



**DEPARTMENT OF INTERNATIONAL BUSINESS
SCHOOL OF MANAGEMENT**

MBA (International Business)

COURSE CURRICULUM



**PONDICHERRY UNIVERSITY
PONDICHERRY- 605 014**

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MIBA646	Cross Cultural Management
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MBIA663	Data Mining and Data Warehousing
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DEPARTMENT OF INTERNATIONAL BUSINESS

Vision: Vision of the Department is to shape management education with international orientation by generating new leading-edge knowledge and preparing upright, dependable, socially sensitive leader-managers highly committed to the progress of mankind.

Mission: To support business organizations in India and other developing countries by enriching the best practices in international business. It shall seek to do this by preparing risk-taking leader-managers who will pioneer emerging global business operations and set new benchmarks.

Objectives of the Department

1. To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.
2. To enhance knowledge through innovative teaching and research, conceptual and applied, relevant to international business, and to disseminate such knowledge through budding leader-managers and research publications on contemporary issues in international business.
3. To develop the decision-making skills and international business competence of practicing managers and assist MNCs to solve their multi-dimensional global business problems by extending consultancy services.
4. To enable and apply current business practices to the management of International Business.
5. To equip with skills necessary to operate effectively in a multi-cultural environment and to adopt fast changing social, political, legal, economic conditions and technological advancements.
6. To associate with other institutions in India and abroad with a view to further promoting management education in international business.

About International Business Programme

Rapid developments in the international business on one hand and the consequential impact of the same on India's domestic market on the other, call for a professional approach and sensitivity to international business environment. The MBA International Business is a specialized programme for developing a competent cadre of business executives to meet the country's growing requirements of training personnel in the field of international business management. The main academic focus is on equipping the participants with an in-depth knowledge of global business and to instill in them an urge to take up competitive global challenges. The programme also focuses on equipping its students with all the knowledge and expertise in dealing with the corporate world ranging from Foreign Language, International Marketing, International Finance, Economic Analysis, International Logistics, Foreign Exchange and Cross-Cultural Management to Manage MNC's, Global Business Information System, and Export-Import Systems.

Programme Features

The MBA International Business Programme – a multidisciplinary and integrative curriculum reinforcing the strategic, international and ethical dimensions of business – has the following salient features:

- With experienced teachers on the Faculty, the programme equips the students with the practical nuances of conducting international business in a competitive environment;
- The Course is meticulously designed to meet the growing international business challenges, and to develop a competent cadre of business executives;
- The University has a well-equipped library along with the school library, with online databases and Computer Centers with a 24 -hour Internet access;
- Using lectures, case studies, problem-based learning and group projects, the program prepares the students to manage, motivate and, innovate, and
- Periodical Guest Lectures by Executives from different MNCs; Industry Visits; Summer Project training, Internship and a Final Project in MNCs are the USPs of our program.

PONDICHERRY UNIVERSITY
Department of International Business
School of Management

Programme Outcome for MBA International Business (PO's)

- ❖ Students will develop professional skills that prepare them for immediate corporate employment and for life-long learning in the areas of International Business, Management and related fields.
- ❖ Students will establish themselves as effective professionals by solving real problems through the use of International Business & management science knowledge and with attention to team work, effective communication, critical thinking and cross cultural problem solving skills.
- ❖ Students will be provided with a management educational foundation that prepares them for global excellence, international leadership roles along diverse cross cultural career paths with encouragement to professional ethics and active participation needed for a successful career across the globe.
- ❖ Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies.

Programme Specific Outcomes for MBA International Business (PSO's)

- An ability to recognize the importance of professional development by pursuing International Business which offers challenging and rewarding careers and immediate employment.
- Apply conceptual International Business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.
- An ability to develop a systematic understanding of globalization and its impact on People, Global businesses, Technology and the Economy.
- An ability to demonstrate a critical awareness of current issues with respect to Cross Culture & diversity, social responsibility, sustainability, innovation, knowledge management, etc.
- An ability to analyze international business problem identification and to formulate and use the appropriate managerial techniques for solutions.
- Recognize and address global ethical issues and Indian values and apply them in organizational settings across globally.
- An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.
- Use information and knowledge effectively: scanning and organizing data, synthesizing and analyzing in order to abstract meaning from information, and to share knowledge.

Programme Thrust Areas

The MBA International Business Programme is a specialized course designed in the back drop of immense exchanges happening in the corporate world for the last two decades across the world. This programme not only covers general management courses but also includes various new courses identified based on the contemporary international industry requirements. The thrust areas of the programme are presented below:

<p style="text-align: center;">Global Business</p> <ul style="list-style-type: none"> • International Economics • Global Business Environment • International Banking • International HR Management • International Financial Management • Research Methods for International Business • International Strategic Management • Export Management and Logistics • Global Mergers and Acquisitions • Global Financial Markets • Overseas Buyer Behavior • Intellectual Property Rights 	<p style="text-align: center;">General Management</p> <ul style="list-style-type: none"> • Management Process • Quantitative Techniques for Management • Entrepreneurship and Project Management • Managerial Economics • Insurance and Risk Management • Tourism, Hospitality & Customer Relationship Management • Innovation and Startup Management 	<p style="text-align: center;">Human Resource</p> <ul style="list-style-type: none"> • Human Resource Management • HR for Knowledge Based Organizations • Global Leadership & Skills Development • Global Human Resource Development
<p style="text-align: center;">Finance</p> <ul style="list-style-type: none"> • Accounting and Financial Analysis • Merchant Banking and Financial Services • Corporate Finance • Global Financial Markets & Instruments • Global Mergers & Acquisitions • International Investment & Portfolio management 	<p style="text-align: center;">Marketing Management</p> <ul style="list-style-type: none"> • Marketing Management • Global Buyer behavior • Global Brand Management • International Sales Promotion and Negotiation • Rural Marketing • Advertising Management • Green Marketing • Sales & Distribution Management • Digital and Social Media Marketing 	

IT and Systems

- ❖ Cloud Computing
- ❖ Enterprise Resource Planning
- ❖ Software Project Management
- ❖ Data Mining and Warehousing
- ❖ Marketing Analytics
- ❖ Fin tech

Operations

- ❖ Inventory management and Materials requirement planning
- ❖ Modern Techniques and IT for Operations Management
- ❖ World class Management
- ❖ Quality Management
- ❖ Production and Operations Management
- ❖ Applied Operation Research

Faculty Profile

Academically highly vibrant and professionally committed core faculty is participating in the program. They have excellent credentials in their own field of specialization through publications and consultant activities.

<p>Dr. P.G. Arul, M.Com, M.Phil, MBA (IB), Ph.D., Professor & Head Experience: 22 Years</p>	<p>International Trade & Logistics Foreign Exchange Management. International Human Resource Management</p>
<p>Dr. P. Sridharan, M. Com, M.Phil., Ph.D. Professor Experience :25 Years</p>	<p>International Banking, Financial Management, Management Accounting,</p>
<p>Dr. Bushan D. Sudhakar, MIM, Ph.D. Professor & Head i/c Experience: 22 Years</p>	<p>Global Marketing, Advertising & Branding, Business Communication and Negotiation Skills</p>
<p>Dr. Y. Srinivasulu, MBA, M.Phil, Ph.D Professor Experience: 23 Years</p>	<p>Marketing Management, Services Marketing, Brand Management, Industrial Marketing</p>
<p>Dr. M. Banumathi, MA, MBA, M.Phil., Ph.D. Professor Experience: 21Years</p>	<p>Strategic Management, Green Marketing, International Trade, International Economics, Digital Marketing</p>
<p>Dr. Rajeesh Viswanath MA, MBA, Ph.D Professor Experience: 19 Years</p>	<p>Organizational Behaviour Performance Management Systems Cross Cultural Management</p>
<p>Dr. S. Thiyagarajan M.A., MBA, M.Com., M.Phil, Ph.D Assistant Professor Experience: 12 Years</p>	<p>Quantitative Techniques Operations Research Research Methodology Accounting, Advertising</p>
<p>Dr. K. Ilangovan, MBA., M.Com., LL.M., PGDIPSY., Ph.D., Assistant Professor Experience: 7 Years</p>	<p>Marketing Management, Services Marketing Accounting and Finance, Financial Services</p>

PROGRAMME REGULATIONS

Eligibility criteria for Admission into MBA: International Business: Bachelor's (10+2+3) Degree in any discipline with 50 per cent marks or equivalent grade as recognized by UGC.

Selection Procedure: Selection will be based on Common Admission Test (CAT) entrance examination conducted by one of the IIMs on behalf of IIMCAT. All applied will be called for GD/PI and a merit list is prepared.

Choice Based Credit System (CBCS): The MBA (International Business) Degree Programme is offered through a unique 'Choice Based Credit System'. In this system subjects are classified into Hard Core and Soft-Core Papers and Hard Core subjects are compulsory. The students have a choice to select from among the list of Soft Core papers offered within the department and by other departments.

Weightage of Marks: The weightage of marks between continuous Internal Assessment and End Semester Examination shall be 40 and 60 respectively.

Passing Minimum: *PU CBCS Regulations 2019*

Internal Assessment Components: The weightage of 40 marks for Internal Assessment Components shall consist of the following components.

- | | |
|--|------------|
| 1. Two Class Test s(15+15) | : 30 marks |
| 2. Assignments / Quizzes / Seminars/Case analysis/
Term paper/Class participation/Presentations | : 10 marks |

Total

: 40 marks

Evaluation of End Semester Written Examination: The answer scripts of the End Semester Examination shall be evaluated for a weightage of 60 marks.

Comprehensive Viva-voce Examination: The End Semester Comprehensive Viva-Voce Examination shall carry a weightage of 100 marks and this will be evaluated as per CBCS Regulations 2019- 2020.

Summer Project: Every student of MBA: International Business shall carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks during summer vacation (May& June) under the guidance of a Faculty Member in the Department. Once guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall make a presentation of his/ her project work and shall submit a structured project report as approved by the Faculty Guide within 15 days from the date of the completion of the project period.

The Summer Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. Summer Project Report will be valued for a weightage of 75 marks and Viva – Voce examination for the Summer Project shall carry a weightage of 25 marks (Total 100 Marks). The Summer Project marks obtained by the students will be recorded in the mark statement issued to them in the Third Semester (along with the third semester marks).

Internship: Every student of MBA: International Business shall undergo Internship training during the Third Semester of the programme. This Internship shall be for 2 days (Fridays & Saturdays) in all the weeks of the entire Third Semester. During this Internship, every student should attach himself/ herself with any organization carrying on any type of international operations or transactions. The objective of the Internship training is to give the students a hands-on experience of real life business operations. At the end of the Third Semester, each student should submit an Internship Training Report explaining clearly what each student has learnt during the Internship period. The Internship Report and the Viva-Voce Examination will be evaluated by the internal Faculty Guide. The weightage for the Internship Report shall be 75 marks and weightage for Viva-Voce Examination shall be 25marks (Total 100marks).

Voluntary Service

Every student of MBA: International Business should carry out a Voluntary service with a registered NGO\in any leading business organization (preferably in an MNC) for a period of 3 weeks starting from December last week till the third week of January. Once the guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the Voluntary Service period, every student shall submit a structured report as approved by the Faculty Guide with in the period specified by the Department.

The Voluntary service Report and the Viva-Voce Examination will be evaluated by the internal Faculty Guide. The weightage for the Report shall be 75 marks and weightage for Viva-Voce Examination shall be 25 marks (Total 100marks).

Final Project: Every student of MBA: International Business should carry out a project in any leading business organization (preferably in an MNC) for a period of 8 weeks starting from **March till the third week of April**. Once the guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall submit a structured project report as approved by the Faculty Guide within the period specified by the Department.

The Final Project Report and Viva-Voce examination will be evaluated by two Internal Examiners. Final Project Report will be valued for a weightage of 75 marks and Viva-Voce Examination for the Final Project shall carry a weightage of 25 marks (Total 100Marks).

Industrial / Port Visits: Industrial Visit (Industrial Study Tour) shall be the compulsory component of the MBA: International Business Programme. Such tour will be organized with the approval from the appropriate authorities of the University. It is also resolved that one to three teachers along with few Ph.D full time scholars of the Department by rotation will be accompanying the students.

Question Paper Pattern:

The question paper pattern for each of the subjects for the End-Semester Written Examination (For 60 Marks) shall be as given

Part A

Consist of 10 short answer questions each carrying two (02) marks (two questions should be asked from each Unit) (10 X 2 = 20 marks)

Part B

Five questions are to be answered (Either or pattern) each carrying six (06) marks (two questions will be asked from each Unit) (5 X 6 = 30marks)

Part C

A compulsory question consisting a Case study/ Problem in the relevant Subject (1X10 = 10 marks)

Attendance: Each student shall obtain 70 per cent attendance to be eligible for appearing for the Semester-End Examination.

Grading: Grading of the marks obtained by the students shall be made as per the norms of Choice Based Credit System (CBCS) of 2019-2020 in the same manner as followed in other Departments of Pondicherry University.

PROGRAMME DETAILS
(MBA - International Business)

Total Number of Credits	-	108
Total Number of Theory Papers	-	28
Total Number of Project Works	-	2
Total Number of Workshops	-	2
Total Number of Internship	-	1

MBA (International Business)
Choice Based Credit System

Sl. No.	Nature of Course	Semester wise Credits				Total Credits	Percent (%)
		SEM I	SEM II	SEM III	SEM IV		
1	Employability	17	27	12	9	65	60
2	Potential Demand/ Skill Development & Enhancement	MIBA414 MIBA 416 MIBA417	MIBA426 MIBA 427	MIBA51 6 MIBA51 2 MIBA51 3	MIBA517	25	23
3	Ability Centric/ Service to society/ Workshop	2 MIBA 417	-	4 MIBA514 MIBA515	-	6	5
4	Summer Project / Internship / Final Project			6 Summer Project	6 Final Project	12	11
Credits		28	32	30	18	108	100

CBCS	1 st sem	2 nd Sem	3 rd Sem	4 th Sem	Total
Hard Core (72 & above)	21	24	21	9	75
Soft core (14 & above)	7	8	9	9	33
Total	28	32	30	18	108

Mode of Evaluation for Continuous Internal Assessment (Weightage: 40 marks)

Two Class Tests, Two Written Assignments, and any of these following components: Attendance/ Mini Projects / Seminars / Quizzes (announced or unannounced, case analysis and case discussion / Term Paper, Class Participation and Presentation).

End-Semester Examination (Weightage: 60 Marks)

At the end of the Semester a three-hour written examination will be conducted covering the entire syllabus

DETAILED COURSE STRUCTURE

FIRST SEMESTER				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 411	Principles of Management	4	100	H
MIBA 412	Global Business Environment	4	100	H
MIBA 413	Economics for Managers	4	100	H
MIBA 414	International Trade Procedures and Documentation	4	100	H
MIBA415	Accounting and Finance	4	100	H
MIBA416	Quantitative Techniques for Business Decisions	4	100	H
MIBA 417	Business Communication and Negotiation Skills	2	100	H
MIBA418	IT Tools and Techniques for Global Managers	2	100	H
Total		28	800	

SECOND SEMESTER				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 419	International Marketing	4	100	H
MIBA 420	International Human Resources Management	4	100	H
MIBA421	Global Financial Management	4	100	H
MIBA 422	International Economics	4	100	H
MIBA 423	Global Production and Operations Management	4	100	H
MIBA 424	Research Methods for International Business	4	100	H
MIBA425	International Business Laws & Dispute Resolutions	3	100	H
MIBA426	Organisational Behaviour	3	100	H
MIBA 427	Workshop on Soft Skills	2	100	H
Total		32	900	

THIRD SEMESTER				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 511	International Strategic Management	3	100	H
MIBA 512	Global Logistics & Supply Chain Management	3	100	H
MIBA513	Enterprise Risk Management	3	100	H
*MIBA	Elective - I (Marketing/ Finance/ HR/ Systems/Operations)	3	100	S
*MIBA	Elective-II (Marketing/ Finance/HR/ Systems/Operations)	3	100	S
*MIBA	Elective-III (Marketing/ Finance/HR/ Systems/ Operations)	3	100	S
MIBA 514	Workshop on Entrepreneurial skills	2	100	H
MIBA 515	Society Voluntary Service Report (75Marks) + Viva Voce (25 Marks)	2	100	H
MIBA 516	Internship on Export-Import Procedures Report (75Marks) + Viva Voce (25 Marks)	2	100	H
MIBA 428	SUMMER PROJECT (6 - 8 Weeks) (May to June) Project Report (75 Marks) + Viva Voce (25 Marks)	6	100	H
Total		30	1000	

FOURTH SEMESTER				
Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA517	Global Business Ethics and Compliance Policy	3	100	H
*MIBA	Elective- IV (Marketing/ Finance/ HR/ Systems/Operations)	3	100	S
*MIBA	Elective-V (Marketing/ Finance/ HR/ Systems/Operations)	3	100	S
*MIBA	Elective-VI (Marketing/ Finance/ HR/ Systems/Operations)	3	100	S
MIBA518	PROJECT WORK (8 Weeks) Project Report (75 Marks) + Viva-Voce (25 Marks)	6	100	H
Total		18	500	

*The Code Number for Elective Subjects will be followed as per the Elective Course in the specialization stream chosen by the students.

LIST OF ELECTIVE COURSES

MARKETING				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA601	Global Consumer Behaviour	3	100	S
MIBA602	Advertising and Sales Promotion Management	3	100	S
MIBA603	Services Marketing	3	100	S
MIBA604	Retail Marketing	3	100	S
MIBA605	International Marketing Research	3	100	S
MIBA606	Green Marketing	3	100	S
MIBA607	Customer Relationship Management	3	100	S
MIBA608	Industrial Marketing	3	100	S
MIBA609	Sales and Distribution Management	3	100	S
MIBA610	Marketing of Hi-Technology Products and Innovations	3	100	S
MIBA611	New Product Development	3	100	S
MIBA612	Digital and Social Media Marketing	3	100	S
MIBA613	Innovation and Startup Management	3	100	S
MIBA614	Asian Brand Management	3	100	S
MIBA615	Design Thinking	3	100	S

FINANCE				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 621	Global Financial Markets and Instruments	3	100	S
MIBA 622	Global Mergers and Acquisitions	3	100	S
MIBA 623	International Investment and Portfolio Management	3	100	S
MIBA 624	Financial Services and Derivatives Management	3	100	S
MIBA 625	Global Asset Backed Securities	3	100	S
MIBA 626	Corporate Tax Planning and Management	3	100	S
MIBA 627	International Accounting	3	100	S
MIBA 628	Forex Management	3	100	S
MIBA 629	Corporate Finance	3	100	S
MIBA 630	International Taxation	3	100	S
MIBA 631	International Banking	3	100	S

HUMAN RESOURCE				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 641	HR for Knowledge Based Organisations	3	100	S
MIBA 642	Global Leadership and Skills Development	3	100	S
MBIA 643	Technology for H R Value Creation and Management	3	100	S
MIBA 644	Global Human Resource Development	3	100	S
MIBA 645	Industrial Relations and Labour Legislations	3	100	S
MIBA 646	Cross Culture Management	3	100	S
MIBA 647	Performance Management Systems	3	100	S
MIBA 648	Organisation Development	3	100	S
MIBA 649	Training and Development	3	100	S
MIBA 650	HRD Score Card 2500	3	100	S
MIBA 651	Intellectual Property Rights	3	100	S

SYSTEMS				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA661	Enterprise Resource Planning	3	100	S
MIBA662	Cyber Crimes and IT Laws	3	100	S
MBIA663	Data Mining and Data Warehousing	3	100	S
MIBA664	Software Project Management	3	100	S
MIBA665	Cloud Computing	3	100	S
MIBA 666	Marketing Analytics	3	100	S
MIBA 667	Fin Tech and International Financial Services	3	100	S

OPERATIONS				
Course Code	Course Title	Credits	Marks	Hard/Soft Core
MIBA 681	Inventory Management & Material Requirements Planning	3	100	S
MIBA 682	Modeling Techniques and IT for Operations Management	3	100	S
MBIA 683	World Class Manufacturing	3	100	S
MIBA 684	Quality Management	3	100	S
MIBA 685	Advanced Operations Research	3	100	S

F I R S T S E M E S T E R



MIBA 411: Principles of Management

Objectives:

1. To give an understanding of the art of management
2. How to formulate plans on the basis of vision of an organization
3. How to organize, motivate and lead the team
4. How to coordinate and control the planned activities.

