DEPARTMENT OF INTERNATIONAL BUSINESS

SCHOOL OF MANAGEMENT

MBA (International Business)

COURSE CURRICULUM

PONDICHERRY UNIVERSITY

PONDICHERRY 605 014

CONTENTS

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.
- the USPs of our program.

PONDICHERRY UNIVERSITY
Department of International Business
School of Management

Programme Outcome for MBA International Business (PO’s)

1. Students will acquire advanced professional competencies, to equip them for immediate integration into corporate environments and foster continuous, lifelong learning in International Business, Management, and related disciplines.

2. Through the application of Analytical thinking and management science techniques, students will develop problem-solving expertise in real-world scenarios, emphasizing teamwork, effective communication, critical thinking, and cross-cultural collaboration.

3. The program offers a comprehensive management education foundation, integrating technologies to prepare students for global leadership roles, promoting ethical practices, and encouraging active engagement across diverse cultural and professional landscapes.

4. Students will demonstrate adaptability in dynamic global markets by applying new skills and competencies proactively to meet evolving business challenges.

5. The curriculum emphasizes the integration of Technology tools in analyzing complex international business issues, formulating strategic solutions, and making data-driven decisions that align with ethical and cultural values on a global scale.

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

1. The program aims to cultivate a deep understanding of globalization and its multifaceted impacts on societies, economies, and technology, integrating AI-driven analytics and decision-making tools to enhance practical problem-solving and strategic insights in the contemporary global environment.

2. It endeavors to develop proficient professionals capable of leveraging AI applications to identify, analyze, and address complex international business challenges ethically and culturally, fostering innovative solutions and responsible leadership in a dynamically evolving global landscape.

Program Thrust Areas

The MBA International Business Program 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 program 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 program are presented below:

<table>
<tr>
<th>Global Business</th>
<th>General Management</th>
<th>Human Resource</th>
</tr>
<tr>
<td>• 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</td>
<td>• 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</td>
<td>• Human Resource Management
• HR for Knowledge Based Organizations
• Global Leadership& Skills Development
• Global Human Resource Development</td>
</tr>
<tr>
<th>Finance</th>
<th colspan="2">Marketing Management</th>
</tr>
<tr>
<td>• Accounting and Financial Analysis
• Merchant Banking and Financial Services
• Corporate Finance
• Global Financial Markets &Instruments
• Global Mergers &Acquisitions
• International Investment &Portfolio management</td>
<td colspan="2">• 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</td>
</tr>
</table>

IT and Systems	Operations
❖ Cloud Computing ❖ Enterprise Resource Planning ❖ Software Project Management ❖ Data Mining and Warehousing ❖ Marketing Analytics ❖ Fin tech	❖ 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.

Dr. Rajeesh Viswanath MA, MBA, Ph.D Professor & Head Experience: 29 Years	Organizational Behaviour Performance Management Systems Cross Cultural Management
Dr. P. Sridharan, M. Com, M.Phil., Ph.D. Professor Experience :36 Years	International Banking, Financial Management, Management Accounting,
Dr. Bushan D. Sudhakar, MIM, Ph.D. Professor Experience: 28 Years	Global Marketing, Advertising & Branding, Business Communication and Negotiation Skills
Dr. Y. Srinivasulu, MBA, M.Phil, Ph.D Professor Experience: 35 Years	Marketing Management, Services Marketing, Brand Management, Industrial Marketing
Dr. M. Banumathi, MA, MBA, M.Phil., Ph.D. Professor Experience: 29 Years	Strategic Management, Green Marketing, International Trade, International Economics, Digital Marketing
Dr. P.G. Arul, M.Com, M.Phil, MBA (IB), Ph.D., Professor Experience: 24 Years	International Trade & Logistics Foreign Exchange Management. International Human Resource Management
Dr. S. Thiyagarajan M.A., MBA, M.Com., M.Phil, Ph.D Assistant Professor Experience: 15 Years	Quantitative Techniques Operations Research Research Methodology Accounting, Advertising
Dr. K. Ilangovan, MBA., M.Com., LL.M., PGDIPSY., Ph.D., Assistant Professor Experience: 7 Years	Marketing Management, Services Marketing Accounting and Finance, Financial Services

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 60respectively.

