

Course Title	INTERNATIONAL BUSINESS
Term/Semester	IV
Course ID	21MBA241
Credits	3

Introduction:

International Business encompasses all those business activities that involve cross-border transactions of goods; services and resources between two or more nations. The transactions of economic resources include capital; skills; people; etc.; for the international production of physical goods and services such as finance; banking; insurance and construction. This course is a comprehensive outlook which includes latest development on the frontiers of knowledge providing the insights of International Business and its dimensions. The objective of the course is to expose the students to the concept; versatility and dynamics of International Business.

It aims at familiarizing the students with business environment at the International level including Institutions and agreements.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO 1: Describe the relationships between international business and the political; economic; legal and social policies of countries; regions and international institutions.

CO 2: Comprehends the complexities of international business both home country and host country.

CO 3: Understand and appreciate the impact of functioning of international organizations and trading blocks in the global economy

CO 4: Analyze the role and impact of international theories on International Business

CO 5: Explore the various contemporary developments in the field of international Business.

Course content and Structure: (36 hours)

Module 1: Introduction to International Business (10 Hours)

- Introduction to International Business;
- Elements of International Business; Globalization;
- International Business Environment - Economic Environment; Political Environment; Demographic environment; Legal Environment
- Culture in an International Business Organization.

Module 2: International Trade theories and their application: (4 Hours)

- Introduction to International Trade theories
- Why do nations trade

A. K. Pathan

- Theories of International trade- mercantilism; Absolute advantage; Comparative advantage; Heckscher- Ohlin; Product life cycle theory and Porter's diamond model.

Module 3: Export Import Procedures and Ethics in IB

(10 Hours)

- Documentation in international trade
- Export contract
- Export order processing
- Methods of payment in international trade
- Main Provisions of FEMA
- Procedure and documentation for availing export incentives.
- Ethics in International Business
- Code of conduct for MNCs

Module 4: Regional integration and Global trade institutions

(8 Hours)

- Regional integration: Introduction
- Overview of Regional Integration
- Types of Integration
- Regional Trading Arrangements
- India and Trade Agreements
- Global trade institutions: Introduction
- World trade organization (WTO)
- International Labour Organization (ILO)
- International Monetary Fund (IMF) and
- World Bank

Module 5: Contemporary development in International Business

(4 Hours)

- Foreign investments
- Crypto currency
- Bitcoin
- Global Sourcing
- Technology transfers
- Global operations management
- International company structure
- Global pricing strategy

Pedagogy:

- Classroom discussion
- Case based teaching
- Project based teaching
- Experiential learning
- Interactions with the experts in IB

Teaching Learning Resources:

Essential readings-

1. Francis Cherunilam; International Business; Prentice Hall of India.
2. Charles Hill; International Business; McGraw-Hill-Irwin.
3. K Ashwatappa; International Business; Tata McGraw-Hill education
4. John D.Daniels; Lee Radebaugh and Daniel P. Sullivan;—International Business; Prentice Hall.

REFERENCES

1. Richard M Hodgetts And Fred Luthans; —International Management; McGraw-Hill;
2. Hill; C.W.L. and Jain; A.K.; International Business: Competing in the Global
3. Marketplace; 6th Edition; Tata McGraw-Hill Education;
4. Paul; J.; International Business; 5th Edition; PHI Learning;
5. Ball; D.; Geringer; M.; Minor; M. and McNett; J.; International Business: The
6. Challenge of Global Competition; Tata-McGraw-Hill Education;
7. Deresky; H; International Management: Managing Across Borders and Cultures; 6th Edition; Pearson.
8. Griffin; R.; International Business; 7th Edition; Pearson Education.
9. Anant K Sundaram & J Stewart Black; The International Business Environment; Prentice Hall Of India.
10. Tayeb; Monis H: The Global Business Environment – An Introduction; Sage Publication; New Delhi.
11. Francis Cherunilam; International Business Environment; Himalaya Publishing House.