CONTENTS

Unit	Description	Hours
1	Definition, Functions, Process, Scope and Significance of Management. Nature of Management, Managerial Roles, Managerial Skills and Activities, Difference between Management and Administration. Significance of Values and Ethics in Management	09
2	Evolution of Management Thought – Henry Fayol, FW Taylor, Max Weber, Elton Mayo, Approaches of Management Thought, Functions of Management. Planning and Organizing Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning, Decision Making.	09
3	Organizing Principles, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization. Effective Organizing, Designing Organizational Structures, Formal and Informal Organizations, Staffing. Effective Communication.	09
4	Controlling and Coordinating- Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems. Coordination Concept, Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness.	09
5	Organizational Change and Organization Development: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change, McKenzie's seven stage change model . Conflict and Negotiation process, Stress and Its Consequences, Causes of Stress, Managing Stress. Organizational Culture, Implications of Organization culture, Process of Organizational Culture. Organizational, Development – I order and II Order Change.	09

Text Books:

1. Stephen P Robbins, Mary Coutler, Amy & Rajeesh Viswanathan, Management (15th Ed, Pearson
2. Rajeesh Viswanathan. Principles of Management. (1st Ed). Himalaya Publishing House. Mumbai.
3. Rajeesh Viswanathan, Motivation and Leadership, . (1st Ed). Himalaya Publishing House. Mumbai

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour. (3rd Edition). Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.

MIBA 412: GLOBAL BUSINESS ENVIRONMENT

Objective:

1. To understand about various factors that are having impact on the functioning of business
2. To study the impact of International factors that influences the business
3. To know about the important bilateral and multi-lateral economic cooperation agreements

Unit	Description	Hours
1	Basics of International Business, Modes of entry in to International Business; Frame work for analyzing international business environment; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO.	09
2	Factors affecting Socio-Cultural environment, Impact of Socio-Cultural environment on Business, Factors affecting Technological environment, Impact of Technological environment on Business, International Technology Transfers – importance and types, Foreign Technology Acquisition.	09
3	Economic Environment-- International financial system, Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure, Management of exposures.	09
4	Political and legal environment - Legislature, Executive, Judiciary - Multinational Corporations: Conceptual Frame work of MNCs - MNCs and Host and Home Country relations - Foreign investment flows and barriers. Ecological issues.	09
5	Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.	09

Text Books:

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Reference Books:

1. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
2. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
3. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York
4. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage Publication, New Delhi

MIBA 413: ECONOMICS FOR MANAGERS

Objectives:

1. To help in managerial decision making in order to achieve desired economic goals.
2. To think systematically while solving business issues and also to forecast the future.
3. To enhance the ability to apply fundamental economic concepts to complex business realities.

Learning Outcomes:

1. Capable of making a managerial decision as desired economic goal.
2. Enhances to apply fundamental economic concepts to complex business realities.

Unit	Description	Hours
1	Introduction: Nature and Scope of Managerial Economics - Significance of Economics in Management – Objectives of a firm – Managerial economist’s role and responsibilities in Decision making – Fundamental economic concepts.	09
2	Demand Analysis: Individual and Market demand functions – Law of demand – Determinants of demand – Elasticity of demand – Price elasticity, income elasticity and cross elasticity – using elasticity in managerial decisions – Demand forecasting techniques – Case studies on demand forecasting success and failures - Law of supply.	09
3	Production analysis: Factors of production - Production function – Law of variable proportion - Economies of scale and scope – Law of Returns to scale. Cost analysis: Types of costs - Cost of production – Cost output relationship in the Short run and long run – cost minimization strategies – Break-even analysis and Decision making.	09
4	Market Structure and Pricing strategies: Price determination under perfect competition – Monopoly Market –Duopoly - Monopolistic competition - Price Discrimination - Oligopoly - Nash equilibrium and its implications – Game theory - Risk and Uncertainty - Real world application of decision making under uncertainty.	09
5	Macro Economic Environment: National income concepts, measurement - Global Comparison - uses of National Income – difficulties in calculation – Nature and phases of Business cycle – Theories of Business cycle. Inflation –Demand pull and cost-push inflation – effects of inflation and control measures- Government Policies – Fiscal and Monetary Policy – Emerging trends: Technological disruption and innovation - Future challenges for Managers.	09

Text Books:

1. Karl E. Case and Ray C. Fair (2015), “Principles of Economics”, 3rd edition, Pearson Education.
2. Christopher R Thomas, S. Charles Maurice (2014) “Managerial Economics”, 10th edition, TaTa Mc GrawHill.

Reference Books:

1. Craig H. Peterson and Cris W. Lewis (2005) “Managerial Economics”, Pearson Education,
2. Michael R. Baye (2006) “Managerial Economics and Business Strategy”, Mc.GrawHill
3. Dominick Salvatore (2009) “Managerial Economics – Principles and worldwide application”6thedition, Oxford Higher Education.
4. Gregory N Mankiw (2012) “Principles of Economics” Cengage Learning.
5. Robert J Michaels (2011) “Economics for Managers- Transaction and Strategy” Cengage Learning.
6. William A Mc. Eachern A Indira (2012) “Macro Economics” A south Asian Perspective, Cengage learning

MIBA 414: INTERNATIONAL TRADE PROCEDURES & DOCUMENTATION**Objectives**

1. To understand India's contribution in International Trade and Service
2. To know the Export and Import Documents used in Global Trade
3. To identify future opportunities and challenges of India's Foreign Trade

Learning Outcomes:

1. To identify future opportunities and challenges of India's Foreign Trade.
2. Students gain the knowledge of Export and Import Documents used in Global Trade.

Unit	Description	Hours
1	International Trade: Need and importance of International Trade–Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's Export and Import position in World merchandise trade and services –Project Exports-Deemed Exports-India's Foreign Trade Policy–India Trade Agreements and tariff benefits	09
2	Starting an Export Organization: Starting an export firm –Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils–Exim code number–Elements of export contract-Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports	09
3	Export Documentation: Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents – E- Databases and Documents	09
4	Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC SIDBI and others – Export promotion Schemes –Insurance for Export–Types–export credit insurance–Risk Management–Types of risks – mitigation methods.	09
5	Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme–Import formalities for EOUs and SEZs–CEZ- Import Risk Management.	09

Text Books:

1. Aseem Kumar(2007) "Export and Import Management", Excel Books Publications, New Delhi
2. David Stewart (2008)" International Supply Chain Management", Cengage publications,
3. Ram Singh(2008) "Export Management" Indian Institute of Foreign Trade, NewDelhi

Reference Books:

1. P.K.Khurana (2010): Export Management, Galgotia Publication, NewDelhi
2. Jeevanandam C(2002) "Foreign Exchange: Practices Concepts and control" Sultan Chand Publications
3. Foreign Trade Policy(2015-2020): Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.

MIBA 415 : ACCOUNTING AND FINANCE

Objectives:

1. To acquaint the students with the fundamental principles of financial, Cost & Management Accounting.
2. To enable the students to take decisions using management accounting tools.
3. To expose the students to financial management for making efficient investment decisions.

Learning Outcomes:

1. Knowledge of fundamental principles of financial, Cost & Management Accounting.
2. Capability to make decisions using management accounting tools and investment decisions.

Unit	Description	Hours
1	Book-Keeping and Accounting – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting - Accounting Conventions - Journal – Ledger- Trial Balance – Preparation of Trading, Profit and Loss Account and Balance Sheet.	09
2	Capital and Revenue Expenditure- Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Causes and need for depreciation – Different Methods of Calculating Depreciation – Depreciation Accounting	09
3	Financial Statements Types of Financial Analysis – Techniques of Financial Analysis – Comparative Statements, Common Size Statements - Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios - uses and limitations of Ratio Analysis – Funds Flow Analysis–uses and limitations- Cash Flow Analysis–uses and limitations – Difference between funds flow and cash flow analysis.	09
4	Marginal Costing –Cost Volume Profit Analysis – Break even Analysis – Key Factor– Profit Planning- Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions. Costing – Elements of Cost – Cost Accounting – Objectives – preparation of Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre– Methods of Costing – Techniques of Costing	09
5	Capital Structure - Cost of Capital – Calculation of Cost of Capital – Simple and Weighted — Capital Budgeting –. Time Value of Money – Evaluation of Investment opportunities	09

Text Books

1. Grewal T S (2016) “Management Accounting”, Sultan Chand & Sons Private Limited
2. Maheswari S.N (2014) “Cost & Management Accounting”, Sultan Chand.
3. Bhattacharyya (2012), “Essentials Of Financial Accounting”, Prentice Hall

Reference Books:

1. Anthony R.N, (2010) “Management Accounting- Text and Cases”, Irwin.
2. Horngren T. Charles, (2000) “Cost Accounting”, Prentice Hall.
3. Kaplan D (2012) “Introduction To Financial Statement Analysis”, Kaplan Group.

MIBA 416 : QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Objectives:

1. To expose the students to various Statistical and Operations research tools for data analysis.
2. To enable the students to interpretation the results.
3. To facilitate them to take objective decisions based on the models.

Learning Outcomes:

1. Gains knowledge of various Statistical and Operations research tools for data analysis.
2. It helps to interpret the results and to take objective decision based on the models.

Unit	Description	Hours
1	Measures of Central Tendency: Arithmetic Mean, Weighted Arithmetic Mean, Mean, Median Mode – Measurement of Variance: Range, Quartile deviation, Average deviation, Standard deviation, Coefficient of variance – Probability: Concept and theorems, Binomial, Poisson and Normal distribution.	09
2	Hypotheses testing: Errors in testing–one tail & two tail testing–one sample t test and two sample t tests – paired t test – F test – ANOVA: one way and two way.	09
3	Non-Parametric statistics: Sign test, Runs test – Chi Square test – Mann Whitney –Wilcoxin test – Krushal Wallis – Friedman tests – Spearman’s Rank Correlation.	09
4	Correlation and Regression analysis	05
5	Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods - Assignment – Game Theory: Saddle point, Dominance and Mixed strategy.	13

Text Books

1. Sharma J. K, (2012) “Operations Research: Theory And Application”,Macin
2. Gupta S. P, (2006) “Statistical Methods”, Sultan Chand & Co., New Delhi.
3. Mustafi C. K, (2008) “Statistical Methods In Managerial Decisions”, Macmillan,India.

Reference Books:

1. Levin, I Richard, (2006) “Statistics For Managers”, Prentice-Hall, India.
2. Siegal Sidney and Castellan N. John, (1988) “Non-Parametric Statistics for The Behavioural Sciences”, McGraw Hill College, India.
3. Hair Joseph and Anderson Rolph (2010) “Multivariate Data Analysis”, Prentice Hall, India.
4. Anderson R David et. al., (2009) “South-Western College Pub Quantitative Methods For Business” South Western College,India.

MIBA 417: BUSINESS COMMUNICATION AND NEGOTIATION SKILLS

Objectives:

1. To Understand the communication process in an organization,
2. To sharpen the communication skills both oral & written of the learner

Learning Outcomes:

1. Brief understanding on the communication process happening in an organization.
2. Improves corporate Communication skills

CONTENTS

Units	Description	Hours
1	Communication model. - relevance and types of managerial communication – communication barriers – ethical communication -- Professionalism in communication – team communication, meetings, listening, Non-Verbal communication, Workplace diversity and cross-cultural communication.	09
2	Planning Business messages, Analyzing the task, anticipating the audience, adapting the message- organizing and writing business messages patterns of organisation – use of tools such as mind maps- composing the message. Revising business messages- Revising for clarity, conciseness and readability- proof-reading and evaluating.	09
3	Workplace communication – Electronic messages and digital media- use of audio visuals, presentation (MS-PowerPoint, flash, moviemaker) and communication (SKYPE) software- positive messages- negative messages structure and patterns in communicating news- persuasive messages Developing a sales pitch.	09
4	Business reports basics- Audience analysis and report organization researching and illustrating report data- informal business reports- proposals and formal reports- Employment communication- Job search- resumes and cover letters- Interview and follow-up- Business etiquettes.	09
5	Introduction to negotiation – definition – meaning – parties involving in Negotiation - Procedures involved in Negotiation – mutual benefit in negotiation. - Negotiation and conflict resolution methods – sales presentation skills- overcoming stage fright- gaining and retaining attention- Developing Interactive Presentations Reports and proposals	09

Text Books

1. Mary Ellen Guffey, (2005) Business communication: Process and Product, 5e, South-western (Thomson Publishing),
2. Dr Rajeesh Viswanathan,(2011) Business Communication, Himalaya Publishing House, Mumbai, India,
3. Penrose and Rasberry, (2007) Business communication for managers: An advanced approach, 5e, Cengage Learning,

Reference Books:

1. Namita Gopal, business communication, New Age International Publishers, 2009

MIBA 418: IT TOOLS AND TECHNIQUES FOR GLOBAL MANAGERS

Objectives:

1. To understand the critical role and applications of Information Systems Tools
2. To enable the students with technological advancements
3. To achieve operational excellence with the business tools and techniques

Learning Outcomes:

1. Knowledge of various new Technologies used in the business.
2. Understand the importance of Information System Tools, business tools and techniques.

Unit	Description	Hours
1	Components of IS- IS Resources- Role of IS in Business- Trend in IS- Managerial Challenges of Information Technology- Competing with Information Technology(IT)-Strategic advantages of IT-The Value chain and Strategic IT- e-Business concepts and Critical factors for success	09
2	Data resource management–types of databases database management approach–data warehouses, data mining and their business applications. The networked enterprise, Networking the enterprise –trends in telecommunications –business value of tele communication networks– The Internet Revolution–The Business value of Internet, Intra net and Extranet	09
3	Artificial Intelligence Applications in Business-IT in business– functional business systems– Cross- functional enterprise systems and applications– e-Business models- Enterprise- Business systems - Expert System– Decision Support System–Neural Networks–Fuzzy Logic – Executive Information System– Knowledge Management.	09
4	E-Business Expectations and Customer Satisfaction- e Commerce application trends– Web store requirements –Clicks-and- bricks in e-Commerce– m-Commerce, Intelligent Agents in Client Server Architecture-Implementation, Integration. IT Audit tools and Its Management- Computer Assistance Audit Tools- Auditor productivity tools- Flow Charting Techniques- IT audits- Evaluating IT audit quality- Computer Forensics.	09
5	Developing Business/ IT solutions: IS development– The Systems approach– The Systems Development Cycle– Prototyping – Systems development process – End-User development – Implementing New Systems– Evaluating hardware, software and services. Ethical Responsibility of a business– privacy issues– Security management of IT– Tools of security management– Internetworked security defenses – Security measures– Information Technology Act in India.	09

Text Books:

1. Anthony T Velte, Toby J Velte, Robert Elsenpeter,(2009) Cloud Computing a practical approach, 1st Edition, Tata McGraw –Hill,
2. O'Brien ,J.(2004) Management Information Systems: Managing information technology in the business enterprise, NewDelhi: TataMcGraw-Hill,

Reference Books:

1. Sandra Senft & Fredrick “Information Technology Control and Audit “CRCPress,2012.
2. Laudon and Jane Price Laudon Management Information Systems –Managing the digital firm, Pearson Education, Asia2002.

S E C O N D S E M E S T E R



MIBA 419: INTERNATIONAL MARKETING

Objectives:

- 1 To understand the basic concepts of Marketing
- 2 To gain the knowledge of marketing management in the international perspective
- 3 To develop marketing strategies for the dynamic international markets.

Learning Outcomes:

1. Understanding the role of marketing in making satisfied exchanges.
2. Able to use the variables of marketing management for successfully doing the business in the International arena.

Unit	Description	Hours
1	The Concept of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems. Market Segmentation, Targeting and Positioning.	09
2	Product Mix - Product management decisions, Branding and Packaging, Product Life Cycle strategies- New Product Development- Pricing considerations and approaches, Base Methods of setting Price, pricing strategies and Policies.	09
3	Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing	09
4	International Marketing Decisions: product Planning Designing and Development for international markets-Pricing Decisions: Pricing Strategies And Price setting For International Markets.	09
5	Distribution: Channel Management And Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management And Sales Promotion For Foreign Markets.	09

Text Books:

1. Philip Kotler, Marketing Management- The South Asian Perspective, Pearson Education
2. Warren J. Kegan: Global Marketing Management' Pearson Education

Reference Books:

1. Svend Hollensen : Global Marketing: A Decision- Oriented Approach- , Pearson Education.
2. Ramasamy, Namakumari: Marketing Management, McMillan Publishers
3. Saxena: Marketing Management (TataMcGraw-Hill)

MIBA 420: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives:

1. To Understand the HRM Principle and Practices in the Domestic Context.
2. To Study the Global HRM Practices with Multicultural Nature compounded by Geographical Dispersion.
3. To adopt the best Practices of Global HRM and its application to the Domestic and MNCs operating in India.

Learning Outcomes:

1. Helps the students to gain knowledge on HRM practices at various context.
2. Will help in adopting best practices of Global HRM.

Unit	Description	Hours
1	Human Resource Management: Evolution – Objectives – Significance – HR Planning – Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession- - Domestic HRM v/s IHRM - Growth of Internationalization of World Business- Strategic Orientation of IHRM- Types of International Assignments- Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.	09
2	International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues..	09
3	Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management.	09
4	IHRM Challenges and Opportunities: Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation.	09
5	International Workforce and International HRIS: Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS. Practical Component: Study the Socio-Political- Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.	09

Text Books:

1. Peter J. Dowling & Denice E. Welch (2009) IHR M, Cengage
2. Aswathappa k; SadhnaDash(2009) IHRM; TataMcGrawHill,

Reference Books:

- Bhatia S.K. 2005. IHR M: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi,
2. Dessler, G. (2005) Human Resource Management (10th Ed.), Prentice Hall Publishing
 3. Tony Edwards, Chrisrees: International Human Resource Management, Pearson,

MIBA421: GLOBAL FINANCIAL MANAGEMENT

Objectives:

- 1 The course provides an analytical framework of Financial Management
- 2 It enables how cross-border financing, valuation, risk management analysis
- 3 It analyses exchange rates, tax and legal issues and country risk.

Learning Outcomes:

1. Students gain the knowledge on Forex market, Exchange rate forecasting and Multi National capital budgeting techniques.
2. To make an attempt and highlight the International Financial Market, systems and Practices.

Unit	Description	Hours
1	International Financial System - Foreign Investments – meaning and types - Global corporate ownership structure – Global capital markets and Instruments–money market and Instruments. EMS– Euro currency market– money market instruments.	09
2	Capital Budgeting in International Business – estimating cash flows for MNCs - NPV vs APV – capital budgeting from the parent’s perspective – Estimating the Exchange rate - risk adjustment in capital Budgeting - sensitivity analysis in international capital budgeting.	09
3	Capital structure decisions for MNCs- Cost of Capital - Cost of capital for segmented and integrated markets –cross border Listing of Stocks– IAPM - Financial structure of subsidiaries- International Trade Finance.	09
4	Management of International Cash Flows – Netting – Bilateral vs Multilateral Netting – Cash Management practices in MNCs – Cash collection Process-Transfer pricing and issues in Transfer pricing–Blocked funds. Managing international Trade Credit – Extension and Contraction of credit period.	09
5	Global Corporate Governance System – governance practices of MNCs in USA, the UK, Japan, France and Germany. Law and Corporate Governance – Corporate Governance Reform – objectives – political Dynamics.	09

Text Books

- 1) Cheol S Eun and Bruce G Resnick, International Financial Management, Mc GrawHill, NewDelhi.
- 2) Shapiro A C, Multinational Financial Management, PHI, NewDelhi
- 3) Jeff Madura, International Corporate Finance, ,8thEdition, SW cengage Indian Edition.