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 be75 marks and weightage for Viva-Voce Examination shall be 25marks (Total100marks).

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 forViva-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: *G*rading 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**	9 MIBA414 MIBA 416 MIBA417	5 MIBA426 MIBA 427	8 MIBA516 MIBA512 MIBA513	3 MIBA517	25	23
3	**Ability Centric/ Service to society/ Workshop**	2 MIBA 417	-	4 MIBA514 MIBA515	-	6	6
4	**Summer Project / Internship / Final Project**			6 Summer Project	6 Final Project	12	11
	Credits	28	32	30	18	108	100

PAPERS	1st sem	2nd Sem	3rd Sem	4th Sem	Total
Hard Core	24	30	15	9	78
Soft core	4	2	15	9	30
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	S
MIBA418	IT Tools and Techniques for Global Managers	2	100	S
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	S
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	S
MIBA 515	Society Voluntary Service Report (75Marks) + Viva Voce (25 Marks)	2	100	S
MIBA 516	Internship on Export-Import Procedures Report (75Marks) + Viva Voce (25 Marks)	**2**	100	S
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	HR Analytics	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

FIRST SEMESTER

MIBA 411	PRINCIPLES OF MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

1. To give a comprehensive view on management process
2. To think logically to plan, organize and Control
3. To understand the basic issues and challenges in management models.
4. To Effectively make the decision

Course outcomes:

CO1: Analyze the foundational roles and challenges of a manager in both historical and modern contexts.

CO2: Apply strategic planning and decision-making models to address complex organizational issues.

CO3: Evaluate the impact of internal culture and the external environment on a company's operations.

CO4: Formulate effective strategies for leading and managing diverse groups and teams.

CO5: Design and implement control processes to enhance organizational and individual performance.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	3	2	3
CO2	3	3	2	3	3	3	2
CO3	2	1	2	2	2	2	3
CO4	2	3	3	3	3	2	2
CO5	2	3	2	3	3	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Management**
	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
2	**Evolution of Management Thoughts**
	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.
	Organization Structure

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.
4	**Controlling and Coordinating Concepts**
	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.
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.

Text Books:

1. Management – Stephen P Robbins, Coutler, Amy & Rajeesh Viswanathan 15th Ed 2023, Pearson
2. Principles of Management – Rajeesh Viswanathan, Himalaya Publication, 1st Ed 2010
3. Management – Hitt Black Porter & Rajeesh, 2nd Ed, Pearson

Reference Books:

1. The John Adair Handbook of Management and Leadership by Neil Thomas, Viva Books Pvt Ltd
2. Strategic Leadership How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future
3. The One Minute Manager, Ken Blanchard, Pearson

MIBA 412	GLOBAL BUSINESS ENVIRONMENT	L	T	P	C
		4	0	0	4

Course 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

Course outcomes:

CO1: Explain the fundamental concepts of international business, modes of entry, and institutional support systems like WTO, IMF, World Bank, and UNCTAD.

CO2: Apply the understanding of socio-cultural and technological factors to analyze their impact on international business practices and technology transfers.

CO3: Analyze the dynamics of the international financial system, exchange rate mechanisms, and foreign exchange risk management in global business.

CO4: Evaluate the influence of political, legal, ecological, and multinational corporation (MNC) environments on global business operations and foreign investments.

CO5: Develop strategies for regional economic cooperation and integration by assessing global trade agreements (EU, NAFTA, ASEAN, SAARC, MERCOSUR, etc.).

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	1	2	2
CO2	2	3	2	2	1	3	2
CO3	3	3	1	3	2	2	3
CO4	2	2	3	3	2	3	2
CO5	2	3	2	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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.
2	**Socio-Cultural Environment**
	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.

3	**Economic Environment**
	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.
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.
5	**International Environment**
	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.

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	L	T	P	C
		4	0	0	4

Course 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.**

Course outcomes:

CO1: Remember the various concepts, nature, scope and the role of managerial economics

CO2: Illustrate and interpret the practical implications of demand analysis in decision making

CO3: Examine the Various dimensions in relation to decision making process in production

CO4: Evaluate and explain the application of different market structures to take price- output decision.