Supplementary Reading:

- <https://jgateplus.com/search/login/>
- <https://www.ebsco.com/products/research-databases/hbr-ascend>
- <http://elibrary.in.pearson.com/>
- <https://onlinecourses.nptel.ac.in/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	1	3	-	2	-	-	2	-	-
CO2	-	-	1	-	1	-	-	3	-	1	-
CO3	3	-	-	-	-	-	-	1	-	1	-
CO4	-	1	-	1	-	3	2	1	1	3	1
C-5	1	1	-	1	-	1	3	1	-	-	-

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline	Course Outcome
1	End Term Exam	Individual	50	At the end of the semester	All
2	Internal test 1	Individual	5	After completion of 2-3 modules	
3	Internal test- 2	Individual	5	After completion of all the modules	
4	Attendance and Class participation	Individual	10	At the end of the semester	
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester	

Course Title**STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE**

Term/Semester	IV
Course ID	21MBA242
Credits	3

Introduction:

Strategic Management is an interdisciplinary course. It assumes a broad view of the business environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together managerial skills and decision-making tools that will help build on all the types of business ideas. In any of these business students will be able to develop and deliver at all functional areas such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics.

COURSE OUTCOMES (CO):

- CO1** To understand the importance of strategy, appropriate to business situation build and develop the business strategy,
- CO2** Describe the practical and integrative model of strategic management process
- CO3** Analyse the competitive situation and strategic dilemma in dealing with dynamic business factors both in domestic and global markets.
- CO4** Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences
- CO5** Application of the skills, tools and techniques to new business models- evaluate and plan new control systems that are outcome oriented to the new business.

Course content and Structure: (36 hours)**Module 1: STRATEGY AND PROCESS****(03 HOURS)**

- Conceptual framework for strategic management,
- The concept of strategy and strategy formation process-
- Stakeholders in business - Vision, Mission and purpose-Business definition, Objectives and goals, Strategic Management - Perspective on corporates' Strategic Retreat.

Module 2: COMPETITIVE ADVANTAGE ASSESSMENT**(07 HOURS)**

- External Environment – Assessment of external business environment with the use of QUEST, PESTEL Analysis, Porters five forces model, the competitive profile matrix.(CPM).
- Internal Environment , SWOT (TOWS), Resources, Capabilities and Distinctive competencies (RBV), VRIN Resources
- Generic Building Blocks of Competitive Advantage, avoiding failures and sustaining competitive advantage, Value chain analysis.
- Building Competitive advantage through Functional-Level Strategy, Internal Factor evaluation matrix., External Factor Evaluation Matrix

Module 3: FORMULATION OF STRATEGIC ACTIONS & AUDITING (10 HOURS)

- Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental

- Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio, Globalization and industry structure
- Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card.

**Module 4: IMPLEMENTATION AND EVALUATION OF STRATEGIC ACTIONS
(10 HOURS)**

- The implementation process, Resource allocation, Budgeting, Designing organizational structure - Designing Strategic Control Systems -, Matching Structure and Control to Strategy - Implementing Strategic Change, Techniques of strategic evaluation & control,
- Balanced Score Card, Leadership implications for strategy. Importance of Strategic leaders, Strategic leadership and style.
- Disruptive Revenue models, Managing Technology and Innovation Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non-Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

Module 5: CORPORATE GOVERNANCE (06 HOURS)

- Meaning; Importance; Definitions; Evolution of Corporate Governance; Objectives of Corporate Governance; Principles of Corporate Governance; Parties to corporate governance
- Major stakeholders of a Corporate Body; Internal stakeholders ,External stakeholders; Primary stakeholders; Secondary stakeholders; Direct stakeholders; Indirect stakeholders
- Models of Corporate Governance; Anglo-American Model; The German Model; The Japanese Model; Social Control Model; Indian Model.
- Regulatory Framework of Corporate Governance; The Companies Act, 2013; Securities and Exchange Board of India (SEBI) guidelines; Secretarial Audit; Scope of Secretarial Audit; Rating Agencies.
- Committee Reports; Role of Board of directors; role of audit committee; Sarbanes-Oxley (SOX) Act of 2002; Narayan Murthy Committee; Kumar Mangalam Birla Committee; Naresh Chandra committee on corporate governance.

Pedagogy:

1. Class Discussion
2. Expert Workshops and Seminars
3. Expert's Video lecture Class
4. Case Discussions
5. Gamification –Strategic Human League
6. Simulations
7. Activity -Based Teaching
8. Project -Based Learning.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	2	1	3	3	2	3	3
CO2	3	3	2	2	2	1	3	3	1	2	2
CO3	3	3	3	3	2	1	3	3	2	3	3
CO4	3	3	3	3	2	1	3	3	2	3	3
CO5	3	3	3	3	3	3	2	2	1	3	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

RECOMMENDED BOOKS:

1. A.Thompson,John E.Gamble, A.K.Jain, Crafting and Executing Strategy, Mc Graw Hill,21st Edition.
2. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill,3rd Edition.
3. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach, Cengage learning. 3rd Edition,2008.
4. Fred.R.David, Strategic Management and cases, PHI Learning.2015,15th Edition.
5. Hitt,Ireland,Hoskisson,Manikutty, Strategic management ,Cengage,2018,9th Edition.
6. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education,2017,15th Edition.