Reference Books:

1. Buckley Adrian, Multinational Finance, PHI, NewDelhi.
2. Murice D Levi, International Finance,McGraw Hill, New Delhi.
3. Ian G Giddy, Global Financial Markets, AITBS Publications, New Delhi.

MIBA 422: INTERNATIONAL ECONOMICS

Objectives:

- 1 To understand the complex and ever changing international economics to run the business successfully.
- 2 To introduce the basic international trade theories and policies.
- 3 To develop a framework for analysing opportunities and risks involved in the international trade.

Learning Outcomes:

1. Understanding of open-economy macroeconomics and the determinants of exchange rates and the balance of payments.
2. Understand economists' arguments concerning trade policy and its analysis.

Unit	Description	Hours
1	Introduction - International Economics – Scope of International Economics – Historical perspective of Trade - Gains from International Trade – Globalization and its impact - Classical theory of international trade - Mercantilism – Absolute advantage – Comparative advantage - Heckscher-Ohlin theory an empirical verification- Factor endowment theory - Factor price equalization and income distribution – Leontief paradox – Factor intensity reversal.	09
2	New theories of international Trade: Imperfect competition and trade – Intra Industry Trade – Technology Gap model – Product cycles – Export led growth – Import substitution Vs Export orientation - Immiserating growth. The growth of newly industrialized countries and its impact on advanced countries.	09
3	Tariff and Protection –Free trade versus protection – Barriers to trade - Tariff and welfare –Tariff and Non-Tariff Barriers –Economic integration and Trade Blocs - Trade Policy – Instruments of Trade Policy – Political Economy of Trade policy.	09
4	Balance of Payments – structure – uses – Disequilibrium in Balance of Payments and its adjustment mechanism – Significance of Balance of Payments data - Role of IMF, World Bank and Regional Development Banks.	09
5	International transactions and Financial markets – Exchange Rate determination – Exchange Rate system: Fixed and floating exchange rates- Money, interest rate and exchange rate – Price level and exchange rate in the long run – Output and exchange rate – Mundell-Fleming Model- Uncovered interest rate parity - Contemporary issues in International Economics: Trade wars - impact of Covid-19 on trade - Digital economy - Climate change - Future trends and challenges.	09

Text Books:

1. Paul R. Krugman and Maurice Obstfeld and Marc Melitz (2017), "International Economics Theory and Policy" 10th Edition, Pearson Education.
2. Francis Cherunilam (2008) "International Economics" 5th Edition McGraw Hill Education.

Reference Books:

1. Dominic Salvatore (2005), "Introduction to International Economics", John Wiley and Sons.
2. Thomas A. Pugel (2016), "International Economics" 16th Edition, Tata McGraw Hill Co.,
3. W. Charles Sawyer and Richard L. Sprinkle (2009), "International Economics", Prentice-Hall of India Pvt. Ltd.,

MIBA 423: GLOBAL PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

- 1 To introduce the production Process and Planning Process
- 2 To Familiarize the concepts of Operations
- 3 To expose the students to various models and techniques

Learning Outcomes:

1. Apply knowledge of business concepts and functions in an integrated manner.
2. Use specialized knowledge in Operations Management to solve business processes.

Unit	Description	Hours
1	System concept of production –Production system – Productivity – World class manufacturing- process planning and design- selection of process- value analysis/value engineering-make or buy decision- capacity planning and forecasting- Demand pattern- Forecasting model-selection of forecasting techniques-SMA-WMA-Simple exponential smoothing, Linear regression – Delphi method	09
2	Facility location; factors influencing plant location-break even analysis-facility layout-basic formats-classification- process layout, Product layout and Group technology layout- advantages and limitation- systematic layout planning (SLP)– Concept of CRAFT, ALDEP, CORELAP- Assembly Line – Line balancing concept- Concept of mass production. Material management and inventory control – Components of material management- Purchase model with instantaneous replenishment and without shortage – Manufacturing model without shortage – Material handling system- unit load concept- material handling principle-classification of material handling equipment.	09
3	Aggregate sales and operation planning – Introduction – overview- Production planning environment. Material Requirement planning (MRP) - Product Structure/ Bill of material (BOM) – MRP System and overview- Production planning control-Planning phase- action phase- the control phase. Single machine scheduling (SMS); types of scheduling-concept of SMS- SPT rule to minimize mean flow time-minimizing weighted mean flow time –EDD rule to minimize maximum lateness- flow shop scheduling- Introduction to Johnson Problem– Extension of Johnson’s rule.	09
4	Project management: CPM – PERT – GANTT chart/Time chart – work study-method study- time study – motion study. Quality control: Introduction- need to control quality- quality system- QC techniques- control charts for variables and attribute- Acceptance sampling– Operating characteristic curve– Single sampling plan.	09
5	Maintenance - planning and control - Maintenance Objectives –Types – Basic reasons for replacement- reliability – reliability improvement- reliability calculations- Modern production management tools- JIT manufacturing - Introduction to Six sigma concepts- TQM- Lean manufacturing. -Kaizen.	09

Text Books:

- 1.Chary S, (2017) “Production and Operations Management”, McGraw Hill Education
- 2.Chunawalla S A and Pate D R, (2016), “Production and Operation Management”, Himalaya Publishing House.
3. Panneerselvam (2012) “Production and Operations Management”, Prentice HallIndia

Reference Books:

1. William J. Stevenson, (2017), “Operations Management”, McGraw-Hill Education

MIBA 424: RESEARCH METHODS FOR INTERNATIONAL BUSINESS

Objectives:

- 1 To familiarize students with the techniques and tools of Business Research.
- 2 To develop research report writing skills among students.
- 3 To introduce them to software packages widely used in research analysis.

Learning Outcomes:

1. Better understanding of the research and research procedures.
2. It also gives hands on experience on software's used for data analysis.

Unit	Description	Hours
1	Over view of Research methodology: Meaning and purpose – Types of research: Exploratory, Analytical, Descriptive, Experimental and Case study.	09
2	Research Focus: Problem definition, Selection and formulation – Review of Literature – Delimitation of the scope of the study – Setting Objectives – Definition of the concepts – Formulation of hypothesis – Preparation of Research design – Field work and Data collection.	09
3	Meaning of Hypothesis – Types of Hypothesis – Sources of hypothesis – Testing of Hypothesis – Errors in Testing – Measurements – Scaling techniques and Scale Construction – Sample size – Sampling error – Sampling Methods and Applications.	09
4	Data Collection: Primary and Secondary Data: Observation, Interview, Telephonic Interview, Questionnaire – Internal and External source of Secondary data – Construction of Interview schedule and Questionnaire – Pretesting and Pilot Study– Reliability and Validity tests– Processing and data analysis: Checking, Coding, transcription and tabulation of data – Report writing: Types of report, Contents of report, Styles and Conventions in report writing- Steps in drafting a report: Cover page, Introduction,Text, Bibliography and Appendix.	09
5	Data Analysis using Computers: Software Packages – Parametric and Non Para metric hypothesis testing– Correlation and Regression analysis– Time Series – Basic Multivariate analysis.	09

Text Books

1. Krishnaswamy O R and Ranganatham M. (2014) Methodology of Research in Social Sciences, Himalaya Publication,India.
2. Kothari C R (2014), "Research Methodology: Methods and Techniques", New Age India.
3. Sekaran Uma And Bougie Roger (2010) Research Methods For Business: A Skill Building Approach John Wiley & Sons,2010

Reference Books:

1. Kerlinger Fred And Lee Bhoward (1999), Foundations Of Behavioral Research, S.Chand
2. Hatt K Paul and Goode J William, (2016), Methods InSocial Research, Asia Law House.
3. Cooper R Donald And Schindler (1998) Pamela Business Research Method sirwin Professional Publishing

MIBA425: INTERNATIONAL BUSINESS LAWS AND DISPUTE RESOLUTIONS

Objectives:

- 1 To expose the students to the legal and regulatory framework and their implications concerning global business operations
- 2 To have a better understanding of the functioning and objectives of various world organizations.
- 3 To enable students as managers to create reliable standard for companies to follow

Learning Outcomes:

1. Understand the legal and regulatory framework concerning global business operations.
2. Learn the functioning and objectives of various Laws of world organizations.

Unit	Description	Hours
1	Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.	09
2	Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and Dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.	09
3	Legal Framework Relating to: International Licensing; Franchising; Joint Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.	09
4	Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties–Sharing of Tax revenues- Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.	09
5	Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards; Non-administered and administered arbitration; Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation	09

Text Books:

1. Ray A. August, “International Business Law Text, Cases and Readings” (4th Edition) Amazon.com
2. Bansal. A.K., “Law of Commercial Arbitration”, Universal law House, Delhi

Reference Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euro money Publications, London.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.

MIBA 426: ORGANIZATIONAL BEHAVIOUR

Objectives:

1. To analyze the behavior of individuals and groups within an organizations
2. How to perceive, motivate and lead employee and team
3. How groups and Teams performance can be enhanced and engage employee's
4. Overview of organizational developmental process

CONTENTS

Unit	Description	Hours
1	Nature, Conceptual Foundations and Importance of OB, Models of Organizational, Behaviour, Management Challenges, Relationship with Other Fields.	09
2	Individual Behaviour in Organization, Erick Erickson's Psycho Social Model, Perception and Attribution: Application in Managerial Scenarios, Applications of Attitude and its Importance, Emotions & Moods in working scenario, Managing Workforce Diversity, Theories of Personality , and Job Satisfaction. Learning: Theories of Learning, Motivation: Theories and Their Application, Employee Recognition & Employee Engagement, Decision Making Models	09
3	Dynamics of Organizational Behaviour - Leadership:, Style and Theories of Leadership, Analysis of Interpersonal Relationship, Group Dynamics, Stages of Group Development, Understanding Work Teams, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups	09
4	Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organization	09
5	Organizational Change and Organization Development: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change, McKenzie's seven stage change model. Conflict and Negotiation process, Stress and Its Consequences, Causes of Stress, Managing Stress. Organizational Culture, Implications of Organization culture, Process of Organizational Culture. Organizational, Development – I order and II Order Change	09

Text Books:

1. Robbins, S. P., & Judge, T. *Organizational behavior*. Upper Saddle River, N.J: Pearson Publishers.
2. Luthans Fred. *Organizational Behaviour*. Tata Mc Graw Hill.
3. Stephen P Robbins, Mary Coutler, Amy & Rajeesh Viswanathan, *Management (15th Ed, Pearson*
4. Rajeesh Viswanathan. *Principles of Management*. (1st Ed). Himalaya Publishing House. Mumbai.
5. Rajeesh Viswanathan, *Motivation and Leadership*, . (1st Ed). Himalaya Publishing House. Mumbai

Reference Books:

1. Newstrom John W. *Organizational Behaviour: Human Behaviour at Work*. Tata Mc Graw Hill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. *Organizational Behaviour*. (3rd Edition). Tata Mc Graw Hill.
3. Robbins Stephen P. *Organizational Behaviour*. (12th Edition). Pearson Education.

MIBA427: WORKSHOP ON SOFT SKILLS

Objectives:

1. To cultivate teamwork and leadership skills among the students
2. Equip individuals with strategies to handle stress, adapt to changes, manage time efficiently
3. Enable students to build a professional network, enhance personal branding, and navigate career development opportunities

Learning Outcomes:

1. Demonstrate improved verbal, non-verbal, and written communication skills, showcasing active listening, clarity in expression, and effective presentation abilities
2. To acquire skills in building professional relationships, personal branding, resume writing, interviewing, negotiation skills

Unit	Description	Hours
1	Understanding Soft Skills- Key Soft Skills Required in the Workplace- Assessing and Identifying Individual Soft Skills- Adapting Soft Skills to Professional Environments- Cultural Sensitivity in Soft Skills	09
2	Verbal Communication Techniques- Non-verbal Communication and Body Language- Active Listening- Written Communication Skills: Emails, Reports, Documentation- Presentation Skills and Public Speaking- Conflict Resolution through Effective Communication	09
3	Effective Team Building Strategies- Leadership Styles and their Impact on Teams- Collaboration and Cooperation in Teams- Motivating and Inspiring Teams- Conflict Management within Teams- Delegation and Empowerment	09
4	Time Management Techniques and Prioritization- Handling Stress in a Professional Setting- Problem-Solving and Decision-Making Skills- Flexibility and Versatility in Tasks- Managing Work-Life Balance	09
5	Networking Skills: Building and Maintaining Professional Relationships- Personal Branding and Professional Image- Career Development Strategies- Interviewing Skills- Resume Writing- Continuous Learning and Development Plans	09

T H I R D S E M E S T E R



MIBA 511: INTERNATIONAL STRATEGIC MANAGEMENT

Objectives:

- 1 To familiarize the concepts, tools and techniques of international strategic management.
- 2 To enable the students to develop analytical skills.
- 3 To enhance the ability to apply the concepts to solve various business problems.

Learning Outcomes:

1. International strategic management processes used by top level management in multinational enterprises
2. Creatively apply knowledge from different approaches to strategic management issues and problems of multinational enterprises.

Unit	Description	Hours
1	Strategic Management Concepts and Characteristics – Emergence of International Strategic Management (ISM) – importance of ISM - Strategic Management Process -key drivers of Globalization - Forces necessitating the adoption of ISM concept by MNC’s and Indian Companies.	09
2	Global business environment - Nature, components of External Environment – PESTEL study - Industry analysis - SWOT analysis – External sector evaluation matrix- IE matrix - Porters Five forces model - Corporate capability analysis –Diagnosing industry globalization potential– Building global market participation – Competition in global industries – Competitor analysis - competitor profile matrix - Regional strategy.	09
3	Internal Environment Scanning – Resources, Capabilities, Core competencies – Significance of core competence concept in strategy making –GAP analysis – Mc Kinsey’s 7s Framework – GE 9 cell model. Value Chain Analysis and its significance – Balanced Scorecard.	09
4	Setting Vision, Mission, goal and corporate objectives – External and Internal forces interacting with corporate objectives – Types of strategy - Generic strategies - Business level - Corporate level - Stability strategy – Growth and diversification strategy.	09
5	Conducting a global strategy analysis - Identifying strategic alternatives– Implementing corporate strategy –overcoming implementation challenges - Strategic control and operational control – Future trends: emerging markets and opportunities - Geopolitical shifts, sustainability trends, technology disruption and digital transformation in Global Business.	09

Text Books:

1. Hitt, Ireland, Hoskisson and Manikutty (2016), “Strategic Management A south Asian Perspective” (9thEdition) ,Cengage Learning India PvtLtd.,
2. Azhar Kazmi and Adela Kazmi (2017), “Strategic Management” (5thEdition) ,
Tata
McGraw-Hill Publishing Co Ltd, New Delhi.

Reference Books:

1. Thomson, Peteraf, Gamble and Strickland (2017), “Crafting and Executing strategy concepts and cases” (21st Edition), Tata Mc. GrawHill
2. John A. Pearce II, Richard B. Robinson, and AmitaMital, (2018), Strategic Management (SIE) McGraw Hill Education, 14thEdition.
3. Fred R. David (2015), “Strategic Management concepts and cases”Eastern Economy education PHI learning Pvt.ltd.,
4. Kamel Mellahi, Jdrzej George Frynas and Paul Finlay (2005), “Global Strategic Management” Oxford University Press.

MIBA 512: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives:

- 1 To understand the strategic role of logistics management
- 2 To study the important modes of logistics operations
- 3 To Know supply chain techniques in an international perspective.

Learning Outcomes:

1. Able to understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
2. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization globally.

Unit	Description	Hours
1	Logistics Management: Concepts– Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.	09
2	Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agents, forwarders, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.	09
3	Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.	09
4	Supply chain: supply chain drivers and metrics - Efficient and responsive supply chain - Designing supply chain network: Distribution network – Factors influencing distribution - Transportation decision in supply chain management	09
5	Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.	09

Text Books:

1. VinodV.Sople,LogisticsManagement-The supply chain imperative,Pearson Education
2. Chopra S and P Meind “Supply chain management: Strategy, planning and operations” Biztantra, NewDelhi.
3. S. Sudalaimuthu and S. Anthony Raj, Logistics Management for International Business, PHI

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, TataMc. GrawHill, NewDelhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications.
3. Reji Ismail,“Logistics Management” ExcelBooks.

MIBA 513: ENTERPRISE RISK MANAGEMENT

Objectives:

1. To learn principal terms in Enterprise Risk Management.
2. To analyse the contemporary issues related to Risk Management
3. To understand the framework for risk management and control techniques

Learning Outcomes:

1. To analyse and review the global Risk market, products, business model, regulations and operations.

Unit	Description	Hours
1	Enterprise Risk Management: Concept of risk and Uncertainty- Types of Risk- Sources of risk - meaning of enterprise risk management- Importance of risk management –Stakeholders in an Investment – Identification, Perspective and Perceptions	09
2	Evolution of risk management: - Risk management process – Identification, analysis and response – Risk Management plan – Organisational Risk management - Risk management tools and techniques - Risk analysis technique- Qualitative and quantitative techniques in Risk management – other Techniques- Risk assessment and strategy - Value management - country risk analysis	09
3	Corporate finance: - Project Finance and Features - Financial instruments - Types - Financial Risk- Type of financial Risk- Non financial risk – Managing financial risk – Risk Modelling – Portfolio Analysis and Cash Flows – portfolio risk management- portfolio modeling.	09
4	Risk Management at corporate level: - Corporate structure- corporate management- corporate function- corporate strategy - Risk management at strategic business level- business formation - strategic business unit- business strategy – strategic planning- Recognizing risk – portfolio theory – Future of corporate risk	09
5	Risk management at project level:– meaning– definition of project management- project management function – project strategy analysis – Importance of project risk management – recognizing risk – project risk strategy - Risk management corporate, strategic Business and project levels – models of Risk Management	09

Text Books

1. Tony Merna and Faisal Al-Thani, Corporate risk management; An Organisational perspective

References:

2. Michel Crouhy, Dan Galai and Robert Mark, The Essential of Risk Management, McGraw-Hill
3. Paul Hopkin, Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management

MIBA514: WORKSHOP ON ENTREPRENEURIAL SKILLS		
<p>Objectives:</p> <ol style="list-style-type: none"> 1. To cultivate entrepreneurial mindset and skills alongwith problem solving attitude 2. Equip students with strategic planning abilities and execution skills crucial for successful entrepreneurial ventures. 3. To empower students in opportunity recognition and validation <p>Learning Outcomes:</p> <ol style="list-style-type: none"> 1. To cultivate an entrepreneurial mindset, proficiently design and evaluate business models, identify viable opportunities, and execute strategic plans for successful ventures. 		
Unit	Description	Hours
1	Understanding Entrepreneurship- Successful Entrepreneurs- Types of Entrepreneurship- Role of Innovation and Creativity in Entrepreneurship- Entrepreneurial Ecosystem: Elements and Dynamics	09
2	Generating Business Ideas- Opportunity Recognition and Evaluation- Design Thinking in Entrepreneurial Ideation- Validating Ideas- Assessing Risks and Mitigation Strategies	09
3	Business Model Canvas- Creating a Comprehensive Business Plan- Financial Planning and Projections- Marketing and Sales Strategies- Operations and Resource Management- Legal and Ethical Considerations for Entrepreneurs	09
4	Funding Options- Pitching and Presenting Business Ideas- Building an Effective Team- Innovation Management and Adaptability- Handling Failures and Learning from Setbacks	09
5	Leadership in Entrepreneurship- Social Responsibility and Sustainable Entrepreneurship- Managing Change and Adaptation in a Dynamic Environment- Networking and Relationship Building- Exit Strategies and Succession Planning	09
	<p>Text Books:</p> <ul style="list-style-type: none"> • Rameshwari Pandya: (2016): Skill Development and Entrepreneurship in India, Publisher: Ingram short title <p>Reference Books:</p> <ul style="list-style-type: none"> • Adim, Chidiebere Victor, Isaac J Chengula, Fauziyya Rabiuh Mohammed (2022) : Fundamentals of Entrepreneurship, Publisher: AJPO journals and books publishers, ISBN:978-9914-745-65-8,:Pages:68 	

MIBA427: WORKSHOP ON SOFT SKILLS

Objectives:

4. To cultivate teamwork and leadership skills among the students
5. Equip individuals with strategies to handle stress, adapt to changes, manage time efficiently
6. Enable students to build a professional network, enhance personal branding, and navigate career development opportunities

Learning Outcomes:

3. Demonstrate improved verbal, non-verbal, and written communication skills, showcasing active listening, clarity in expression, and effective presentation abilities
4. To acquire skills in building professional relationships, personal branding, resume writing, interviewing, negotiation skills

Unit	Description	Hours
1	Understanding Soft Skills- Key Soft Skills Required in the Workplace- Assessing and Identifying Individual Soft Skills- Adapting Soft Skills to Professional Environments- Cultural Sensitivity in Soft Skills	09
2	Verbal Communication Techniques- Non-verbal Communication and Body Language- Active Listening- Written Communication Skills: Emails, Reports, Documentation- Presentation Skills and Public Speaking- Conflict Resolution through Effective Communication	09
3	Effective Team Building Strategies- Leadership Styles and their Impact on Teams- Collaboration and Cooperation in Teams- Motivating and Inspiring Teams- Conflict Management within Teams- Delegation and Empowerment	09
4	Time Management Techniques and Prioritization- Handling Stress in a Professional Setting- Problem-Solving and Decision-Making Skills- Flexibility and Versatility in Tasks- Managing Work-Life Balance	09
5	Networking Skills: Building and Maintaining Professional Relationships- Personal Branding and Professional Image- Career Development Strategies- Interviewing Skills- Resume Writing- Continuous Learning and Development Plans	09

Text Books

- The Gopaldaswamy Ramesh : (2013) ACE of Soft Skills: Attitude, Communication and Etiquette for Success Paperback, Kindle Edition.
- Bruce Tulgan (2022) Bridging the Soft Skills Gap: How to Teach the Missing Basics to the New Hybrid Workforce, 2nd Edition.