CO5: Predict and plan managerial strategies to take economic decisions at macro level

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	2	2	2
CO2	2	3	2	1	2	1	1
CO3	1	2	1	2	2	2	1
CO4	2	2	1	2	1	1	1
CO5	1	3	2	3	2	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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.
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.

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.
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.
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.

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	L	T	P	C
		4	0	0	4

Couse 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

Course outcomes:

CO1: Explain the need, importance, and recent trends of international trade with reference to India's position in world trade and its foreign trade policies**.**

CO2: Apply knowledge of export organization setup, product/market/buyer selection, registration, INCOTERMS, and payment mechanisms in international trade.

CO3: Analyze different types of export and import documentation (regulatory, transport, insurance, negotiation, e-databases) and their role in facilitating global trade.

CO4: Evaluate sources of export finance, export credit insurance, export promotion schemes, and risk management methods for effective decision-making.

CO5: Formulate effective import procedures and strategies by understanding customs regulations, EPCG schemes, SEZ/EOU procedures, and global sourcing contracts.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	1	2	2
CO2	2	3	2	2	2	3	2
CO3	3	3	1	3	2	2	3
CO4	2	3	2	3	2	3	3
CO5	2	3	2	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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
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

3	**Export Documentation** Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents– E- Databases and Documents.
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.
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.

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	L	T	P	C
		4	0	0	4

Course 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.

Course outcomes:

CO1: Remember the basics of Accounting Concepts

CO2: Understand the need and use of Fund Capital and Revenue in Organizations**.**

CO3: Execute the financial statements with real-time data

CO4: Analyze the different types of costing used

CO5: Evaluate in detail the need for capital structure and Cost of Capital

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	1	2	2	3	1	1
CO2	1	3	3	2	3	2	2
CO3	2	2	3	3	3	1	2
CO4	2	2	2	3	3	2	2
CO5	2	2	2	3	3	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** 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.
2	**Capital and Revenue** Capital and Revenue Expenditure- Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Causes and need for depreciation – Different Methods of Calculating Depreciation – Depreciation Accounting

3	**Financial Statements** 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
4	**Cost Analysis** 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
5	**Capital Structure** Capital Structure - Cost of Capital – Calculation of Cost of Capital – Simple and Weighted — Capital Budgeting –. Time Value of Money – Evaluation of Investment opportunities

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	L	T	P	C
		4	0	0	4

Course 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.

Course outcomes:

CO1: Remember the basics Descriptives of statistics

CO2: Understand the need for hypothesis testing and Execute Bi-variate Parametric Analysis for real-time cases

CO3: Execute Bi-variate Non-Parametric Analysis for real-time data

CO4: Analyze the relation between two or more data and Forecasting

CO5: Understand and implement the Operations models with respect to realtime situations in organizations

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	1	3	2	2
CO2	2	3	2	2	3	2	2
CO3	2	2	2	2	3	1	2
CO4	2	3	3	3	2	2	3
CO5	3	2	2	3	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Fundamentals of Research** 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.
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.
3	**Non-Parametric statistics** Sign test, Runs test – Chi Square test – Mann Whitney –Wilcoxin test – Krushal Wallis – Friedman tests – Spearman’s Rank Correlation.

4	**Relationship Among Variables** Correlation and Regression analysis
5	**Linear Programming** Linear programming: Problem formation, Graphical Method, Simplex – Transportation: Basic feasibility solution, Optimization Methods - Assignment – Game Theory: Saddle point, Dominance and Mixed strategy.

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	L	T	P	C
		2	0	0	2

Course Objectives:

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

Course outcomes:

CO1: Explain the fundamentals of communication models, managerial communication types, and barriers, while appreciating ethics and professionalism in diverse workplace contexts.

CO2: Apply principles of planning, organizing, and revising business messages using modern communication tools and strategies.

CO3: Analyze workplace communication practices including digital media, presentations, and persuasive messages to improve organizational effectiveness.

CO4: Evaluate business reports, proposals, employment communication, and etiquettes for clarity, conciseness, and professionalism.