REFERENCES BOOKS:

1. Competitive Strategy, Michael Porter, The Free Press publication ,1989,16th Edition.
2. AdriaHABerberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press. First Edition,2007
3. Anthony E Henry: Strategic Management, Oxford Publication,2nd Edition,2011
4. Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, Tata McGraw Hill.
5. Gupta, Gollakota and Srinivasan,. Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007
6. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
7. Mason A Carpenter, WM Gerard Sanders and Prashanth Salwan: Strategic Management, Pearson, 2011, Second Edition.
8. NitishSen Gupta and JS Chandan: Strategic Management, Vikas Publication, 2013, First Edition.
9. Upendra Hachru , Strategic Management concepts & cases ,Excel Books ,2017,2nd

Supplementary Resources:

1. EBSCO: The Journal of Indian Management and Strategy, Academy of Strategic Management Journal.
2. <https://www.ibef.org/industry/gems-and-jewellery->
3. www.cengagebrain.com
4. www.mhhe.com/sie-thompson18e
5. Strategic Management and Innovation –
<https://www.coursera.org/specializations/strategic-management>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. [http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.](http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06)

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

Course Title	MANAGERIAL RESEARCH SKILLS LAB
Term/Semester	III - IV
Course ID	21MBA841
Credits	3

Introduction:

The aim of this course is to provide research and innovation led academic program through student-centered research by creating an environment to develop research culture. Research-based MBA education will help to foster research environment to solve real-life problems. Research immersion course will aid in developing the critical, logical and analytical skills among students through systematic and methodologically designed curriculum.

Immersion Outcome (IO):

After successful completion of Immersion, the student will be able to identify the research area of phenomena to study; define a research problem and develop research methodology based on systematic approach; tabulate and analyze the data using scientific method and share their research work in conference and publish research paper in reputed Journals

Semester III

Part 1

1. Profiling of the students & Identification of Specialization
2. Allocation of students to Faculty guide
3. Establishing contact between group & guide
4. Identification of research areas by group of students
5. Agreement on common research area and form submission

Part 2

1. Fundamentals of research
2. Writing introduction
3. Objective formation, literature review
4. Research methodology,
5. Data collection instruments, hypothesis formation
6. Writing Citations
7. Questionnaire design, Interview schedule design etc
8. Submission of Introduction, Objectives, Literature review, Research methodology (Draft)

Semester IV

Part 3

1. Data Collection
2. Data analysis, logical interpretation
3. Writing discussion and conclusion
4. Submission of Result analysis, Discussion & Conclusion (Draft)

Part 4

1. Preparation of the manuscript
2. Plagiarism check training
3. Targeting apt conference & Journals for publication
4. Conference Presentation with guide & Journal Publications
5. Submission of details of Conference presentation & Journal Publication
6. Submission of Manuscript (Final copy)

Pedagogy:

- Discussion
- Practice based learning

Teaching Learning Resources:

Essential readings-

1. Research Methodology Methods and Techniques,C R Kothari,3/e, 2014,New Age International Publishers Ltd
2. Business Research Methods,Donald R. Cooper, Pamela S. Schindler, JK Sharma,11/e, 2013, McGraw-Hill Education India Pvt.Ltd
3. Marketing Research: An Applied Orientation,Naresh K. Malhotra, Satyabhushan Dash ,6/e, 2010,Pearson Education India
4. Marketing Research Text And Cases,Rajendra Nargundkar,3/e, 2008,McGraw-Hill Education India Pvt.Ltd
5. Research Methodology concept S1 cases,21e, 2015, Vikas Publishing House Pvt. Ltd.,

References

1. Business Research Methods, Zikmund, Babin, Carr, Adhikari, Griffin,8/e, 2012, South Western
2. Business Research Methods, Christina Quinlan,1/e, 2011,Cengage Learning Emea