Reference Books:

- Tran Le Huu Nghia (2021) Building Soft Skills For Employability, 1st Edition, ISBN: 9781032089508
- Bruce Tulgan (2022):Bridging the Soft Skills Gap: How to Teach the Missing Basics to the New Hybrid Workforce (2nd Edition)

F O U R T H S E M E S T E R



MIBA 517: GLOBAL BUSINESS ETHICS AND COMPLIANCE POLICY

Objectives:

1. To sensitize the students to the issues pertaining to sustainable development and business ethics
2. To enable work ethics at the organisation.
3. To understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

Learning Outcomes:

1. Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions

Unit	Description	Hours
1	Business Ethics – Trans-cultural Human Values in Management Education – Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers	09
2	Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System-Organizational Culture–Ethics Tools–Code of ethics – Guidelines for developing code of ethics – Value based leadership	09
3	Work ethics – work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management – Environmental Management System - Environmental Laws - Consumer Protection	09
4	Corporate Governance–Meaning–Code of Corporate Governance–Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with changing times – Corporate Governance for Market capitalism	09
5	Compliance Policy – Compliance and Customs – Indian Border Map Issues – Conflict, and Trade - shaping India’s Policy on Cross-Border Data Flows – Territorial disputes, militarized conflict, and economic integration toward ethics & compliance management- boycott of goods after border clashes.	09

Text Books:

1. John R Boatright (2007),” Ethics and the conduct of Business” Dorling Kindersley (India) Pvt Ltd New Delhi for Pearson Education, Third Impression.

Reference Books:

1. Chakraborty,S,K., Management by Values, Oxford Universitypress
2. Balasubramanian,R, Corporate Governance, IIMBangalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGrawHill
4. Bhatia, S.K., Business Ethics and CorporateGovernance
5. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi 7.

MARKETING ELECTIVES



MARKETING ELECTIVES

Code	Course	Credits	Marks	Hard/Soft Core
MIBA601	Global Consumer Behaviour	3	100	S
MIBA602	Advertising and Sales Promotions Management	3	100	S
MIBA603	Services Marketing	3	100	S
MIBA604	Retail Marketing	3	100	S
MIBA605	International Marketing Research	3	100	S
MIBA606	Green Marketing	3	100	S
MIBA607	Customer Relationship Management	3	100	S
MIBA608	Industrial Marketing	3	100	S
MIBA609	Sales and Distribution Management	3	100	S
MIBA610	Marketing of Hi-Technology Products and Innovations	3	100	S
MIBA611	New Product Development	3	100	S
MIBA 612	Digital and Social Media Marketing	3	100	S
MIBA 613	Innovation and Startup Management	3	100	S
MIBA 614	Asian Brand Management	3	100	S
MIBA 615	Design Thinking	3	100	S
MIBA 616	Intellectual Property Rights	3	100	S

MIBA 601: GLOBAL CONSUMER BEHAVIOUR

Objectives:

- 1 To understand the Global behaviour of the consumer
- 2 To Know how the business organisations tackling the consumers in its environment.
- 3 To Understand the Online Buyer Behaviour

Learning Outcomes:

1. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
2. Display critical thinking and problem solvings kills.

Unit	Description	Hours
1	Introduction to Consumers Behaviour – Approaches to the study of consumer behaviour – consumer impact on marketing strategy – consumer decisions – Nature of consumer behaviour – pitfalls of consumer behaviour – consumer research process – consumer research paradigms.	09
2	Consumer as Individuals – Consumer motivation – personality and consumer behaviour – consumer perception – consumer learning and memory – consumer attitude formation and change – communication and buyer behaviour – Online buyer behaviour – difficulties and challenges in predicting behaviour.	09
3	Consumers and culture – Understanding culture – social class – subcultures –cultural influences on consumer behaviour– family influences and opinion leadership.	09
4	Consumer decision process – Consumer decision process and problem recognition – opinion leadership – process – measurement – situation environment of opinion leadership – levels of consumer decision making – models of consumers decision making.	09
5	Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organizational culture – regulation and marketing references to children – adults.	09

Text Books

1. Consumer Behaviour, Michael R Simon

Reference Books:

1. Consumer Behaviour, Leon G Schiffman and Leslie LazarKanut.
2. Consumer Behaviour, Hawking/Coney.
3. S.L. Gupta &Smitra Pal, Consumer Behaviour: An Indian Perspective, SultanChand.

MIBA 602: ADVERTISING SALES PROMOTION MANAGEMENT

Objectives:

This course aims to:

1. This course provides students an opportunity to gain an understanding of advertising and other marketing communications practices.
2. This comprehensive course also familiarizes students with Media Planning and creativity in advertising.
3. Cover the elements of sales promotion in the business environment.
4. Help the learners understand sales promotion appeals, selection of media, use of advertising in sales promotion as a marketing tool, and means of testing effectiveness.

Learning Outcomes: Students will be able to

1. Understand the importance of promotion and its evolution.
2. Understand the advertising research process
3. Knowledge about Media Planning process and positioning of the product in promotion
4. Get acquainted with various Advertising Expenses.
5. To know about the promotion techniques and campaigns.

Unit	Description	Hours
1	Promotion Industry & Advertising: Meaning of Promotion, Importance & Elements of Promotion, Evolution of Promotion Industry, Advertising, Advertising and Sales Promotion, Personal selling, Advertising Plan, Tasks for advertising in the 21st century, Objectives of advertising, Advertising mix factors, Advertising Agency, Media.	09
2	Advertising Agency: Advertising agency, Guidelines for making a questionnaire, Selection process, Advertising research and Measuring Advertising effectiveness: DAGMAR Approach, Advertising research.	09
3	Product Positioning: Product positioning, Consumer behaviour, Model of consumer behaviour ,Personality and Self Concept, Habitual Buying Behaviour, Market segmentation, Socio-Cultural segmentation , Segmentation and it's Usage in Advertising, Organizational buying behavior.	09
4	Budget Advertising: Advertising and creativity, The design theory Art and copy, How to have good art, International advertising,	09
5	Sales Promotion: Customer promotion, Trade promotion, Sales promotion techniques, Sampling and Couponing–Consumer Sales Promotions: Premiums and Other Promotions–Public Relations, Word–of–Mouth Influence and Sponsorships–Packaging, Point of Purchase Communications and Signage.	09

List of Experiments_: Lectures, Individual Exercises, Team Exercises, Assignments, Continuous Assessment tests and Case Discussion, Lectures

Text Books:

1. Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGrawHill Irwin. 8th edition.
2. Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education

Reference books:

1. Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

MIBA 603: SERVICES MARKETING

Objectives:

1. To understand the unique characteristics of services Marketing
2. To study about the services marketing strategy components
3. To gain knowledge on application of marketing concept in select services.

Learning Outcomes:

1. Acquiring the special skills required for marketing of services which is different from goods marketing.
2. Creating service imperativeness by strategically combining the elements of services marketing mix while marketing different types of services to the society.

Unit	Description	Hours
1	Marketing of Services: Introduction – growth of service sector – the concept of service – characteristics of services – classification – designing the service – blue printing - building service aspirations	09
2	Services Marketing Mix. The 7 P's Product decisions – Pricing decisions – pricing strategies and Tactics – Promotion of services – Distribution of services - additional dimensions of service marketing – role of People – Physical evidence – Process.	09
3	Effective Management of Services Marketing: Matching demand and supply through capacity planning – Internal marketing of service – external Vs internal orientation of service strategy	09
4	Application of Services Marketing: Marketing of Financial services Marketing of Health services Marketing of Hospitality services.	09
5	Marketing of Communication services Marketing of Educational services Marketing of I.T Services	09

Text Books:

1. Zeithml and Bitner: services Marketing, McGraw-Hill
2. K. Douglas Hoffman and John E.G. Bateson: services Marketing – people, Technology, & Strategy, Thomson
3. Rao, KRM; Services Marketing, Pearson Education

Reference Books:

1. Zeithml, Parasuramn and Berry: Delivering quality service.
2. Gilmore: services marketing and management.

MIBA 604: RETAIL MARKETING

Objectives:

1. To introduce the basic concepts of retail management.
2. To learn various operational and administrative aspects of the growing retailing.
3. To understand the recent developments and contemporary issues related with the Indian retail Industry.

Learning Outcomes:

1. Understanding the contemporary changes that are taking place in Retailing sector and designing business formats to suit the requirements.
2. Able to establish and maintain a retail chain of stores.

Unit	Description	Hours
1	An overview of Retailing – Trends in retail marketing – Scope of Retail Marketing – Retail formats – organized and unorganized formats - different types of organized formats –product retailing vs. service retailing – Globalization and retail formats - Retail trends and challenges.	09
2	Retail store location and layout – location strategy – location criteria –store layout principles - interior and exterior design layout –store design -internal and external atmospherics- signage and display strategies - Technology in store design - Retail store Management planning – visual merchandising – space management – inventory management – vendor relationship – retail pricing and promotions.	09
3	Retail organization structure – recruitment, selection and training of retail personnel – retail sales force management – legal process to establish a retail store in India – license requirement – regulatory compliance – issues and challenges in India.	09
4	Technologies in Retailing: Information Technology (IT) application in retailing - Point of sale – back end IT applications – retail database – AI in retailing - Virtual Reality (VR) and Augmented Reality (AR) applications - IoT, Robots and Automation in retailing - Sustainable Supply Chain practices (SSCM) - Green initiatives - Eco friendly packaging and operations.	09
5	The internationalization process and reasons – Retail Internationalization theory – International retailers – regulation and economy – market selection and entry methods – Future trends – Contemporary issues and relevant case studies.	09

Text Books:

1. Swapna Pradhan (2013), "Retailing Management-Text and Cases", 4th edition, Tata Mc GrawHill.
2. Nicholas Alexander and Anne Marie Doherty (2010), "International Retailing", Oxford University Press.

Reference Books:

1. Bajaj C, TuliRajnish, Srivastava N V, (2017), Retail Management, Oxford University Press, New Delhi, 3rdEdition.
2. ValarieZeithamlandMaryJoBitner,(2018),ServicesMarketing,TataMcGrawHill,7thEdition
3. Berman B, Evans R J and Mathur M (2011), " Retail Management – A Strategic Approach" 11thEdition, Pearson publications.
4. Ramkrishnan and Y R Srinivasan, (2008), "Indian Retailing Text and Cases", Oxford University Press.
5. James R Ogden R and Denis T Ogden T (2005), "Integrated Retail Management" Wiley India Pvt Ltd.,(biztantra)

MIBA 605: INTERNATIONAL MARKETING RESEARCH

Objectives:.

1. To impart the different research techniques for marketing related problems
2. To learn how to manage the product in the market
3. To analyse Investigation methods

Learning Outcomes:

1. Students will be capable of handling different research techniques for marketing related problems.
2. Will be able to effectively manage the product in the market.

Unit	Description	Hours
1	An introduction to Marketing Research: Introduction to MR– definitions –Classifications– Marketing research process– steps– research designs - types – data sources – Ethics of MR	09
2	Data Collection & Scaling techniques: Data collection – objectives – Primary and secondary data collection– qualitative and quantitative data – collection instruments – surveys – observations – interviews – Measurement and scaling techniques Questionnaire Design – methods – Sampling designs and Size – Probability and Non– Probability sampling methods.	09
3	Instrument testing and Data Preparation: Types and Methods of Pre-testing – methods of post testing – Reliability and Validity tests – Processing and data analysis – Checking, Editing, Coding, transcription and tabulation of data – use of computers in data processing.	09
4	Basic Concepts of Analysis and Presentation: Analyzing data using Computers – Analyzing Difference – Investigation of Association – Dependent method and Independent Methods (Multidimensional Scaling /Perceptual Mapping – Conjoint Analysis – Canonical Correlation – MANOVA – Multiple Regression with Dummy variables – Logistic Regression) – Report Writing – Steps in drafting a report.	09
5	Application of Marketing Research: Environmental Scan – Price determination – New product research – Idea creation and concept development – Test marketing and Product life cycle and Product mix research – Advertising Research - Concept, Media and Effectiveness.	09

Text Books:

1. Marketing Research D.D.Sharma
2. R.Pannerselvam Research Methodology

Reference Books:

1. Malhotra: Marketing Research – An Applied Orientation
2. Green, Tull and Albaum: Research for Marketing decisions.
3. Kinnear & Taylor Marketing Research an Applied Approach.
4. David A Aaker, V. Kumar and George S Day: Marketing Research

MIBA 606: GREEN MARKETING

Objectives:

1. The objective of this course is to impart knowledge on this area of environmental marketing
2. To equip and to meet the global consumer expectations
3. To analyse the Environmental Ethics

Learning Outcomes:

1. Students gain the knowledge in the area of environmental marketing.
2. Learns Environmental Ethics.

Unit	Description	Hours
1	Environment-Pollution, cause, and remedy, Biodiversity, Environmentalism- Definition, concepts, its impact and relationship to businesses, need to study environment in the modern era, environment- an interdisciplinary approach, environmental ethics and industry, need for environmental marketing, case studies.	09
2	Environment and its relevance to marketing- ethical products, creating awareness about Green Products, Green Labeling of products, Standards-environmentaudit-Globalenvironmentalchallenges.Environmentconscious customer and consumer segment- identification, approach, creating an environmentally conscious consumer, case studies	09
3	Environment- Developed and developing countries- Influence of Green Marketing on corporate social responsibility, marketing ethical products- challenges and opportunities, promoting green products- advertising on the green platform, Environmental marketing strategies- competitors, case studies	09
4	Building Green Brands, transforming non-green organizations to green organizations- greening the organization structure- building green business- challenges. Product life cycle implications, regulation on environmental marketing and claims, the role of regulatory agencies, international organizations, standards, Clean Development Mechanism (CDM), guides for the use of environmental marketing claims, case studies	09
5	The influence of global environmental issues on international business, international marketing opportunities, Project- mini- project- Business process reengineering with the introduction of green technologies, developed and developing markets, environmental marketing of services, global carbon trading, case studies.	09

Text Books

1. Michael J. Polansky, and Alma T. Mintu. Wimsatt “Environmental marketing- strategies, Practice, Theory and Research”
2. Walter Codington Peter Florain “Environmental Marketing – positive strategies for reaching the green consumer” McGraw Hill Professional

Reference Books:

1. John. F. Wasik “Green Marketing and management- A global perspective” Blackwell publishers inc.
2. Andrew Crane “Marketing, Morality, and the natural environment” Routledge publishers.

MIBA 607: CUSTOMER RELATIONSHIP MANAGEMENT

Objectives:

1. To understand the shifting focus from Conquest Marketing to Relation Marketing.
2. To analysis of how to maintain relationships with the customers in order to retain them.
3. To help the students to Correlate the Customer Data Analysis

Learning Outcomes:

1. Understanding the need of retaining the existing customers to fulfill the organizational objective of wealth maximization.
2. Designing and implementing various types of Customer Relationship Programmes which will reduce the cost of an organization and creates more positive impact on customers.

Unit	Description	Hours
1	Definitions-Concepts and Context of relationship Management– Evolution of CRM Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders	09
2	Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments	09
3	Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.	09
4	Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.	09
5	e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.	09

Text Books

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan.
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra

Reference Books:

1. H.PeeruMohamedandA.Sahadevan, CustomerRelationManagement, VikasPublishing
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India,
3. Assel, Consumer Behavior, Cengage Learning, 6thEdition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier

MIBA 608: INDUSTRIAL MARKETING

Objectives:

1. To understand the dynamics of Industrial Markets
2. To learn about the influencing factors in Industrial Product decisions
3. To gain knowledge to formulate the strategies for Industrial Markets

Learning Outcomes:

1. Understanding the special characteristics of Industrial Markets and the skillset needed to enter the markets.
2. Learning to Persuade, Negotiate and acquire products Industrial customers.

Unit	Description	Hours
1	Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics.	09
2	Industrial Marketing Intelligence and Marketing Research: Differences between Consumer and Industrial Marketing Research. Industrial Market Segmentation, Targeting and Positioning. Identifying the bases for segmenting the Industrial Markets. Criteria for choosing Target Market Strategy. Procedure for developing Positioning Strategy.	09
3	Industrial Product Strategy and New Product Development. Industrial Product Life-Cycle and Strategies, Innovation, Competitiveness and Technology. Marketing of Industrial Services. Industrial Pricing Strategies and Policies. Factors influencing Pricing Decisions. Pricing methods. Pricing Strategies. Pricing Policies.	09
4	Industrial Distribution Channels and Marketing Logistics. Distinctive nature of Industrial Distribution Channels, Types of Industrial Distribution Intermediaries. Channel Design, Managing Channel Members. Managing the Logistics. Impact of Logistics on Industrial Distribution.	09
5	Industrial Communication: Advertising, Personal Selling, Sales Promotion and Publicity. Developing Industrial Communication Programme. The role of Personal selling in Industrial Marketing. The importance of Sales Promotion or Business Promotion. The role of Public Relations in Industrial Marketing.	09

Text Books:

1. Krishna K Havaldar, Business Marketing, Mc Graw-Hill

Reference Books:

1. Michael D. Hutt, Thomas W. Speh, Business Marketing Management, Cengage Learning
2. Prof. P. K. Ghosh, Industrial Marketing, Oxford
3. Robert R. Reeder & Reeder, Industrial Marketing, Pearson

MIBA 609: SALES AND DISTRIBUTION MANAGEMENT

Objectives:

1. To give necessary inputs on sales concepts
2. To present an overview on managing the personal selling and distribution activities.
3. To provide an Analysis on the distribution systems

Learning Outcomes:

1. Recognize and demonstrate the significant responsibilities of sales person as a KEY individual.
2. Describe and Formulate strategies to effectively manage company's sales operations.

Unit	Description	Hours
1	Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling– Elements of direct marketing– Teleshopping– Telemarketing – System selling - The selling process – Strategies and Styles – formulating sales objectives– Sales forecasting– Estimating market and Sales Potentials.	09
2	Size of the sales force, sales organization based on customer, sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.	09
3	Participants in the physical distribution function, the environment of physical Distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.	09
4	Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.	09
5	E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.	09

Text Books

1. Futrell: Sales Management (Pearson Education)
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books:

- 1) Johnson, Kurtz and Scheuing : Sales Management (McGraw-Hill)
- 2) Rosenbloom: Marketing Channels – a management view (DrydenPress)

MIBA610: MARKETING OF HI-TECHNOLOGY PRODUCTS AND INNOVATIONS

Objectives:

1. To learn the conceptual framework behind the Marketing of High – Tech Products
2. To Understand the concept of Advertising in High – Tech markets, Distribution Channel
3. To enable students to adapt with the highly volatile Marketing conditions due to advancements of technology and Innovation

Learning Outcomes:

1. Students gain an in-depth knowledge on the Marketing and Advertising of High- Tech Products.
2. Understanding the Customer Purchase Decisions on High-Tech products.