CO5: Develop negotiation strategies, interactive presentations, and conflict resolution methods that ensure mutual benefit in professional settings.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	2	3
CO2	3	3	2	3	2	3	3
CO3	2	3	3	2	3	3	2
CO4	2	3	3	3	2	2	3
CO5	3	3	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Units	CONTENTS
1	**Introduction** 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.
2	**Planning & Implementation of Business Messsages** 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.

3	**Communication at Work Places** 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.
4	**Types of Reports** 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.
5	**Need for Negotitation** 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

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	L	T	P	C
		2	0	0	2

Course 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

Course outcomes:

CO1: Remember the basic concepts of Information System

CO2: Examine in detail how data is stored and managed in DAta Warehouse and Cloud Based servers.

CO3: Analyze the significant role of AI in Organization

CO4: Explore the promotion of E-business with real tie cases

CO5: Discuss and Understand how IT contributes for promotion of business

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	3	2	3
CO2	3	3	2	3	3	3	2
CO3	2	1	2	3	2	2	3
CO4	2	3	3	2	3	2	2
CO5	2	2	3	3	3	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to IS** Components of IS – IS Resources- Role of IS in Business- Trend in IS - Emerging trends in Information Technology for Business: Cloud Computing, Big Data Analytics, Internet of Things (IoT), Artificial Intelligence, Block chain etc. – IT Challenges for Global Managers - Strategic uses and advantages of IT in Business - The Value chain and Strategic IT- E-Business concepts and Critical Success factors in E-Business
2	**Various modes of Data Storage** Data resource management– Fundamental Data Concepts; Types of databases– Database Management Approach–Data Warehouses, Data mining and their business applications. The Networked enterprise– The Internet Revolution –The Business value of Internet, Intranet and Extra net – Cloud Computing - Managing Business Data in Cloud: Benefits and risks; Cloud Service Providers/ Platforms: Amazon Web Services, Microsoft Azure; Google Cloud Platform etc.,

3	**Use of AI in Business** 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 System.
4	**E-Business Growth and need for its Evaluation** E-Business Expectations and Customer Satisfaction-e- Commerce application trends–Webstore 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.
5	**System Development in compliance with ITA** 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 for security management – Information Technology Act, 2000 and recent amendments

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, New Delhi: Tata McGraw-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.
3. Cloud Computing: Concepts, Technology & Architecture by Thomas Erl, Ricardo Puttini, and Zaigham Mahmood (Published in 2013)

Web Resources:

1. https://www.zdnet.com/article/what-is-cloud-computing-everything-you-need-to-know-about-the-cloud/

SECOND SEMESTER

MIBA 419	INTERNATIONAL MARKETING	L	T	P	C
		4	0	0	4

Course 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.

Course outcomes:

CO1: Remember the basic concepts of Marketing

CO2: Understand in detail the Product mix with respect to various examples

CO3: Analyze the challenges faced by organizations in international distribution

CO4: Analyze the various decisions related to International Marketing

CO5: Underatand and Examine the various promotional methods ued in International Marketing of Goods/Services

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	2	2	3	2	2
CO2	3	2	2	3	1	2	1
CO3	2	1	2	2	2	3	2
CO4	1	2	2	3	2	2	3
CO5	1	2	2	1	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Fundamentals of Marketing** The Concept of marketing - Evolution of marketing: From transaction- based to relationship marketing**-** Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.
2	**Product Mix and pricing** 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.
3	**Promotion Mix** Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing

4	**International Marketing Decisions (Product & Price)** Product Planning, Designing and Development for international markets-Pricing Decisions: Pricing Strategies And Price setting For International Markets.
5	**International Marketing Decision (Distibution & Sales)** Distribution: Channel Management And Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management And Sales Promotion For Foreign Markets.

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	L	T	P	C
		4	0	0	4

Course 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.

Course outcomes:

CO1: Differentiate between domestic and international HRM and analyze various strategic IHRM models (e.g., Harvard, 5P, European).

CO2: Analyze international workforce planning and staffing strategies, including recruitment, selection, and the management of the complete expatriation and repatriation cycle.