Supplementary resources

1. https://onlinecourses.swayam2.ac.in/cec20_mgl4/preview
2. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
3. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
4. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	-	-	-	-	-	-	-	-	-
CO2	2	3	-	-	-	-	-	-	-	-	-
CO3	2	3	-	-	-	-	3	-	-	-	-
CO4	2	3	-	-	-	-	-	-	-	-	-
CO5	1	3	-	3	-	-	-	-	-	-	-
LEVEL		3-Substantial		2-Moderate		1-Slight				- No Co-relation	

Course Evaluation Plan:

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Submission of reports (15 marks for both III and IV Semester)	30
2		Internal Presentation	10
3		Meeting deadlines, Contacting guides, discussions held	10
4	External Marks (50)	Presentation in Conference/Seminar and publication in conference proceedings	25
5		Paper publication in UGC listed Journal	35
6		Publishing in newspaper/magazine/book chapter	35
7		Paper publication in Scopus indexed Journal / WOS	50

Course Title	INTERNSHIP PROJECT
Term/Semester	IV
Course ID	21MBA842
Credits	3

1. INTRODUCTION

Each student should undertake the project Business Immersion Programme-II immediately after the third semester examination and submit a hard bound copy of the report before commencement of fourth semester. The time duration for this Immersion Programme is six weeks. This Immersion Programme, under the guidance of internal faculty of the institution and external guide of the company. The study has to be on studying a live management problem/issue concerning the organization. The student can also undertake a freelancing study based on their interest.

The purpose of Business Immersion Programme-II is to develop required skills and competencies to emerge as a good business leader and thinker. This could involve a desk study / data analysis / extension work / exploration of an idea or its implementation.

Students are required to follow the guidelines indicated below;

GUIDELINES

1. Under this program every student is required to undertake a Business Immersion for a period of six weeks between III and IV semester. It would be carried under the guidance of an identified internal faculty and identify an external mentor from the organization.
2. Students should find the organization before the completion of III semester and finalize the scope of the study.
3. Students are allotted to respective internal guides based on the area of interest.
4. In case any changes regarding the specialization or Immersion title then respective guide should approach Business Immersion committee with proper reason and the proposed new topic for approval.
5. The Business Immersion work must be a study on live management problem or an issue. This could be in the nature of desk study **or** a field study **or** extension work **or** preparation of detailed study report of an idea **or** exploration of a solution to the problem **or** implementation of an idea **or** a project **or** of any other study which reflects the spirit of the regulations. The immersion may include research work or a case study.
6. The word organization includes the following
 - a. Micro, Small, Medium or Large Business Organization in any sector
 - b. Educational Institution
 - c. Government Department
 - d. NGO/ CSO/ Voluntary Organization
 - e. Research Body or Development Agency

- f. Panchayat Raj Institution/s
g. Local Municipal Body, Legislature, Court, Etc.
7. On the completion of Business Immersion work the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
 8. Satisfactory completion of Business Immersion work and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
 9. Any full time faculty with a minimum of **three** years teaching experience at management Institutions and Part Time or Guest Faculty with minimum of **five** years teaching experience at Management Institutions or practitioner with minimum one year (full time) of Industry/Business/NGO/Govt./ Research Experience are eligible to guide the Business Immersion work as faculty guide. Head of the institution has to certify the eligibility of such faculty guides.
 10. Every faculty guide will be allotted the maximum of fifteen (15) students.
 11. The Business Immersion report has to be as per report guidelines
 12. One hard and one soft copy (in CD) have to be submitted to their respective guides.
 13. The evaluation of Business Immersion will be done as follows;
Internal 50 Marks and External 50 Marks

Internal Marks 50					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of the Work	5 marks	1	Each Chapter 5 marks (5 Chapter * 5 Marks)	25 Marks
2	Punctuality & Discipline	5 marks	2	Punctuality & Discipline	5 marks
3	Enthusiasm shown	5 marks	3	Discussion with Mentor	5 marks
	Total Marks from External mentor	15 Marks	4	Total Marks from Internal mentor	35 Marks
	Total Marks from External mentor				15 Marks
	Total Marks from Internal mentor				35 Marks
	TOTAL INTERNAL MARKS				50 Marks
External Marks 50					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of Presentation	5 marks	1	Quality of Outcome & Recognition by the Company	5 Marks
2	Viva-Voce	10 marks	2	Overall Quality of Immersion work and Report	30 marks
	Total Marks from External Examiner	15 Marks	4	Total Marks from External Examiner	35 Marks
	Total Marks from External Examiner				15 Marks
	Total Marks from External Examiner				35 Marks
	TOTAL EXTERNAL MARKS				50 Marks