Unit	Description	Hours
1	Defining High Technology – A Supply Chain Perspective on Technology – A Continuum of Innovations – Marketing Need for High-Technology Products and Innovations - Realizing the Promise of Technology: Societal, Ethical, and Regulatory Considerations - The Paradoxes of Technology and Unintended Consequences –	09
2	Understanding High-Tech Customers - Customer Purchase Decisions – The Choice of Customer: Segmenting Markets and Selecting – Customer Strategies to Avoid Obsolescence.	09
3	Advertising and Promotion in High-Tech Markets - Tools to Build and Maintain Customer Relationships – Advertising and Promotion Mix: An Overview – The importance of Branding in High-Tech Markets – New Product Preannouncements – The role of Marketing Communications in Customer Relationships.	09
4	E-Business, E-Commerce and the Internet- Lessons from the Dotcom Boom and Bust – Effective Website Design and Management – Consumer Behavior and the Internet– E-Business and Organizational (Business) Behavior	09
5	Distribution Channels and Supply Chain Management in High-Tech Markets - Issue in Distribution Channel Design and Management Channel Considerations in High-Tech Markets – Adding New Channels: The Internet – Expanding the view: From Distribution Channels to Supply Chains. Ethical Controversies Surrounding Technological Advances – Social Responsibility and Business Decisions	09

Text Books:

1. Jakki Mohr, Sanjit Sen gupta, Stanley Slater, Marketing of High – Technology Products and innovations, Second Edition, Pearson Education.

Reference Books:

1. Geoffery A. Moore, Crossing the Chasm, Marketing and selling High-Tech Products to Mainstream Customers, Harper Business
2. Michael E. McGrath, Product Strategy for High Technology Companies, Mc Graw Hill, SecondEdition

MIBA 611: NEW PRODUCT DEVELOPMENT

Objectives:

1. To gain practical, real world experience in the application of the concepts, strategies, process, tools and techniques.
2. To learn how to develop and implement a new product or service to an existing and potential target market.
3. To help the student to prepare a Business Plan for a new product or service.

Learning Outcomes:

1. Develop familiarity with models of innovation and the marketing and technology interface
2. Understand the importance of new product development to firm performance
3. Learn methods of generating, evaluating and testing product ideas

Unit	Description	Hours
1	Introduction- Types of products – Product development - Factors contributing to New Product Development - New product development process – product life cycle in theory and practice - Invention Vs Innovation – Diffusion of innovation Theory - challenges and opportunities in NPD.	09
2	Strategic Planning for New Product - Sources of new product ideas - Generation of ideas - Criteria for screening –understanding customer needs – need assessment based on secondary and primary research - Concept generation and evaluation – selection, screening, scoring - Concept cycle - concept testing – purpose and procedure - Design and Development - Eco design- sustainable manufacturing - regulatory compliance and certifications - IPR - Patents - application - ownership and transfer of patent - infringements.	09
3	Business Analysis – Purpose, Stages of Business analysis - Market potential and Demand - Estimating first time sales - Replacement Sales - Repeat Sales - Estimating costs, Sales and Profit – Business plan preparation.	09
4	Market testing - Test Marketing, its advantages and disadvantages - Test marketing strategies -pilot launches and market validation- analysing market response - Launch cycle - Managing Growth and Maturity - Commercialization - Post launch evaluation and improvement.	09
5	Emerging Trends in NPD – Technology, crowd sourcing, AI in New Product Development - The future of New Product management – Contemporary issues and case studies.	09

Text Books:

1. Ramanuj Manjumdar, (2007), “Product Management in India”, 3rd Edition, Prentice Hall Publication
2. Alex Genadinik (2015), “Business plan template and example: How to write a Business Plan”
3. K. Rsjeswari (2007), “New Product Development – a FMCG perspective. PHI publications

Reference Books:

1. Karl T Ulrich, Steven D. Eppinger and Amita Goyal (2012) “Production design and Development” (5thEdition) – Tata Mc GrawHill
2. Crawford, Merle and Di Benedetto, Anthony (2011) “New Products Management” (10thEdition) McGraw-Hill/Irwin.
3. Bettencourt, Lance (2010) “Service Innovation: How to Go from Customer Needs to Breakthrough Services” McGraw-Hill Irwin.
4. C. Merle Crawford, (2003), “New Product Management”, Tata McGrawHill.
5. Michael Brooke and William Ronald Mill “New Product Development successful innovation in the market place”, Routledge publications.

MIBA 612: DIGITAL AND SOCIAL MEDIA MARKETING

Objectives:

1. To understand the latest trends, technologies used in social media marketing.
2. To provide knowledge on digital and social media marketing
3. To enable the students to design the social media content for marketing, brand-building and customer support.

Learning Outcomes:

1. Introduce current and core practices of Digital and Social Media Marketing that will allow learners to analyse, plan, execute and evaluate a digital marketing strategy.
2. Introduce core tools currently used in Digital and Social Media Marketing that will allow learners to analyse, plan, execute and evaluate a digital marketing strategy

Unit	Description	Hours
1	Digital marketing –Evolution of Digital Marketing – significance of digital marketing - Digital Vs Traditional marketing –key digital marketing channels - Digital marketing theories – practices in digital marketing.	09
2	Social media marketing –significance of social media marketing - key social media platforms – Face book – Twitter – Linkedin – You tube – Instagram – Pinterest – Google Adword – Reddit – Vine – 4 Square – Tumblr – Yelp - Slide share and Blogs.- Social and Search Engine advertising – Social listening - planning, targeting and budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.	09
3	Content marketing – inbound Vs Digital Vs outbound marketing- content marketing in the digital era – Types of content: Blogs, Videos, Infograph - user generated content – attract and convert, earn trust through content marketing - structuring social campaigns and daily content.	09
4	E- mail marketing – types – tools for e-mail marketing – E-mail marketing and Automation - Building mail list/ segment - Mobile marketing - Mobile consumer behaviour - mobile App marketing - SMS/ Push notification - Mobile Advertisements - Location based marketing - E-payments and security – e-payment system – different types of payment modes – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.	09
5	Analytics and Data driven Decision - web analytics tools - key performance indicators (KPI) for A/B testing - Data visualisation for marketing insights - privacy and ethical consideration in data usage. Emerging Trends in Digital and Social Media Marketing: AR - VR, Voice search optimisation - AI in marketing - Social commerce trends - predictions for the future of Digital marketing.	09

Text Books:

1. Liana Li Evans, (2010) “Social Media Marketing: strategies for engaging in Face book, Twitter and other Social Media” Que Press.
2. Melissa S. Barker, Donald Barker, Nicholas F. Bormann and Krista E. Neler (2013) “Social Media Marketing: A Strategic Approach” 1st Edition, Cengage learnings.

Reference Books:

1. Stephen Dahl (2014), “Social Media Marketing: Theories and Applications” Sage Publications.
2. Tracy L. Tuten and Michael R. Solomon (2015) “Social Media Marketing” 2nd Edition, Sage Publications.
3. John Williams (2016), “Social Media: Marketing strategy for rapid growth using: Facebook, Twitter, Instagram, Linkedin and Youtube”, Create space publishers.
4. Jan Zimmerman and DeoborahHg (2017), “Social Media Marketing All– in– one for Dummies” Wiley publications.

MIBA 613: INNOVATION AND STARTUP MANAGEMENT

Objectives:

1. To study the creativity and innovation process of startup
2. To understand the effective management of startup
3. To inculcate entrepreneurship and skill development among students

Learning Outcomes:

1. Will help in boosting the interest on entrepreneurship among students
2. Improves Creativity and Innovation.

Unit	Description	Hours
1	Introduction to Creativity and Innovation- Nature of creativity: Person, Process and Environment; Nature of Innovation: Making the Idea a reality; Need and Roles of creativity and Innovation in the Organization; Dynamics that underlie Creative thinking	09
2	Creative insight: Idea evaluation- Creativity in Teams; Developing and contributing to a Creative-Innovative Team; Managing for Creativity and Innovation- Tools and techniques for creativity; Evolving a culture of Innovation in Organizations; Global perspective on Innovation	09
3	Entrepreneur and Entrepreneurship: Entrepreneurship and Economic Development; A Typology of Entrepreneurs; - Entrepreneurial Competencies: Role, Task and personality; Entrepreneurial skills: Creativity, Problem solving, Decision making, Communication, Leadership quality; McClelland's N-Ach theory, personal efficacy, technology backup;	09
4	Traits/Qualities of an entrepreneur; Steps of entrepreneurial process; Opportunity/ Identification and product selection; Conducting Feasibility studies; Entry strategies; Intellectual property; Small Enterprises and Enterprise launching formalities; Project report preparation	09
5	Role of support institutions and Management of small business- Director of Industries; DIC, SIDO, SIDBI, SIDC, NSIC, State financial Corporations; Assistance from different organizations in setting up a new Venture- Export and Import apply procedure; Laws: Liabilities under the Factories Act, Shops and Establishment Act, Sale of goods Act, Environment protection Act; Understanding Labor- Management relationship	09

Text Books:

1. Allan Afuah (2003) "Innovation Management", Oxford Publications
2. Desai Vasant (2009) The dynamics of entrepreneurial development and Management, Himalaya Publishing
3. Kuratko, D.F. & Hodgetts (1998) Entrepreneurship: Theory, Process and practice", R.M Thomson Press

MIBA 614: ASIAN BRAND MANAGEMENT

Objectives:

1. To understand how to develop a brand positioning for Asian brands.
2. Familiarity with the various qualitative and quantitative methodologies that are used to evaluate brand equity.
3. To critically analyze how to achieve growth through Strategic Asian Brand Management.

Learning Outcomes: Students will be able to

- Understanding of Asian Brand management and its history.
- Demonstrate brand identity, brand personality, brand positioning, and brand communication
- Able to theoretical underpinnings and principles, competitions, and collaboration in strategic thinking to position its brand
- Analyze different Strategic Brand Management and Asian Brand Architecture.
- Asian Brands design and implement brand architecture strategies to understand competition and cooperation for the Globe.

Unit	Description	Hours
1	Introduction to Brand Management: Product vs. Brand overview, Brand Architecture need objectives and evolution of Strategic Brand Management. Brand Equity -Steps in Building Brands- Brand Extension.	9
2	Value Creation In Asian Brands: Brand identity -The eroding low-cost advantage - 10 global brands originating from Asia - Reasons for the lack of strong Asian brands - A new paradigm for Asian Brands - The need for brand-driven organizations in Asia.	9
3	Asian Brand Personality: Transforming How We Understand Asian Cultures - And Consumers - From American images to prominence of Asian images and music - Opportunities in subcultures - Transforming how we view Asian consumer psychology - Export branding - Generic country branding.	9
4	Celebrity Branding In Asia: Endorsements - Celebrity endorsers in Asia - Celebrity endorsement models - Challenges in celebrity branding - Celebrities in India – Brand Positioning & Repositioning - brand elements, options & tactics for brand elements-Brand name category – Brand Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging.	9

5	Asian Brand Strategy: Brand management model - Brand audit - Brand strategy - Brand implementation - Brand valuation – Online Branding strategy – Aspiring ASIAN BRAND CASES - Branding is the face of a strong business strategy - Background - Brand philosophy - Brand communication - Brand strategy - Future challenges.	9
<p>List of Experiments: Flipped Class Room, Role Play, Individual & Team Exercises, Case Discussion, Lectures</p>		
<p>Text Books:</p> <p>Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition by Kevin Keller, Vanitha Swaminathan (2019)</p> <p>Asian Brand Strategy- How Asia Builds Strong Brands - Martin Roll – Palgrave Publishing</p>		
<p>Reference books:</p> <ul style="list-style-type: none"> • Strategic Brand Management: Building Measuring and Managing Brand Equity by Kevin Keller (2012) • Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). Strategic brand management. Oxford University Press, USA. 		

MIBA 615: DESIGN THINKING

Objectives:

1. To present an overview of the Design Thinking involved at each stage of the design during the process of new product development.
2. To understand the concepts of design thinking approaches.
3. To apply critical thinking and design thinking to solve the problems.

Learning Outcomes:

1. Improves the thinking ability for idea generation that will allow the students to improve their creativity and also brings out their originality.
2. Helps to choose the best ideas to introduce new products in the market.

Unit	Description	Hours
1	Introduction to Design Thinking: Design thinking and Innovation an overview – origin and purpose of design and innovation – Design thinking meaning and elements - Principles of Design Thinking - Empathy, collaboration, Iteration - Benefits of design thinking – Types of thinking – Analytical, Intuitive, Deduction, Induction, and Abduction – Human centric approach.	09
2	Design thinking process – key features of the process – cognitive model in design thinking – design thinking skills – mindset (5 thinking mind sets) design thinking bases – framework, Jeannie Liedtke’s framework – Tools used for design thinking process- visualization in design thinking process- team.	09
3	Design thinking approach for New Product Development: design thinking approaches – stages of thinking – Define (problem definition and ideation) Research (user Research - Ethnographic Studies and Observation Techniques) – Ideate (Ideation and Brainstorming Methods- Synthesis and Affinity Mapping) - Prototype -Types of Prototypes- Low-Fidelity to High-Fidelity - Select – Implement- Learn.	09
4	Design thinking tools and Techniques: Listening and empathizing techniques – engagement – observation – empathize. Define and ideation techniques – unpacking – personas- pattern recognition. Prototype and test techniques – types of prototype – forms of testing in design thinking. General practices – visualization and diagrams – story telling techniques.	09
5	Design thinking and AI - Design thinking in a post pandemic world - the future role of design thinkers in innovation.	09

Text Books:

1. Lewrick. Link, Liefer, “The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods”, Wiley, 1st Edition, 2020.
2. Jimmy Jain, “Design Thinking for Startups: A Handbook for Readers and Workbook for Practitioners”, 1st Edition, Notion Press, 2018.

Reference Books:

1. Kelley, Tom, and Littman, Jonathan, “The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm”, Profile Books Ltd, 2016.
2. Roterberg, “Design Thinking for Dummies, For Dummies”, 1 Edition, John Wiley & Sons Inc (US), 2020.
3. Tim Brown, “Change by Design, Revised and Updated: How Design Thinking Transforms Organizations and Inspires Innovation”, Harper Business, 5thEdition, 2019.
4. Gavin Ambrose, Paul Harris, “Basics Design - 8: Design Thinking”, illustrated, reprint, AVA Publishing, 2010
5. Christian Müller-Roterberg, “Handbook of Design Thinking”, Kindle Direct Publishing, 2018

MIBA 651: INTELLECTUAL PROPERTY RIGHTS

Objectives:

- 1 To acquire Basic knowledge in IPR to safeguard creators and other producers of intellectual goods and services
- 2 To help the students to learn the process of getting various types of certificates.
- 3 To understand the contemporary issues related to IPR with real time examples.

Learning Outcomes:

1. Will help in acquiring Basic knowledge in IPR to safeguard creators and other producers of intellectual goods and services.
2. Will help to understand the contemporary issues related to IPR with real time examples.

Unit	Description	Hours
1	Introduction to Intellectual Property Rights (IPR)– meaning, importance and origin of IPRs - concepts of intellectual property – Patent – Copy Right – Trade Marks – Industrial Design – Geographical Indication.	09
2	International Treaties and Conventions on IPRs – The TRIPS agreement – Patent Cooperation Treaty – The Patent Act of India – Patent Amendment Act (2005) – Design Act – Trade Mark Act – Geographical Indication Act.	09
3	Patent Introduction – filing of patent application – rights from patents – patent in formation and databases- licensing and assignments– software licensing– general public licensing– compulsory licensing– infringements – patenting in foreign countries.	09
4	Copyright meaning– concepts- importance of copyrights– copyrights and its ownership - registration procedure - Universal copy right Convention– International Society on copyrights– piracy and remedies.	09
5	Intellectual Property Management – Role of WIPO in management of IPRs - IP valuation – IP insurance - Contemporary issues - Case studies on Intellectual Property Rights.	09

Text Books:

1. Vinod V Sople (2012), “Managing Intellectual Property: the strategic imperative” 3rdEdition, PHI Learning Pvt.Ltd.,
2. Anurag K Agarwal (2016) “Business and Intellectual Property; Protect your ideas” Random House publication.

Reference Books:

1. Miller, A., and Davis, M. (2012) “Intellectual property: Patents, trademarks, and copyright in a nutshell” 5thEdition, St. Paul, MN: Thomson/West.
2. Dreyfuss, R., and Kwall, R. (1996) “Intellectual property: Trademark, copyright, and patent law: Cases and materials” Westbury, New York Foundation Press.

FINANCE ELECTIVES

FINANCE ELECTIVES

Code	Course	Credits	Marks	Hard/Soft Core
MIBA621	Global Financial Markets and Instruments	3	100	S
MIBA622	Global Mergers and Acquisitions	3	100	S
MIBA623	International Investment and Portfolio Management	3	100	S
MIBA624	Financial Services and Derivatives Management	3	100	S
MIBA625	Global Asset Backed Securities	3	100	S
MIBA626	Corporate Tax Planning and Management	3	100	S
MIBA627	International Accounting	3	100	S
MIBA628	Forex Management	3	100	S
MIBA 629	Corporate Finance	3	100	S
MIBA 630	International Taxation	3	100	S
MIBA 631	International Banking	3	100	S

MIBA 621: GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Objectives:

1. To impart the fundamental knowledge about the global financial markets
2. To introduce the Strategies adopted by the financial markets to students
3. To Understand Regional cooperation of various bodies

Learning Outcomes:

1. The learners will understand the functioning of global financial markets and would be able to assess the risk and return possibilities in the financial instruments.
2. The students will acquire skill in valuing the overseas investments and managing short term funds.

Unit	Description	Hours
1	International Trade and Business Environment – Framework of International and Regional Economic Cooperation– Growth and Development of MNCs– Types and Rationale – Gains from International Trade – International Economic Institutions: WTO – UNCTAD – IMF and World Bank for of International Trade	09
2	International Financial System – Bretton Wood Conference afterwards – European Monetary System – International Financial Markets – Creation of Euro – Emergence of Euro Currency Markets– International Money Market Instruments– GDRs –ADRs	09
3	Foreign Exchange Markets – Fixed and Flexible Exchange Rates – Spot and Forward Markets– Exchange Rate Quotes– LERMS– Factors affecting Exchange Rates – Basic Theories – PPP – Interest Rate Parity – Fisher Effect – Currency derivatives – Futures and Options – Currency Swaps	09
4	Multinational Financial Management – Complexities in Overseas Investment – Working Capital Management – Investment and Financing Decisions – Capital Budgeting – Cost of capital of Overseas Investment – Risk Exposure – Types – Measurement and Management of Exposure - International Portfolio Management	09
5	Global Capital Markets - International Equity Trading and Instruments – Structure and Regulations of International Equity and Bond Markets – Euro Bonds – Repos – CPs – Loan Syndicates – Euro Deposits	09

Reference Books:

1. Money and Capital Markets: Financial Instruments in a Global Marketplace. McGraw-Hill Inc., US; 6th Revised edition. **ISBN-10:0071146946**
2. George Chacko, Vincent Dessain, Peter Hecht and Anders Sjöman (2006), Financial Instruments and Markets: A Casebook. John Wiley & Sons. **ISBN-13:978-0471737674**
3. Sunil Parameswaran (2011), Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange, and Derivatives. Wiley; 1 edition. **ISBN-10:0470824905**

MIBA 622: GLOBAL MERGERS AND ACQUISITIONS

Objectives:

1. To provide a broad overview of corporate Mergers and Acquisitions;
2. To understand the conceptual framework and a review of the empirical evidences.
3. To analyze the financial, strategic, economic and managerial perspectives on Mergers

Learning Outcomes:

1. The learner know about overseas business expansion strategies.
2. The students gain the knowledge from different live cases on international Mergers & Acquisitions and their complexities.