CO3: Formulate strategies for developing a global mindset through targeted training, and evaluate international compensation and performance management systems.

CO4: Assess the global legal, ethical, and regulatory context of IHRM, including international labor standards and the dynamics of industrial relations with MNEs.

CO5: Evaluate the role of HRIS in managing a diverse international workforce, analyze HR practices in virtual organizations, and compare IHRM practices across different countries.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	3	2	2
CO2	3	3	2	2	3	3	3
CO3	3	3	2	1	3	3	3
CO4	3	2	3	1	3	2	3
CO5	3	3	2	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** 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- Models of IHRM- Matching Model, Harvard Model, Contextual Model, 5P Model European Model.

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.
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.
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.
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.

Text Books:

1. Peter J. Dowling & Denice E. Welch (2009) IHRM, Cengage
2. Aswathappa K: Sadhna Dash (2009) IHRM: Tata McGraw Hill,

Reference Books:

3. 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,

MIBA 420	GLOBAL FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4

Course 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.

Course Outcomes:

CO1: Understand the structure and instruments of the international financial system.

CO2: Apply capital budgeting techniques to evaluate international investment opportunities and risks.

CO3: Assess capital structure and financing decisions of multinational corporations.

CO4: Develop strategies for effective international cash and trade finance management.

CO5: Compare global corporate governance systems and their impact on business practices.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	1	3	3
CO2	3	3	1	2	2	2	3
CO3	2	2	2	2	1	3	3
CO4	3	3	1	2	1	2	2
CO5	1	2	2	3	2	1	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**International Financial System** 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.
2	**Capital Budgeting in International Business** 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.
3	**Capital structure** 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.

4	**Management of International Cash Flows** Management of International Cash Flows – Netting – Bilateral vs Multilateral Netting – Cash Management practices in MNCs – Cash collectionProcess-TransferpricingandissuesinTransferpricing–Blocked funds. Managing international Trade Credit – Extension and Contraction of credit period.
5	**Global Corporate Governance System** 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.
Text Books 1) Cheol S Eun and Bruce G Resnick, International Financial Management, Mc GrawHill, New Delhi. 2) Shapiro A C, Multinational Financial Management, PHI, New Delhi 3) Jeff Madura, International Corporate Finance, ,8th Edition, Greengage Indian Edition.	
Reference Books: 1. Buckley Adrian, Multinational Finance, PHI, New Delhi. 2. Murice D Levi, International Finance,McGraw Hill, New Delhi. 1. Ian G Giddy, Global Financial Markets, AITBS Publications, New Delhi.	

MIBA 422	INTERNATIONAL ECONOMICS	L	T	P	C
		4	0	0	4

Course 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 analyzing opportunities and risks involved in the international trade.

Course outcomes:

CO1: Understand the basic concepts related to International Economics

CO2: Examine New theories in International Trade

CO3: Analyze the impact of Tariff on Trade Policy

CO4: Illustrate in details the concept of Balance of Payment and role of International Institutions

CO5: Identify and interpret the trend and challenges related to future financial markets

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	2	2	2	1	2
CO2	1	1	3	1	2	2	1
CO3	2	2	2	2	1	2	1
CO4	2	1	2	2	1	1	2
CO5	1	2	2	3	2	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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.
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.

3	**Tariff and Trade Policy** 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.
4	**Concept of BOP** 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.
5	**Trends and Challenges in Financial Markets** 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.

Text Books:

1. PaulR.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, Mc. Graw Hill Education.

Reference Books:

1. Domnic Salvatore (2005), "Introduction to International Economics", John Wiley and Sons.
2. Thomas A Pugel (2016), "International Economics" 16th Edition, Tata Mc.Graw 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	L	T	P	C
		4	0	0	4

Course 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

Course outcomes:

CO1: Explain the concepts of production systems, productivity, forecasting techniques, capacity planning, and world-class manufacturing practices

CO2: Apply principles of facility location, plant layout, material management, and inventory control to optimize operations.

CO3: Analyze production planning and control systems, MRP, and scheduling techniques (SPT, EDD, Johnson's Rule) for efficient utilization of resources.

