P2IBTE403

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)

UNIT III

Corporate Social Responsibility: Concept, Factors influencing CSR, Difference between CSR and 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?* Stämpfli, 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 strategy for sustainable organizational performance*. Emerald Publishing, UK.

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

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

Course No. P2IBTE404
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 globalized 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)



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

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

Course No. P2IBTE404
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.

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SEMESTER - IV
Two-year MBA (IB) PG Programme as per NEP-2020
CROSS CULTURAL BUSINESS NEGOTIATIONS

Course No. P2IBTE405
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. Analyze and reflect on the impact of their culture and co-culture on their values, assumptions, perceptions, expectations and behavior
4. Construct a list of suggestions and strategies for improving intercultural communication in their field of study or occupation and
5. Evaluate their progress in developing your intercultural communication knowledge and skills.

UNIT I

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 Globalization

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 - IV
Two-year MBA (IB) PG Programme as per NEP-2020

CROSS CULTURAL BUSINESS NEGOTIATIONS

Course No. P2IBTE405
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.

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

SERVICES MARKETING

Course No. P2IBTE406
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 develop an understanding of services and services marketing with emphasis on various aspects of service marketing and customer relationship in Global Context.
2. To comprehensively understand the importance of managing global customers in service industry.
3. To understand the current trends in service industries dispersed over range of service centered industries.
4. To diagnose the prerequisite of developing global branding strategies with case evidence to enable students to connect corporate strategies with different country of origin.
5. To equip students with the necessary knowledge, tools and skills in order to be able to identify and address strategically services 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 service industry and resultant impact of designing of 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. Analyze 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

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SERVICES MARKETING

Course No. P2IBTE406
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.