Unit	Description	Hours
1	Global Corporate Restructuring Process – Mergers & Acquisition Strategies – Building Values – Approaches to Overseas M&A Strategy – Alternative Perspectives on Mergers – Formulating a Competitive Strategy – Overseas Expansion and Diversification Strategy – Deal Structuring and Negotiation – Payment and Legal Considerations	09
2	Types of Mergers – Horizontal Merger – Vertical Merger – Conglomerate Merger - Economic Rationale for Mergers – Managerial and Financial Synergy–Theories of Mergers and Tender Offers – Sell Offs– Divestitures – Spin Offs – Equity Carve Outs – Restructuring – Joint Ventures –ESOPs – Going Private and Leveraged Buy Outs(LBO)	09
3	Cross-Border Acquisitions – Objectives of Global M&A – Strategic Alliances as an Alternative to M&A– Organizing for Acquisitions–Sources and Limits of Value Creation in Cross-Border M&A – Bid Strategies and Defense Tactics	09
4	International Regulatory Framework of M&A – Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Challenges of Cross-Border M&A - Post-Acquisition Audit and Organizational Learning	09
5	Recent Trends and Developments in Global M&A Practices - Discussions by StudentsofRecentNationalandInternationalCaseAnalysisofCorporate Restructuring and M&A Activities	09

Text Books:

1. Sheeba Kapil, Kanwal N. Kapilr (2018) : Mergers And Acquisitions: Strategy, Valuation, Leveraged Buyouts, And Financing (2nd Edition), Wiley (2018), ISBN: 9788126568253

Reference Books:

1. Abdol S. Soofi(2014), Global Mergers and Acquisitions: Combining Companies across Borders. Business Expert Press.
2. Andreas Lachmann (2014),Globe Business Publishing Ltd. Globe Business Publishing Ltd
3. Weston Fred J. et al, “Mergers, Restructuring and Corporate control”, PHI, Delhi.

MIBA 623: INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT

Objectives:

1. To expose the students to various theories of investment,
2. To know different approaches of investments
3. To analyse individual securities and management of a portfolio in the international context

Learning Outcomes:

1. Students gain the knowledge on stock market analysis with the help of Technical, Industry and common stock analysis.
2. Shall provide a thorough understanding on global investment policies and Portfolio Management Techniques.

Unit	Description	Hours
1	Basics of Investment – Investment objectives and Risks – Forms of Investments – Investment and speculation – Factors in the choice of Investments – Security of principal and income – Rate of Return – Investment constraints – Investment policies- Global Trends and Practices	09
2	Common Stock – Bonds – Preferred Stock – Mutual Funds – Government Securities – Other Fixed Income Securities – Common Stock Valuation Theory – Stock Options – Buying New Issues – Tax Shelters – Investing in Real Estates – Foreign Institutional Investors (FII).	09
3	Stock Market Analysis– Fundamental Common Stock Analysis– Technical Analysis – Industry Analysis – Efficient Market Hypothesis –Listing of Securities – New Issues Markets – Investment Companies – Brokerage Business – Underwriting – Global perspectives.	09
4	Modern Portfolio Theory – Assumptions – Markowitz Analysis – Beta Analysis – Income Portfolio – Growth portfolio – Dowjone Industrial averages – Price Strategies and Timing – Capital Asset Pricing Model	09
5	Portfolio Management in Practice – Portfolio Management in International Setting – Investment Timing – Portfolio Revision – Formula Plans – Constant Rupee Value – Constant Ratio – Variable Ratio – Dollar Cost Averaging – Recent trends in the International Environment.	09

Text Books

1. Fischer and Jordon, “Security analysis and Portfolio Management”, Prentice Hall.
2. Fuller and Ferrel, “Modern Investments and Security Analysis”, McGrawHill.

Reference Books:

1. Graham & Dodd, “Security Analysis and Portfolio Management”, McGrawHill,
2. Preeti Singh, “Investment Management”, Himalaya Publishing House, Bombay.
3. Bhalla, V.K., “Investment Management”, S. Chand & Co, NewDelhi.
4. Dance, M.N., “How to Invest Wisely in Real Estates”,Sneh.

MIBA 624: FINANCIAL SERVICES AND DERIVATIVES MANAGEMENT

Objectives:

1. To help students to know about various types of business financial services
2. To overview the functions of Regulatory authorities like SEBI in India
3. To know the concepts of Derivatives market and Hedging

Learning Outcomes:

1. Will help in understanding SEBI and various types of business financial services
2. Gives ideas on recent trends in marketing of Financial Services.

Unit	Description	Hours
1	Financial Services– Services Management – Characteristics - Fund Based and Non-Fund Based Financial Services –Innovative Financial Instruments and Products - Contemporary developments in the field of Financial Services.	09
2	Leasing: Concept – Types – Lease Agreements – Accounting and Legal aspects–Lease Evaluation– Potentiality of Leasing as a means of corporate financing – Future of Leasing industry.	09
3	Merchant Banking – Origin and Growth - Functions of Merchant Bankers – Merchant Banking in different countries – SEBI -Regulatory guidelines- Growth of Mutual Fund- Operational Mechanism of Mutual Fund Schemes – SEBI Guidelines – Off-shore Mutual Funds - Future of Mutual Fund-	09
4	Other Financial Services – Hire Purchase – Consumer Finance – Factoring – Venture Capital – Commercial Paper – Credit Rating – Credit Cards – Insurance – International Financing – Recent trends in marketing of Financial Services in International Money and Capital Markets	09
5	Derivatives Market in India and other countries- New Financial Derivatives emerging in international financial markets-Strategies – determining Hedge ability – Structuring the Hedge – Hedge Management Practices – Evaluating and Monitoring Hedge.	09

Text Books

1. Khan, M. Y., *Financial Services*, Tata McGraw Hill, New Delhi

Reference Books:

1. Avadhani, Marketing of Financial Services
2. John Hull, Options, Futures and other Derivatives, Prentice Hall.
3. Robert W. Kolb, Understanding Futures Markets, Prentice Hall

MIBA 625: GLOBAL ASSET BACKED SECURITIES

Objectives:

1. To emphasize the significance of Asset Based securities
2. To Understand the concepts of Asset backed Securities & Securitization in global perspective
3. To introduce the concepts of Mortgage based Securities and Asset backed financing.

Learning Outcomes:

1. Understanding the concepts & significance of Asset Based securities.
2. Gains knowledge on the concepts of Mortgage based Securities and Asset backed financing.

Unit	Description	Hours
1	Asset Based security Market - Asset securitization - Growth and changing character of the market -Contrast with traditional asset-based financing - Contrast with home mortgage securitization	09
2	The Securitization Process- Before the deal: suitability of assets, originator/servicer, & investors - The process: Typical structure and cash flows -Collateralized bonds, pass-through and pay-through securities - Legal structures for asset securitization.	09
3	CLOs and CBOs- Cash flow vs market value structures- Participation vs assignment of assets -Synthetic structures- Risk Assessment and Credit Enhancement -Sources of risk -Pool default risk -Seller/ originator risk - Servicer performance risk -Swap counterparty risk -Legal risks -Sovereign risk - Non-credit risks - prepayment and market risk, Techniques of risk reduction -Credit risk management - Overcollateralization and excess servicing -Senior-subordinated structures - Financial guarantees –Financial guarantors.	09
4	The Investor's Viewpoint: Advantages and Disadvantages of Different Structures Comparison with conventional bonds -Comparison of major structures of ABS – Spread analysis- Comparison of risks and returns on security classes within particular ABS deals -Liquidity considerations - Discussion of investor motivations –reasons behind investors buying asset-backed securities- Understanding The Rating Process The Issuer's Viewpoint: Cost-Benefit Analysis - Securitization in the context of corporate financing choices -The economics of off-balance-sheet financing- performing a financial cost-benefit analysis for an originator- Servicer profitability analysis -Importance of retaining lines and other liquidity sources –reason behind companies financing with asset-backed securities.	09
5	Mortgage-Backed Securities -Home and commercial mortgage securitization - Measuring and managing prepayment risk - Other Asset Classes -Auto loan securitization - Credit card securitization - Equipment lease securitization - Asset- backed commercial paper - Asset-Backed Financing: Applications in Future-Flow Securitization and Securitization of Intangibles -Future-flow securitization: explanation and applications -Securitization of intangibles: explanation and applications	09

Text Books

1. Asset-Backed Securities, Anand K. Bhattacharya (Editor), Frank J. Fabozzi (Editor), Wiley Publications

Reference Books:

1. Investing in Asset-Backed Securities, Frank J. Fabozzi(Editor), Wiley Publications.
Capital Market Instruments: Analysis and Valuation, Moorad Choudhry, R Pienaar, Richard Pereira, Joannas Didier, Financial Times Press.

MIBA 626: CORPORATE TAX PLANNING AND MANAGEMENT

Objectives:

1. To know about Tax Planning, Tax Procedures and Management
2. To learn about Tax Consideration in specified managerial decisions, Capital structure and dividend policy

Learning Outcomes:

1. Provides a thorough understanding on the Tax Planning, Tax Procedures and Management.
2. Students gain the knowledge on Tax Consideration in specified managerial decisions, Capital structure and dividend policy.

Unit	Description	Hours
1	Introduction of direct tax-Income tax act1961-Direct tax code-Gross Total income - Total income--Residential status and Tax incidence - Incomes exempt from tax-	09
2	Basic Concept of tax planning: Tax Management: Tax avoidance and tax evasions: tax planning vs Tax management-Tax evasion vs Tax avoidance-Tax payments	09
3	Taxation of Companies: Computation of Profits and Gains of Business or Profession - Deductions available to company - Carry forward and set -off of losses in case of certain companies - MAT-Dividend Distribution Tax-Tax on undistributed profits of domestic companies.	09
4	Tax Consideration in specified managerial decisions , Capital structure and dividend policy - make or buy, own or lease, retain or replace, export or domestic sales, shut down or continue, purchase by installment or hire, Expand or Reduce the size of business.	09
5	Tax consideration in special areas - Foreign collaboration agreements, Mergers, Amalgamation, Reconstructions and Acquisitions- New Industrial undertakings and tax relief's. Tax incentives to the exporters.	09

Text Books

1. Lakhotia, R.N., and S.Lakhotia, Corporate Tax Planning Hand Book, Vision Books, New Delhi

Reference Books:

1. Vinod K.Singhania, Direct Taxes: Law and Practice, Taxmann publications, NewDelhi.
2. Mehrotra and Goyal, Income Tax Law and Practice, SahityaBhawan, Agra.
3. Palkivala, N.A. and Palkivala B.A., Kanga and Palkivala.s Law & practice of Income Tax, N.M.Tripathi.

MIBA 627: INTERNATIONAL ACCOUNTING

Objectives:

1. To make the students understand the concept and nuances of international accounting
2. To help students to know the standards and practices for international business firms
3. To know the importance of financial reporting in international environment.

Learning Outcomes:

1. Students will get aware on various international accounting principles and practices with global joint ventures and intercompany transactions.
2. Enhance the learners ability on international reporting skills with various accounting techniques.

Unit	Description	Hours
1	Objective of International Financial Reporting – Concept International Accounting Practices, introduction to inter corporate investments – intercompany transaction – Global Joint Venture Accounting, Foreign Currency Translation accounting	09
2	Financial instruments – Presentation and disclosure – Convertible securities– recognition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting.	09
3	Inter corporate investment – Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statement’s disclosure.	09
4	Global mergers & acquisitions accounting – consolidating wholly, non-wholly owned subsidiary under equity and cost recording – Intercompany revenue, expenses & inter company profile profit & expenses	09
5	Financial reporting in an international environment – Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organisations.	09

Text Books

1. Comparative International Accounting, - Christopher Nobes, Rober Parker, 2007.
2. Financial Accounting & An International Introduction – David Alexander & Christopher Nobe.

Reference Books:

1. International Corporate Reporting comparative approach – Clare Roberts, Pauline Weetman, Paul Gardon, 2004.
2. Advanced Financial Reporting & An International approach – Jagdish Kothari, Elisabeth Barone, 2009.

MIBA 628: FOREX MANAGEMENT

Objectives:

1. To understand concepts and techniques of foreign exchange
2. To deals with foreign exchange contracts and managing the exchange risk
3. To make students career in foreign exchange and control

Learning Outcomes:

1. Gains a brief idea on the concepts and techniques of foreign exchange.
2. Shall provide an interest on student's career in foreign exchange and control.

Unit	Description	Hours
1	Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market (Commercial Banks, FEDAI – RBI) – The Spot Market–The Forward Market– Relationship between the Forward Rate and the Future Spot Rate - Participants in Foreign Exchange Market.	09
2	Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control	09
3	Foreign Exchange Transactions- Purchase and Sale Transactions– Spot and Forward Transactions –Ready Exchange Rates – Principal types of Buying Rates–Principal types of Selling Rates– Ready Rates based on Cross Rates – Inter Bank Deals – Cover Deals, Trading, Swap deals and Arbitrage Operations.	09
4	Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/ExtensionofForwardContract–InterBankDeals(Theoretical Aspects only)	09
5	Exchange Exposure and Risk Management: Transaction Exposure – Translation Exposure and Economic Exposure Management of Risk Exposure (netting, Marketing, leading and lagging) – Assets and Liabilities Management and techniques - Currency Futures and Option Contracts – Financial Swaps – Forward Rate Agreement – Interest Rate Options.	09

Text Books

1. C. Jeavanandam (2012) "Foreign Exchange Practice and Concepts", Sultan Chand & Sons, New Delhi.
2. Apte P.G(2011) "International Financial Management", Tata McGraw Hill, New Delhi

Reference Books:

1. Alan C. Shapiro (2010) Multinational Financial Management Prentice-Hall of India, New Delhi.
2. Cheul S Eun & Bruce Gresnick (2008) International Financial Management Tata McGrawHill Co., New Delhi.

MIBA 629: CORPORATE FINANCE

Objectives:

1. To introduce the concepts of corporate finance as they apply in today's global world.
2. To combine the existing skills of finance with fundamental issues of Managerial Finance
3. To understand financial implications of a financial statement.

Learning Outcomes:

1. Students learn how to apply the concepts of corporate finance in today's global world.
2. Provides a platform to combine existing finance skills with fundamental issues of Managerial Finance.

Unit	Description	Hours
1	Introduction: Meaning and Functions of Corporate Finance – Financial Forecasting and Profit Planning – Forecasting Financial Requirements – Estimating External Fund Requirements	09
2	Basic Concepts of Corporate Finance: Time Value of Money – Cost of Capital–CapitalStructure–FinancialDecisionmaking–DividendPolicies.	09
3	Capital Expenditure Planning: Meaning – Methods; Capital Rationing – Types and Causes – Single Period and Multi period Capital Rationing Sensitivity Analysis – Replacement Decisions and Capital Rationing Evaluation of Risky Investments	09
4	Valuation of Firms: Factors affecting Firms' Value – Different approaches to Value Determination– Valuation of Bonds, Preferred Stock and Common Stock. Mergers, Consolidation and other Forms of Combination: Meaning– Forms – Techniques of Combination – Process of Combination – Reasons for Combination – Financial Consideration in Combination.	09
5	Project Appraisal: Project Identification – Planning – Control – Aspects of Appraisal–Economic, Technical, Financial and market Appraisal– Vertical Integration –Diversification.	09

Text Books

1. Brealey, R.A., Myers, S.C., and Allen F.: "Principles of Corporate Finance", 9th Edition, McGraw – Hill.

Reference Books:

1. Berk, Jonathan and Peter Demarzo, Corporate Finance, Boston Mass: Pearson Addison Wesley, 2007.
2. Tirole, Jean (2006) "The Theory of Corporate Finance" Princeton University Press.
3. Grinblatt M. and S. Titman (2002) 2nd Edition "Financial Markets and Corporate Strategy" McGraw-Hill.
4. Kuchhal, S.C., "Corporation Finance" Chaitanya Publications, New Delhi.

MIBA630: INTERNATIONAL TAXATION

Objectives:

1. To provide an overview of international tax concept, issues, planning opportunities and risks
2. To raise the awareness of students concerning Cross-border business and transactions.
3. To learn about the concepts of International Transfer Pricing

Learning Outcomes:

1. Students can Compare different transfer pricing methods and determine the applicable method in a situation
2. Analyze operations and tax position of a business and determine the impact of business expansion in a particular country

Unit	Description	Hours
1	Introduction: Global business and International Taxation, the rise of business taxation, Taxing resident on Income from all sources, taxing the profits of a business establishment – GST and its effect on International Taxation	09
2	Transfer Pricing: Evolution of Transfer Pricing in India – Computation of income from transaction with non-resident-associated enterprises-international transaction – specific domestic transaction –Computation of Arm’s Length Price- Functions , Assets and Risk (FAR) Analysis-Documentation and compliance– Transfer pricing Assessment- Non Resident Taxation - Transfer of income to non- residents	09
3	Double Taxation Relief: Concept of Double Taxation-Types of Relief – Double Taxation Relief Provision under Income Tax Act 1961-Concept of Permanent Establishment – Taxing Foreign Income – Taxation of BPO units in India- Taxation of E-Commerce Transactions – Advance Rulings	09
4	Advance Ruling: Authority of Advance Ruling – Application – Procedure-Applicability of Advance Ruling-Powers of Authority-Procedure of Authority, Black Money and Imposition of Tax Law: Basis of Charge-Tax Management-Penalties – Offences and prosecution – General Provisions	09
5	Tax Treaties: Double Taxation and Connecting Factors – Tax Treaties – Features of Tax Treaties– Application of Tax Treaties– Interpretation of Tax Treaties-Role of Vienna Convention in Application and Interpretation of Tax Treaties – Anti Avoidance Measures: Controlled Foreign Corporation –Base Erosion and Profit Sharing– Other Anti- Avoidance Measures– Comparative analysis of some of the significant articles of OECD and UN Model Conventions	09

Text Books:

1. Russo, R (Editor), Finnerty, CJ (Author), Merks, P (Author), Pettricone M, (Author), (2007) Fundamentals of International Tax Planning(IBFD)
2. Holmes, Kevin, International Tax Policy and Double Taxation Treaties (IBFD,2007)
3. ICAI Book on International Taxation(2019)

Reference Books:

1. Williams, David W., (1991) Trends in International Taxation, (Amsterdam, International Bureau of Fiscal Documentation,
2. Ogley, Adrian (1993) Principles of International Taxation: A Multinational Perspective (London, Intersc Publishing
3. Rohatgi, Roy (2007) Basic International Taxation – Volume 1 (Principles) (London BNA International, 2nd Ed.)

MIBA 631: INTERNATIONAL BANKING

Objectives:

1. To provide the students with a sound grasp of the practices of modern international banking
2. To understand the central theme and issues of International Banking
3. To learn the practices of Financial Institutions and centres.

Learning Objectives:

1. Demonstrate comprehensive knowledge and understanding of the way in which the international financial system operates.
2. Gives an in-dept Knowledge on the practices of Financial Institutions and centres.