CO4: Evaluate project management tools (CPM, PERT, Gantt charts), quality control systems, and acceptance sampling plans for decision-making in operations.

CO5: . Design and propose strategies using modern production management tools (JIT, Six Sigma, TQM, Lean, Kaizen, Reliability models) to improve operational efficiency.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	2	2
CO2	3	2	1	2	2	3	2
CO3	3	3	1	3	2	3	2
CO4	2	3	2	3	2	2	2
CO5	2	1	1	2	1	1	1

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Production Process** 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

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.
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.
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.
5	**Production Concepts** 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.

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 Hall India

Reference Books:

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

MIBA 424	Research Methods for International Business	L	T	P	C
		4	0	0	4

Course 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.

Course outcomes:

CO1: Remember the Basic concepts of Research

CO2: Understand the concept of Research Design

CO3: Examine in detail how to formulate objectives and hypothesis

CO4: Discuss different types of data collection methods and how to store the data

CO5: Execute the Bi-Variate and Multi-variate Analysis with real time cases

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	2
CO2	1	1	1	3	2	2	2
CO3	2	2	2	2	1	2	1
CO4	2	2	3	2	2	1	2
CO5	2	1	2	2	2	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** Over view of Research methodology: Meaning and purpose – Types of research: Exploratory, Analytical, Descriptive, Experimental and Case study.
2	**Research Design** 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.
3	**Hypothesis Formulation and Interpretation** 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.

4	**Data Collection and Pre-Processing** 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.
5	**Execution of Analysis using Software** Data Analysis using Computers: Software Packages – Parametric and Non Para metric hypothesis testing– Correlation and Regression analysis– Time Series – Basic Multivariate analysis.

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.

Cooper R Donald And Schindler (1998) Pamela Business Research Methods irwin Professional Publishing

MIBA 425	INTERNATIONAL BUSINESS LAWS AND DISPUTE RESOLUTION	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain legal frameworks and contracts in international business.

CO2: Evaluate WTO principles, agreements, and dispute settlement.

CO3: Construct legal frameworks for licensing, franchising, and IPR protection.

CO4: Analyze regulatory and tax issues in cross-border e-commerce and investment.

CO5: Develop strategies for contract enforcement and dispute resolution globally.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	1	3	1	2	3
CO2	2	3	2	3	1	2	3
CO3	3	2	2	3	2	3	2
CO4	3	3	1	3	1	2	3
CO5	3	2	2	3	3	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Legal Framework of International Business** 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.
2	**Regulatory Framework of WTO** 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.

3	**Legal Framework Relation** Legal Framework Relating to: International Licensing; Franchising; Join Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Frame work relating to Electronic Commerce –Intellectual Property Rights.
4	**Regulatory Framework and Taxation** 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.
5	**Contract of Enforcement and Dispute Settlement** 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

Text Books:

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

Reference Books:

1. Daniels, John, Emest 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, Euromoney 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.
5. Margaret L. Moses: The Principles and Practice of International Commercial Arbitration: Third Edition (2017)
6. James M. Klotz: International Sales Agreements: (2018)

MIBA 426	Organizational Behaviour	L	T	P	C
		3	0	0	3

Course 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

Course Outcome

CO1: Explain the concepts of OB and its applicability in Organization

CO2: Analyze individual behavior and Personality and its impact in working scenario.

CO3: Identify the fixations and mould the attitude to be more optimistic and productive

CO4: Identify the Motivational needs and lead

CO5: . Evaluate and analyze how to enhance organizations performance by enhancing individuals efficiency

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1
CO1	1	2	2	3	2	3
CO2	2	2	3	3	2	3
CO3	2	2	2	3	3	2
CO4	3	3	3	2	3	3
CO5	3	3	3	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Fundamentals of OB** Nature, Conceptual Foundations and Importance of OB, Models of Organizational, Behaviour, Management Challenges, Relationship with Other Fields.
2	**OB Models & Theories** 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
3	**Leadership** 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

4	**Significance of power** Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organization
5	**OC&OD** 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

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 Behavour 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. (17th Edition). Pearson Education.