Unit	Description	Hours
1	Global Trends and Development in International Banking – Methods of Payments – Fund Settlement Options – International Remittances – Nostro, Vostro, Loro and Mirror Accounts – Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASELIII	09
2	International Payment Instruments – Letter of Credit Mechanism and Uniform Customs and Practice for Documentary Credits / URC / URR Buyers/Sellers credit – S.W.I.F.T – Offshore Banking Units – Special Economic Zones	09
3	International Financial Centers – International Banking Department – Investment Banking – Correspondent Banking – Relationship Banking – Financing International Trade – Bank Regulation and Prudential Supervision of banks in the USA, UK and EU. International regulatory and supervisory convergence.	09
4	International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – International Competitiveness– Arbitration and Mediation in International Banking– Japanese American and Swiss Banking Practices.	09
5	Risk Management in International Banking – Forex Risk – Implications and Effectiveness of Country Risk – Asset/Liability Management – Bilateral and Counter Trade – Approaches to Risk Management in International Banking	09

Text Books

1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007

Reference Books:

1. Jane Hughes & Scott MacDonald. (2002). International Banking: Text and Cases. Prentice Hall. ISBN:9780201635355
2. A.W. Mullineux & Victor Murinde. (2003). Handbook of International Banking. Edward Elgar Publishing. ISBN 1840640936
3. Thomas J. P'Brien, International Finance – Corporate Decision in Global Markets, 2nd edition

HUMAN RESOURCE ELECTIVES



HUMAN RESOURCE ELECTIVES

Code	Course	Credits	Marks	Hard/Soft Core
MIBA641	HR for Knowledge Based Organisations	3	100	S
MIBA642	Global Leadership and Skills Development	3	100	S
MIBA643	Technology for HR Value Creation and Management.	3	100	S
MIBA644	Global Human Resource Development	3	100	S
MIBA645	Industrial Relations and Labour Legislations	3	100	S
MIBA646	Cross Cultural Management	3	100	S
MIBA 647	Performance Management Systems	3	100	S
MIBA648	Organisation Development	3	100	S
MIBA 649	Training and Development	3	100	S
MIBA 650	HRD Score Card 2500	3	100	S

MIBA641: HR FOR KNOWLEDGE BASED ORGANIZATIONS

Objectives:

1. To understand the challenges of knowledge based organization (KPO) and HR interventions to manage the organization
2. To appreciate the values of autonomy, accountability and acknowledgement in the organization
3. To know the significance of ICT in HR practices

Learning Outcomes:

1. Would help to understand the challenges of knowledge based organization (KPO) and HR interventions to manage the organization
2. Will appreciate the values of autonomy, accountability and acknowledgement in the organization

Unit	Description	Hours
1	Changing dimensions of the work concept – Nature of works and practices of working hours – Employees Life in knowledge based organizations – Operational mechanisms of KPOs – Dimensions of HRM in KBOs – New Roles and Challenges for HRM in the KBO.	09
2	Managing knowledge for organizational effectiveness – Process and Methods - Concept of Intellectual Capital and Learning Orientation in the Organizations– Knowledge and Role related issues– Performance appraisal in a KBO	09
3	Managing knowledge and Health of Human Resource and Organization – Now work rules and Change of Mental makeup of the Employees – Employees attrition and Stress Management - Rewarding knowledge – Management of Retention and KBO. Employee Engagement' Initiatives, Work from Home Concepts (Short Term and Long Term) and Certain Special Provisions to Women Workforce, ERP, SAP, Oracle, PeopleSoft and Xpedien and so on at appropriate slots.	09
4	Information and Communication Technology (ICT) implications over HR practices in KBO– HRIS for a KBO– Concept, Mechanisms, and Software Orientation – Performance Management – Mechanics and One Illustrative Process.	09
5	Management of leisure in KBO – HR and comprehensive recreation retention practices – Online Assessment of Employees changing pattern of attitude and behavioural components - Comprehensive Case Study on HRM in a KBO – Collection and Complication of the material by the participants under the guidance of the Resource Person	09

Text Books

1. Frances Horibe, Managing Knowledge Workers, John Wiley and Sons

Reference Books:

1. Ganesh Natarajan and Sandhya Shekhar, Knowledge Management – Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited

MIBA 642: GLOBAL LEADERSHIP AND SKILLS DEVELOPMENT

Objectives:

1. To provide a thorough understanding of the concepts of leadership styles and theories.
2. To familiarize how leadership models works in different scenarios.
3. To understand and appreciate how as a manager they can apply different models of leadership.

Learning Outcomes:

1. Will help in understanding of the concepts of leadership types and theories.
2. Facilitate in applying different models of leadership.

Unit	Description	Hours
1	The difference between leadership and management, Evolution of leadership theories, Attributes of Effective Leaders - Leadership Styles -, Leadership Skills and Tactics, Leadership skills and tactics- Developing Leadership Pipeline Psychometrics and Assessment Centers - Development Centers at appropriate places.	09
2	Global Business Strategies and Competition Principles of Enduring Success , Leading a Learning Organization, Leaders as a Designer, Coaching a Leader, Developing next generation leaders from global perspective,	09
3	Leadership studies and current trends in the development of global leader, Selecting the Right Transition Strategy, Zeitgeist Leadership, Level 5 Leadership application in MNC and transformation of employees attitude,	09
4	Organizational Efforts in creating global awareness for development of their managerial personnel as global leaders. Leadership Challenges, Managing diversity Strategies to teach the team to lead change,	09
5	Implementing Change, Creating the capabilities to cope with disruptive innovation, Designing Training Module for different levels.	09

Text Books:

1. Durbin. Leadership Principles. Cengage Publications.

Reference Books:

1. Kevin Dalton. Leadership and Management Development. Developing tomorrow's managers. Pearson Publishers.
2. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc GrawHill.
3. Robbins Stephen P. Organizational Behaviour. (14th Edition). PearsonEducation.

MIBA 643: TECHNOLOGY FOR HR VALUE CREATION AND MANAGEMENT

Objectives:

1. To provide an understanding about the use of technology for effective management of human resource
2. To learn about the Human Resource Information system
3. To know about the new mandates for Human Resource

Learning Outcomes:

1. Shall give an understanding about the use of technology for effective management of human resource.

Unit	Description	Hours
1	Evolution of Technology in HR- Values & skills – Value system of Japan, China and America- Indian Value system – Science & Technology Vs Ethics & Morals	09
2	Human Resource Function and Technology – Personnel policies – and procedures and the utility of Technology to ensure efficiency to the organization – Designing and Development of human resource data recording and information giving systems– performance employee rewards, payment, training , job satisfaction and other aspects of HRIS – Limitations of HRIS	09
3	Technology and Human Resource Health – Concept and Measurement of Organizational and Human Resource Health (OHRH) – Ergonomics –Need – causes – Benefits – MSD – Signs & Symptoms – preventive measures of Musculo Skeletal Disorder (MSD)–Prevention of Ergonomic hazards– Job Hazard analysis – MSD management.	09
4	Technology, Society and Management – Technology for Good Organizational Relations–Communications–Interactive Rapport Building– Assessment and Estimation of Psychographic Variables Which effect Organization Relations.	09
5	New mandate for HR – Value Creation in the Mind of Stakeholders – Comprehensive Case Studies and Field Visits– Presentation- Report writing - IT Laws, Cases	09

Reference Books:

1. Organizational Dynamics
2. Management by Values – K.Chakraborty
3. Public Personnel Management
4. Harvard Business Review

MIBA 644: GLOBAL HUMAN RESOURCE DEVELOPMENT

Objectives:

1. To familiarize students with the need of HRD in changing pattern of organizational requirements
2. To understand the linkage of HRD practice in planned change and development of organizations.

Learning Outcomes:

1. Will help understanding the linkage of HRD practice in planned change and development of organizations.

Unit	Description	Hours
1	HRD objectives and philosophy– HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries	09
2	Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support	09
3	Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies- Competencies / Expertise and certain Unique Skills of various Nationalities	09
4	HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training	09
5	Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiring Country, etc. to be incorporated in appropriate slots	09

Text Book:

1. Richard A Swanson , Foundations of Human Resource Development, Pearson Publisher
2. Newstrom John W. “Organizational Behaviour: Human Behaviour at Work” (Tata Mc Graw Hill)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. -Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)

Reference Books:

1. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
2. Nedlar, Corporate HRD Practice American Society for Training and Development – Publications

MIBA645: INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Objectives:

1. To promote a critical understanding of substantive and procedural labour laws.
2. To develop skills in handling legal issues in industrial relations and other labour matters.

Learning Outcomes:

1. Will give exposure of substantive and procedural labour laws.
2. Develop skills in handling legal issues in industrial relations and other labour matters.

Unit	Description	Hours
1	History of IR- Understanding/ Appreciating IR/ Employee Relations- Approaches of IR - Theories of IR/Perspectives of IR - IR in globalised economy - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management. IR Trends, Trade Unions in IT and Layoffs in IT,	09
2	Trade Unions -Structure- Organisations – Problems - Trade Unions -Theories - functions, methods - Trade Unions ACT 1926 - Management of Trade Unions in India - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions. Special Provisions related to Women Employment in Night Shifts and also latest Amendments to Maternity Benefit Act, Gratuity Act,etc.	09
3	Collective Bargaining: - The Legal framework of CB - Negotiating Techniques & Skills - Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication -Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.	09
4	Workers Participation in Management: Evolutions, objectives of WPM - WPM in India - Comparative Study of WPM in Global content - Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.	09
5	Principles of labour legislation - Factories Act 1948 - Contract labour Act 1970 - Industrial Establishment (SO) Act 1946 - Industrial disputes act 1947 - Problems of industrial peace - Grievance & Disciplinary procedures - The minimum wages Act 1948 - Payment of Wages Act 1936 - Payment of Bonus Act 1965 - The Employee Provident Fund Act & Miscellaneous Act 1952 - The Payment of Gratuity Act 1972 - The Workmen Compensation Act 1923 - The Maternity Benefit Act 1961 - ESI Act 1948 - The Role of Government in IR - National Commission on IR- Labor Administration .	09

Reference Books:

- 1.C.S. Venkata Ratnam (2006),” Industrial Relations”, Oxford University Press
- 2.Mamorio, Mamoria, Gankar(2008) “Dynamics of Industrial Relation”, Himalaya Publishing
3. Ratna Sen(2007),” Industrial Relations in India”, Macmillan
4. Monal Arora (2007), “Industrial Relations”, Excel Books

MIBA 646: CROSS CULTURAL MANAGEMENT

Objectives:

To familiarize how culture impacts management.
 To understand management practices in different culture and how to make respond in different scenarios.

Learning Outcomes:

Towards the end of the course students should be able to understand and appreciate the cultural and managerial practices in USA, Europe and Asian countries.

Unit	Description	Hours
1	Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.	9
2	Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – <i>Guanxi</i> – Managing Informal Systems – Implications.	9
3	Globalization & Cross Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implications.	9
4	Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications.	9
5	Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications.	9

Text Books

1. Helen Deresky. (2009) *International Management: Managing across Borders and Cultures*. (5th Edition). Pearson Education.
2. Richard M. Hodgetts & Fred Luthans. (2005). *International Management*. (3rd Edition). Tata McGraw Hill Publications. New Delhi.

Reference Books:

1. Hodgetts & Fred Luthans. (2005). *International Management*. (3rd Edition). Tata McGraw Hill Publications. New Delhi.
2. Hill, C. (2007) *International Business: Competing in the Global Marketplace*. (6th ed) Tata McGraw-Hill.
3. Newstrom John W. *Organizational Behaviour: Human Behaviour at Work*. Tata Mc Graw Hill.
4. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. *Organizational Behaviour*. (3rd Edition). Tata Mc Graw Hill.
5. Robbins Stephen P. *Organizational Behaviour*. (12th Edition). Pearson Education.
6. Hersey Paul., Blanchard., Kenneth H and Johnson Dewey E. *Management of Organsational Behavior: Leading Human Resources*. (8th Edition). Pearson Education.
7. Davis Keith. *Human Behaviour at Works*. Tata Mc Graw Hill. New Delhi.

MIBA 647: PERFORMANCE MANAGEMENT SYSTEM

Objectives:

1. To provide a thorough understanding of the different performance appraisal systems from Global perspective.
2. To explain and evaluate frameworks for developing performance management system.
3. To understand and appreciate and design a PMS model

Learning Outcomes:

1. Will be able to understand different performance appraisal systems from Global perspective.
2. Will be able to explain and evaluate frameworks for developing performance management system.
3. Will be able to appreciate and design a PMS model.

Unit	Description	Hours
1	Vision & Mission, Goal Setting, SMART Objectives, Competency Mapping, Gap Analysis (Both Competency and Performance) and PIPs (Performance Improvement Plans). Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC, Linking of performance management and strategic planning in an organization	09
2	Designing performance tools according to international business standards, methods of measuring performance in MNCs, Measuring results and behaviors, - BARS from global perspectives. Skills required & the role of the appraiser in a MNC,	09
3	Personal Development plans, Appraisal and its application in US Europe and Asia. performance management & reward systems in MNC: performance linked remuneration system, performance linked career planning & promotion policy, Performance Counseling and Problem Solving from global perspective	09
4	Need for performance counseling. Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by linking organizations vision. Strategies adopted by GE in transforming employees.	09
5	Performance Management and Motivation from Global scenario – Application of Expectancy model, Reward and Recognition from global perspective, Challenges of implementing PMS in MNC. Developing of Performance management model	09

Text Books:

1. Raja sekhar Kandepu, Bhagirath V. Shanbhag (2017) Performance @ Results, Himalaya Publishing House
2. Herman Aguinis. (2007). Performance Management. Pearson Education.
3. Lance A. Berger & Dorothy R. Berger. The Talent Management Hand Book. Tata Mc-Graw Hill.
4. RK Sahu. Performance Management System. Excel Books.

Reference Books:

1. T. V. Rao. Appraising & Developing Managerial Performance. Excel Books.
2. T V Rao et al. 360- degree feedback & assessment & development Centres. Volume I, II and III. Excel Books.

MIBA648: ORGANIZATION DEVELOPMENT

Objectives:

1. To provide a thorough understanding of the impact of Organizational Development.
2. To familiarise with OD interventions.
3. To understand and apply the OD intervention tools.

Learning Outcomes:

1. Shall provide a thorough understanding of the impact of Organizational Development.
2. Help in familiarising with OD interventions and ways to apply the OD intervention tools.

Unit	Description	Hours
1	Conceptual frame work of OD, Managerial Grid, Belbin Model and other Models of Team Building, CFTs, (Cross-Functional Teams), HPTs (High Performance Teams), Gallup Surveys, WCA (Working Climate Analysis), WLB (Work Life Balance), OHS (Organizational Health Surveys) and ESS (Employee Satisfaction Surveys) Empowerment, Teams and teamwork, Parallel learning structures,	09
2	Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: A normative-re-educative strategy of changing, Applied behavioral science, Action research	09
3	Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations	09
4	Conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peacemaking, interventions, partnering,	09
5	The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD. Designing OD model	09

Text Books:

1. Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI. Organization Development. behavioral science interventions for Organization Improvement.
2. Dr. Bhupen Srivastava, Biztantra. Organizational Design and Development-Concepts and Applications.

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behavior at Work. Tata McGraw Hill.
2. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.

MIBA649: TRAINING AND DEVELOPMENT

Objectives:

1. To provide a thorough understanding of the impact of an Training and development on
2. Organizational and employee development.
3. To explain and evaluate how to identify training needs linking performance appraisal.

Learning Outcomes:

1. Will help in understanding of the impact of a Training and development on Organizational and employee development.
2. Also how to evaluate how to identify training needs linking performance appraisal.

Unit	Description	Hours
1	Learning & Development (L&D). Post-Training Performance Improvement Tracking, Linking PMS to Training Need Identification, Dale Carnigie Model of Training, SHL, Accenture and Honeywell, Specialized Agencies in Training Need for training, types of training. Applying of T – Group Training from Global Perspective	09
2	Function wise / Skill wise. Training In-House Infrastructure, External Training and Academic Affiliations for MDPs for focused Learning of Courses in developing Leadership Pipeline. Training Budget Theories of learning- reinforcement theory – social learning theory – andragogy – resistance to training Technology in training	09
3	Steps in training – identification of job competencies in MNC – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment	09
4	Designing of training programs in MNC, Trainer identification for Expatriate – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program for global managers – budgeting of training.	09
5	Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training at Global Level	09

Text Books:

1. Raymond Noe. Training and Development.
2. Devendra Agochia. Every Trainers Handbook.
3. Radha Sharma. 360 Degree Feedback. Competency Mapping and Assessment Centre.

Reference Books:

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc GrawHill.
2. Mc Shane L. Steven., Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour. (3rd Edition). Tata Mc GrawHill.
3. Robbins Stephen P. Organizational Behaviour. (12thEdition). Pearson Education.
4. Hersey Paul., Blanchard., Kenneth H and Johnson Dewey E. Management of Organsational Behavior: Leading Human Resources. (8th Edition). Pearson Education.

MIBA 650: HRD SCORE CARD 2500

Objectives:

1. To provide a thorough understanding of the HRD Score Card 2500 for an Organizational Development
2. To familiarize and enable how to use HRD Score Card 2500.

Learning Outcomes:

1. Will help to provide a thorough understanding of the HRD Score Card 2500 for an Organizational Development.
2. Will learn to use HRD Score Card 2500.

Unit	Description	Hours
1	Introduction to HRD Audit & HRD Score Card– Need for HR Audit– HRD System & Strategies, In depth Audit of HRD System – Competency mapping, Manpower Planning Audit, Organizational Intervention, 360 Degree Feedback and Leadership Development -HR Analytics	09
2	HRD Competencies – Competencies of HRD Staff, learning Attitude of Line Managers, Top Management Styles, learning orientation for Non-Supervisory Staff, Credibility of HR Department, Final Competencies Score	09
3	HRD Culture and Values – Rationale for Assessment System, Organizational Culture and Total HRD Culture Scores. HRD Impact and Alignment – Impact of HRD, conversion Table and Dimensions	09
4	HRD Audit Instruments – Designing of HRD audit questionnaire, Type of analysis HR Budget, Workforce Turnover, Re-hiring Cost Impacts due to Attrition	09
5	HRD Scoring – HRD System and Strategies, HRD Competencies, HRD Culture and Values and HRD Impact and alignment Incremental Equations to Business Turnovers and Profit Margins.	09

Text Books:

1. TV Rao. (2008). HRD Score Card 2500. Sage publications.
2. Radha Sharma. (2007) 360 Degree Feedback. Competency Mapping and Assessment Centre. Himalaya Publishing House.

SYSTEMS ELECTIVES



SYSTEMS ELECTIVES

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 661	Enterprise Resource Planning	3	100	S
MIBA 662	Cyber Crimes and IT Laws	3	100	S
MIBA 663	Data Mining and Data Warehousing	3	100	S
MIBA 664	Software Project Management	3	100	S
MIBA 665	Cloud Computing	3	100	S
MIBA 666	Marketing Analytics	3	100	S
MIBA667	Fin Tech and International Financial services	3	100	S

MIBA 661: ENTERPRISE RESOURCE PLANNING

Objectives:

1. To make the students to participate in planning and implementation of advanced enterprise wide systems and technologies in their career.
2. To grasp the activities of ERP project management cycle.
3. To understand the emerging trends in ERP developments

Learning Outcomes:

1. Make basic use of Enterprise software, and its role in integrating business functions
2. Analyze the strategic options for ERP identification and adoption.
3. Design the ERP implementation strategies.

Unit	Description	Hours
1	Enterprise resource planning – Evolution of ERP, MRP – problems of systems islands – need for system integration and interface	09
2	ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits.	09
3	ERP process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP.	09
4	The emergence of reengineering concepts – concepts of business process – rethinking of processes – identification of reengineering needs – preparing for reengineering. Implementing change.	09
5	Supply chain management – Indian perspective – CRM solutions – E-business – business opportunities – basic and advanced models in internet – internet banking and solutions – Future and growth of E-business	09

Text Books

1. Hammer, Michael – Reengineering the corporation.
2. E-commerce strategy, technologies and applications by David Whitley.

MIBA 662: CYBER CRIMES AND IT LAWS

Objectives:

1. To impart the different emerging laws in related to IT and cyber-criminal procedure for solving the problem.
2. To understand basics of IT laws for business management.
3. To be aware of recent trends in cybercrime management.

Learning Outcomes:

1. Creates awareness on the emerging laws related to IT and cyber-crime for solving business problems.
2. Updates the recent trends in cybercrime management.