MIBA 427	WORKSHOP ON SOFT SKILLS	L	T	P	C
		2	0	0	2

Course 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

Course outcomes:

CO1: Identify and assess soft skills with cultural sensitivity and adaptability.

CO2: Demonstrate effective communication through verbal, non-verbal, and written skills.

CO3: Apply teamwork, leadership, and conflict management strategies

CO4: Use time management and problem-solving to improve productivity and balance.

CO5: Build a career portfolio with resume, branding, and lifelong learning plans.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2	1	3	2	3	2
CO2	1	2	2	2	3	3	2
CO3	1	2	3	2	3	2	2
CO4	2	3	1	1	2	3	3
CO5	1	2	2	1	1	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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
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
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
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

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

THIRD SEMESTER

MIBA 511	INTERNATIONAL STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: To know the concepts related to global strategic management.

CO2: To understand global environment, emerging issues in the world.

CO3: Apply strategic management models to take better business decisions.

CO4: Analyse the various strategies to find the best fit in achieving the global growth of a firm.

CO5: Examine the various global strategic implementations across borders.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	2	2	2	2	2
CO2	3	2	1	3	1	2	3
CO3	3	2	3	2	2	2	1
CO4	2	2	2	2	3	3	2
CO5	3	1	2	3	2	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** 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.
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.

3	**Models for Strategic Analysis** 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.
4	**Types of Strategies** 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.
5	**Concepts related to Global Strategy** 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.

Text Books:

1. Hitt,Ireland,Hoskisson and Manikutty (2016), "Strategic Management A south Asian Perspective" (9thEdition) ,Cengage Learning India PvtLtd.,
2. AzharKazmi 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 Amita Mital, (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, Jedrzej George Frynas and Paul Finlay (2005), "Global Strategic Management" Oxford University Press.

MIBA 512	GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Remember the key concepts of Logistics and Marketing

CO2: Understand in detail the shipping industry related to logistics

CO3: Understand and identify the key role of Air transport in Logistics

CO4: Analyze key components of Supply chain

CO5: Examine the key role of IT in Logistics and Supply Chain

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	1	1	1
CO2	3	3	2	2	2	2	3
CO3	2	3	2	3	2	2	2
CO4	3	2	2	1	2	1	2
CO5	2	3	2	2	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Logistics Management** Logistics Management: Concepts– Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.
2	**Shipping Industry in Logistics** 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.
3	**Air Transport System in Logistics** Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

4	**Supply chain Management** 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
5	**IT in Logistics & Supply Chain Management** 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.

Text Books:

1. VinodV.Sople,Logistics Management-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 JBowersox Davi JClass” Logistics Management,TataMc.GrawHill,New Delhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications.
3. Reji Ismail,“Logistics Management” Excel Books.

MIBA 513	ENTERPRISE RISK MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:

1. To understand risk, uncertainty, and the basics of Enterprise Risk Management (ERM).
2. To learn the steps of the risk management process and how to use risk analysis techniques
3. To identify financial and non-financial risks and use models for portfolios and cash flow.
4. To create risk strategies that fit a company's goals and structure.
5. To develop project risk plans and connect risk management across all company levels.

Course outcomes:

CO1: Understand risk, uncertainty, and the basics of Enterprise Risk Management (ERM).

CO2: Identify financial and non-financial risks and use models for portfolios and cash flow**.**

CO3: Identify financial and non-financial risks and use models for portfolios and cash flow

CO4: Create risk strategies that fit a company's goals and structure

CO5: Develop project risk plans and connect risk management across all company levels.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	1	2	2
CO2	2	1	2	2	2	1	3
CO3	3	1	1	3	1	3	2
CO4	2	3	2	1	2	2	1
CO5	2	2	3	2	3	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** 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
2	**Evolution of risk management** 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

3	**Corporate finance** 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.
4	**Risk Management at corporate level** 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
5	**Risk management at project level** 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 at corporate, strategic Business and project levels – models of Risk Management

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

MIBA 514	WORKSHOP ON ENTREPRENEURIAL SKILLS	L	T	P	C
		2	0	0	2

Course Objectives:

1. To cultivate entrepreneurial mindset and skills along with 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

Course outcomes:

CO1: Analyze the core concepts of entrepreneurship, including the role of innovation, creativity, and the dynamics of the entrepreneurial ecosystem.