Unit	Description	Hours
1	Understanding how cyber criminals work- Web hacking – Fundamentals of cyber laws – Email hacking – Spoofing attacks	09
2	Initialising a Search and Seizure Operation – Tracking email accounts – Analysing email headers – Understanding cyber forensics – Cell phone forensics – Recovery of Digital Evidence – Understanding Encryption – Recovering evidence from encrypted information – recovering evidence from password protected files – Recovering evidence from steganographic files – Analysing log files – Setting up a Cyber Crime Investigation cell.	09
3	Basic Forensic Principles – Forensic Imaging & Verification – Data Recovery and Analysis.	09
4	Digital Signatures and the Indian Law – Electronic Contracts – The UNCITRAL Model law on Electronic Commerce. Legal issues: Penalties and Offences under the IT Act 2000 – Offences under the Indian Penal Code – Investigation and Adjudication Issues – Digital Evidence	09
5	Cyber Sabotage case – Online Financial Fraud – Tracking the author of malicious code – Tracking a terrorist – Online Lottery Fraud	09

Reference Books:

1. Information technology act of Government of India 2000.
2. Publication of cyber criminal's act by GoI.
3. Websites related to cybercrimes.

MIBA 663: DATA MINING AND DATA WAREHOUSING

Objectives:

1. To impart the basic knowledge about the data mining and how far it is feasible to the warehouse projects.
2. To understand the various data mining tools used in the organization.
3. To be aware of recent trends in data warehousing management

Learning Outcomes:

1. Students gets a basic knowledge about the data mining and also understands the various data mining tools used in the organization.
2. Updates the recent trend in data warehousing management.

Unit	Description	Hours
1	Data Warehousing – Introduction – architecture – meta data management – data quality management– Infrastructure Development– overview– current capabilities– establishing Warehouse organisational infrastructure – development life cycle – architecture design and implementation strategy	09
2	Initiating a Data Warehouse Project – techniques for data warehouse requirement analysis – designing and implementing the data warehouse – techniques for constructing and implementing the architecture – production performance tuning – data warehouse support and maintenance overview.	09
3	Data Mining – Introduction – Definitions – comparison with other research areas – DM application areas – case studies – Association rules – introduction–methodstodiscoverassociationrules–Clusteringtechniques – Introduction – clustering paradigms – partitioning algorithms – k- Medoid algorithms – Hierarchical Clustering – Categorical Clustering Algorithms.	09
4	Decision Trees – Introduction - Tree Construction Principles – Decision TreeConstructionAlgorithms–DecisionTreeConstructionwithPresorting – Pruning Technique – Integration of pruning and construction – Other Techniques – Neural Network Learning – Data Mining using Neural Network.	09
5	Case Study on Data Warehousing and Mining application and tools.	09

Reference Books:

1. Richard, J. Kachur, Susan Mc Demott: Data Warehouse Management
2. Handbook, Prentice Hall, Professional Technique Reference, 2000.
3. Arun K. Pujari, Data Mining Techniques, Universities Press, 2001.
4. Sam Anahory, D. Murray, S. Anahory: Data Warehousing in the Real2002.
5. World: A Practical Guide for Building Decision Support Systems, Addison Wesley, 1997.
6. Vipin Kumar, Michael Steinbach, Pang-Ning Tan: Introduction to Data Mining, Pearson Education, 2005.

MIBA 664: SOFTWARE PROJECT MANAGEMENT

Objectives:

1. To sensitise one to software engineering and project management
2. To develop knowledge and skills for systems development.
3. To prepare one for specialising on information systems management

Learning Outcomes:

1. Produce specific sections of the plan used to manage the software development and maintenance efforts.
2. Evaluate software project management practices within an organization and recommend practical improvements based upon your evaluation.

Unit	Description	Hours
1	Software as a product – its characteristics, components and applications, software engineering as a process – process maturity levels – different process models – linear sequential model, prototyping model, rapid application development model, evolutionary software process models, conventional methods for software engineering – system engineering, information engineering and product engineering.	09
2	Software Project Management Concepts: Management Spectrum, People, Product, Process. Software Project Planning: Software Scope, Resources, Software Project Estimation Techniques and Models, Make/Buy Decision Tree and concepts. Risk Analysis and Management: Software Risks, Risk Identification, Risk Projection, RMMM approach.	09
3	Software Scheduling and Tracking; Basic Concepts, People and Effort, Task Set for Software Project, Task Network, Scheduling, EVA Approach, Error Tracking. Software Configuration Management: SCM Baselines, SCM Process, Version Control, Change Control, Configuration Audit, Status Reporting, SCM Standards.	09
4	Software Process and Metrics: A Framework for Technical Software Metrics, Metrics in the Process and Project Domains, Software Measurement, Metrics for Small Organizations, Establishing Metrics Program. Metrics for the Analysis Model, Design Model, Source Code, Testing and Maintenance.	09
5	Software Quality Assurance: Quality Concepts, Quality Movement, SQA, Software Reviews, Formal Technical Reviews (FTRs), software reliability, ISO 9000 Quality Standards. Statistical Quality Assurance (SQA) for software. Metrics for Software Quality, Integrating Metrics within the Software Engineering Process, Statistical Quality Control. Software Quality Assurance: Concepts, metrics (McCall’s Quality factors and Hewlett-Packard’s FURPS factors).	09

Test Book:

1. T Glib, Addison-Wesley. Principles of Software Engineering Management.

Reference Books:

2. Roger S Pressman. Software Engineering: A practitioner’s approach. 4th edition, McGraw Hill.
3. Shooman. Software Engineering. Tata McGraw Hill.

MIBA: 665 CLOUD COMPUTING

Objectives:

1. To understand basics of cloud computing for business management.
2. To gain Knowledge of various applications on cloud for efficient business.
3. To provide with a comprehensive understanding of cloud computing tools that can be used in designing business processes

Learning Outcomes:

1. Provides a basic understanding on the cloud computing concepts for business management.
2. Also helps in using cloud computing tools that can be used in designing business processes.

Unit	Description	Hours
1	Introduction: Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure- as- a- Service, Platform- as- a- Service, Software-as-a- Service, Building Cloud Network.	09
2	Implementation and control: Privacy and its relation to Cloud- based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.	09
3	Cloud computing for managers: Centralizing Email Communications – Collaborating on Schedules, To- Do Lists, Contact Lists– online Community development– online collaboration tools for projects– Cloud Computing for business.	09
4	Applications of cloud services: Applications – Online Planning and Task Management–Event Management– CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.	09
5	Virtual office management: Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco- On- Demand	09

Textbook:

1. John W. Ritting house and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition,2012

References

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing,2009
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July2008.
3. Alfredo Mendoza,“Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007
4. Bunker and Darren Thomson, “Delivering Utility Computing”, 2006, John Wiley & Sons Ltd.
5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.

MIBA: 666 MARKETING ANALYTICS

Objectives:

1. To gain familiarity and ability to apply analytical tools specific to marketing domain.
2. To bridge the gap between statistical techniques and marketing insights, and develop the spirit of problem solving in a holistic perspective.

Learning Outcomes:

1. Students can use a range of established techniques to initiate and undertake critical analysis of information.
2. Demonstrate knowledge and critical understanding of the role and value of information, performance measurement and customer / competitor insights in marketing.

Unit	Description	Hours
1	Understanding Analytics: Introduction to Analytics – Evolution of Analytics – Problems in Analytics – Marketing Data – Framework for Marketing Analytics – Diagnostic Breadth – Implementing Analytics – Types of Analytics – National & International Trends – Marketing Applications	09
2	Marketing Metrics & Models: Understanding Metrics – Developing Metrics – Metrics through theory and Formulae approach (CLV, PLV, NPS, Brand Equity, Frequency Response, Pricing etc..,)– Metrics Validation/Do’s and Don’ts – Decision Models to Mental Models – Marketing Decision Models – Market Response Models	09
3	Marketing Instruments (Using Excel, Tableau, SPSS, R & GEPHI) Text Analytics – Sentiment Analysis – Marketing Trends & Patterns – Dashboard & Storytelling - Visualization using Tableau & Excel – Market Research through PCA, ANOVA, CHI – SQUARE & T – TESTS	09
4	Customer & STP Analytics (Using R, Excel & SPSS) Segmentation & Targeting Analytics through Clustering & Decision Tree Algorithms - Perceptual & Position Mapping Analytics – Customer Analytics through Logistic Regression – CLV & RFM Model	09
5	Analytics in Marketing Mix (4P’s) (Using R & Excel) New Product Decisions through Conjoint Analysis - Pricing Analytics through Regression – Forecasting – Retail Analytics - Market Basket Analysis - Recommender System - Promotional Analytics Using Solver & Regression – Mini Project	09

Reference Books:

1. Wayne L Winston, (2015), Marketing Analytics – Data- Driven Techniques with Microsoft Excel, Wiley Publications, 1stEdition.
2. Gary L. Lilien & Arvind Rangaswamy, (2004), Marketing Engineering – Computer Assisted Marketing Analytics & Planning, Prentice Hall, 2ndEdition.
3. Dinesh Kumar U, (2017), Business Analytics, Wiley India, 1stEdition.
4. Paul W Farris et.al., (2016), Marketing Metrics, Wiley India, 3rdEdition.
5. Chris Chapman, (2015), R for Marketing Research and Analytics, Springer Publications, 1st Edition.
6. Stephan Sorger, (2013), Marketing Analytics- Strategic Models & Metrics, Admiral Press, USA, 1stEdition.

MIBA: 667 FINTECH AND INTERNATIONAL FINANCIAL SERVICES		
Objectives:		
<ol style="list-style-type: none"> 1. To equip students with knowledge of Financial Technology 2. To understand application of technology in financial services. 		
Learning Outcomes:		
<ol style="list-style-type: none"> 1. Provides knowledge to handle FinTech enabled products and services at global level. 		
Unit	Description	Hours
1	Introduction to FinTech: Concept of FinTech and its evolution - Global Financial crisis of 2008 and the rise of Fintech – FinTech Vs. Traditional Financial Services – Key Technologies Driving FinTech Innovation - FinTech Ecosystem and Rise of Fintech companies in India - Government’s role in the development of Fintech - Restrictions and regulations - Managing FinTech startups.	09
2	Digital Disruption in Financial Services: The changing role of SMAC for financial services- Digital payment solutions and cross-border remittance platforms – Digital Innovations in Insurance industry - Digital transformation through Big Data - Algorithm driven wealth management, crowd funding and P2P lending platforms for global business funding - Digital Identity solutions: Digital signatures and PKI architecture	09
3	Open Banking and APIs Integration and data sharing: Challenges and Risks in Open Banking; Collaboration and competition between traditional financial institutions and FinTech companies: Regulatory Environment and Challenges: Regulatory Technology (RegTech) and Compliance Automation; Regulatory Sandboxes: Global and India - Role of Fintech in Financial inclusion	09
4	Blockchain Technology: Definition and Key Concepts - Blockchain Architecture - Smart Contracts: Automation and Programmability in Financial Services - Blockchain in Payments and Cross-Border Remittances - Security Tokens and Tokenization of Assets in Capital Markets - Decentralized Finance (DeFi) on Blockchain: Lending, Borrowing, etc. – Crypto currency - Crypto infrastructure and payment - Crypto trading platforms - Initial Coin Offerings (ICOs) - Central Bank Digital Currencies (CBDCs) -	09
5	Risk Management and Future Trends in FinTech – Types of Risks and challenges faced by FinTech companies: Operational, cybersecurity, credit, and regulatory risks - Impact of regulations on Fintech	09

Reference Books:

1. The FINTECH Book, Susanne Chishti and Janos Barberis, Wiley,2016
2. Mark J. Bennett, Dirk L. Hugen, (2016), Financial Analytics with R: Building a Laptop Laboratory for Data Science, Amazon Asia-Pacific Holdings Private Limited.
3. Marcos López de Prado, (2018), Advances in Financial Machine Learning, .
4. ParamJeet , Prasanth Vats, (2017), Learning Quantitative Finance with R, Packt Publishing

OPERATIONS ELECTIVES

OPERATIONS ELECTIVES

Code	Course	Credits	Marks	Hard/Soft Core
MIBA 681	Inventory Management and Material Requirements Planning	3	100	S
MIBA 682	Modeling Techniques and IT for Operations Management	3	100	S
MIBA 683	World Class Manufacturing	3	100	S
MIBA 684	Quality Management	3	100	S
MIBA 685	Advanced Operations Research	3	100	S

MIBA 681: INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS PLANNING

Objectives:

1. To introduce the fundamental nature of inventory from a financial, physical, forecasting, and material requirement planning stand point
2. To emphasize the significance of inventory management for smooth operation of business
3. To introduce various inventory management and requirement planning techniques and tools to students

Learning Outcomes:

1. Students gain knowledge on the Inventory Management and Material Requirements Planning to run a smooth operation of business.
2. Also capable of handling various tools and techniques for inventory management and requirement planning.

Unit	Description	Hours
1	Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management: Objectives and Importance of the inventory management function about Profitability, Strategy, customer satisfaction and Competitive Advantage.	09
2	Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, reduce through put time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.	09
3	Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.	09
4	Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management– Updating Inventory Records– Bill of Materials, types of BOM, Modular BOM	09
5	Materials Management in JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context. Performance: Evaluation of Performance of Materials Function - Criteria and methodology of evaluation, AHP for Vendor Evaluating and Selection.	09

Text Books

1. Zipkin (2000), “Foundations of Inventory Management”, McGraw-Hill Higher Education
2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington,(1994) “Production Planning and Inventory Control”; PrenticeHall
3. J. R. Tony Arnold, Stephen N. Chapman (2010), “Introduction to Materials Management”- Pearson; 7thedition.

Reference Books:

1. Richard J. Tersine, (1993) “Principles of Inventory and Materials Management” Prentice Hall; 4th edition
2. Max Muller, (2011) “Essentials of Inventory Management”, AMACOM; 2editions
3. Plossl, (1994) “Orliky’s MRP” McGraw-Hill; 2edition
4. J H Greene, Homewood III: Richard D Irwin, (1986) “Production and Inventory Control” McGraw-Hill US

MIBA 682: MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

Objectives:

1. To help students to understand the modelling techniques like business modelling, Linear programming, Decision trees, Dynamic programming and IT in operations management.
2. To learn the features of Enterprise Resource Planning
3. To understand the significance of IT in operations Management

Learning Outcomes:

1. Provides an in-depth knowledge on various modelling techniques.
2. Also helps in understanding the significance of IT in operations Management.

Unit	Description	Hours
1	Introduction to Business Modeling: Modelling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modelling, Modelling with spreadsheet in simple decision-making situations.	09
2	Linear Programming: Application of LPP in operations management, Formulation of LPP, simplex method, duality, Sensitivity Analysis. Trans-shipment problems. Concept of Goal programming, Goal programming model formulation.	09
3	Decision Trees: Concept, Application of Decision Trees in operations management. Sequencing problems: Concept, Application- Job Sheet Scheduling: Priority Dispatching rules, None-Delay schedule generation algorithm	09
4	Concept and Introduction- Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation. Dynamic Programming: Terminologies of Dynamic Programming- Applications in Capital Budgeting Problems, Reliability improving problems. Simulation- types of Simulation, Steps of stimulation, Flow Chart for single server queuing Model, Flowchart for Parallel Server queuing model.	09
5	IT in Operations: Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations- Software in operations: Introduction, characteristics and key features of software's for Project Scheduling, Logistics / Supply chain management and Quality management	09

Text Books

1. N.D. Vohra, (2009) “Quantitative Techniques in Management”, McGraw Hill Education; 4th edition
2. Bal Krishnan, Render, Stair, (2012) “Managerial Decisions Modelling with Spreadsheets, Pearson; 3rd edition

Reference Books:

1. Chase, Aquilano, Jacobs, Agarwal, (2006) “Operations Management for Competitive Advantage” the McGraw-Hill; 11th edition
2. Gillette B.E, (1976) “Introduction to Operations Research” McGraw-Hill Inc, US
3. Taha Hatndy, (2010) “Operations Research” An Introduction- Pearson; 9th edition
4. Render, Stair, (2014) Jr “Quantitative Analysis for Management” Pearson; 12th edition

MIBA683: WORLD CLASS MANUFACTURING

Objectives:

1. To acquaint the students with the world class manufacturing environment
2. To introduce students to the concept of optimized production in Manufacturing
3. To help students to understand the significance of improved process efficiency and Cycle time

Learning Outcomes:

1. Students understand lean management principles & provides an understanding of factors that contribute to organizational wastes, examining ways to eliminate wastes, & developing & implementing an improved organizational processes, for significant impact to the company's bottom line.

Unit	Description	Hours
1	Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.	09
2	Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing– Value added manufacturing– eliminating waste– Toyota Production System – example.	09
3	System & tools for world class manufacturing: Improving Product & Process 62 Design – Lean Production – SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S ,3 M, use of IT, JIT, Product Mix, Optimizing, Procurement & stores practices, Total Productive maintenance, Visual Control.	09
4	Human Resource Management in WCM: Adding value to the organization– Organizational learning– techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.	09
5	Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy- Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead	09

Text Books:

1. Ron Moore,(2001) “Making Common Sense Common Practice – Models for manufacturing excellence” Butterworth-Heinemann Ltd; Newedition
2. B.S. Sahay, KBC Saxena, Ashish Kumar, (2000) “World Class Manufacturing - Strategic Perspective” Macmillan India Ltd- NewDelhi

Reference Books:

1. Womack, (2007) “Machine That Changed the World” Free Press; Reprint edition
2. Jeffrey K.Liker, (2004) “The Toyota Way, McGraw Hill Education; Reissue edition
3. Narayanan, (2000) “Managing Technology & Innovation for Competitive Advantage” Pearson; 1edition
4. M.G. Korgaonkar, (2000) “Just In Time Manufacturing” Macmillan Publishers India

MIBA 684: QUALITY MANAGEMENT

Objectives:

1. To recognize the importance of Quality Management
2. To have comprehensive knowledge of quality management
3. To study the tools and techniques which are needed for enhancing quality.

Learning Outcomes:

1. Explain the different meanings of the quality concept and its influence.
2. Describe, distinguish and use the several techniques and quality management tools.

Unit	Description	Hours
1	Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, need for quality approach to strategy, Quality and its types, Supporting policies	09
2	Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus	09
3	Process and Statistical Quality Control- quality system, control chart for variables (X andR) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management – performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card	09
4	Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.	09
5	Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools	09

Text Books:

1. Panneerselvam, R. and Sivasankaran, P (2014). "Quality Management", PHI Learning, NewDelhi,
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, (2003)" Total Quality Management, Pearson Education, Inc., USA,2003.

Reference Books:

1. Feigenbaum, A.V. (1983), "Total Quality Control", McGraw-Hill, New York,
2. Phillip J. Ross, Taguchi (2005) "Techniques for Quality Engineering", Tata McGraw-Hill (Second Edition), NewDelhi,
3. Saaty, T.L., (2000) "Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process", Vol.6, RWS Publications, Pittsburg, PA.,

MIBA685: ADVANCED OPERATIONS RESEARCH

Objectives:

1. To introduce various optimization techniques of operations research
2. To facilitate the use of Quantitative Technique in various functional areas
3. To evaluate the situation and utilize the resources for maximum output.

Learning Outcomes:

1. Provides Knowledge on various optimization techniques of operations research.
2. Students can understand different queuing situations and find the optimal solutions using models for different situations.

Unit	Description	Hours
1	Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.	09
2	Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.	09
3	Shortest Path Problem, Floyd’s Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.	09
4	Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games	09
5	Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1):(GD/\alpha/\alpha)$, $(M/M/1) : (GD/N/\alpha)$, $(M/M/C):(GD/\alpha/\alpha)$, $(M/M/C):(GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.	09

Text Books:

1. Panneerselvam, R., (2006)“Operations Research”, PHI Learning Pvt. Ltd.,New Delhi,
2. Hillier and Lieberman (2009), “Introduction to Operations Research”,Tata McGraw Hill, New Delhi, (8th Edition).

Reference Books:

1. Hamdy A. Taha, (2004)“Operations Research – An Introduction”, Prentice Hall of India, NewDelhi,
2. Frank S. Budrick, Dennis McLeavy& Richard Mojena, (1998)“Principles of Operations Research for Management”; II Ed., Richard D. IrwinInc.,
3. Hillier and Hillier, (2005), “Introduction to Management Science”, McGraw Hill International, New York, (2ndEdition)
4. Wagner, Harvey M. (2004), “Principles of Operations Research”, Prentice Hall of India, New Delhi, (2nd Edition)
5. KantiSwarup, et al, Operations Research, Sultan Chand and Sons, NewDelhi