CO2: Apply systematic methods, including design thinking, to generate, recognize, and validate business opportunities while formulating risk mitigation strategies.

CO3: Construct a comprehensive business plan using tools like the Business Model Canvas, incorporating financial projections, marketing strategies, and operational considerations.

CO4: Evaluate various funding options and formulate strategies for pitching business ideas, building an effective team, and managing innovation and setbacks.

CO5: Analyze entrepreneurial leadership styles and formulate long-term strategies for sustainable growth, change management, networking, and eventual exit or succession.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	1	2
CO2	3	3	2	2	2	2	3
CO3	3	3	2	3	3	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	Understanding Entrepreneurship- Successful Entrepreneurs- Types of Entrepreneurship- Role of Innovation and Creativity in Entrepreneurship- Entrepreneurial Ecosystem: Elements and Dynamics

2	Generating Business Ideas- Opportunity Recognition and Evaluation- Design Thinking in Entrepreneurial Ideation- Validating Ideas- Assessing Risks and Mitigation Strategies
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
4	Funding Options- Pitching and Presenting Business Ideas- Building an Effective Team- Innovation Management and Adaptability- Handling Failures and Learning from Setbacks
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
	Text Books: 1. Rameshwari Pandya: (2016): Skill Development and Entrepreneurship in India, Publisher: Ingram short title **Reference Books:** 1. Adim, Chidiebere Victor, Isaac J Chengula, Fauziyya Rabiu Mohammed (2022) : Fundamentals of Entrepreneurship, Publisher: AJPO journals and books publishers, ISBN:978-9914-745-65-8,:Pages:68

FOURTH SEMESTER

MIBA 517	GLOBAL BUSINESS ETHICS AND COMPLIANCE POLICY	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the fundamental concepts of business ethics, human values, and their relevance in global and Indian management contexts.

CO2: Apply ethical reasoning and decision-making models to workplace dilemmas, developing codes of ethics and value-based leadership approaches.

CO3: Analyze ethical theories, environmental ethics, and consumer protection issues to assess their impact on organizational culture and sustainable practices.

CO4: Evaluate corporate governance frameworks, CSR practices, and the role of boards and independent directors in protecting stakeholders in a globalized economy.

CO5: Formulate compliance policies addressing cross-border trade, data flows, territorial disputes, and global conflict situations to design ethical business strategies.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	3	2	2	3	3
CO3	3	3	2	3	2	2	3
CO4	2	3	3	3	2	3	2
CO5	3	3	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** 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
2	**Need of Ethics** Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System-Organizational Culture–EthicsTools–Code of ethics – Guidelines for developing code of ethics – Value based leadership

3	**Environmental Ethics** Work ethics – work culture – Ethical theories – Ethical Values –Environmental ethics - Environmental Management – Environmental Management System - Environmental Laws - Consumer Protection
4	**Corporate Covernance** 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 chaining times – Corporate Governance for Market capitalism
5	**Need for Compliance Policy** 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.

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 University press
2. Balasubramanian,R, Corporate Governance, IIM Bangalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGrawHill
4. Bhatia, S.K., Business Ethics and Corporate Governance
5. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi.

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
MBIA603	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 601	GLOBAL CONSUMER BEHAVIOUR	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the concepts, approaches, and paradigms of global consumer behaviour and its relevance in marketing strategy.

CO2: Apply theories of consumer motivation, perception, learning, and attitude change to real-world buyer behaviour including online contexts.

CO3: Analyze cultural, social class, subcultural, and family influences on consumer decision-making in a global environment.

CO4: Evaluate consumer decision-making models, opinion leadership, and situational factors affecting consumer and organisational buying.

CO5: Develop strategies for businesses to effectively address global consumer behaviour issues, including ethical and regulatory aspects.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	2	3
CO2	2	3	2	2	3	3	2
CO3	3	3	2	3	2	3	3
CO4	2	3	3	3	3	2	3
CO5	3	3	2	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Basics of Consumer Behaviour** 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.
2	**Understanding Consumer** 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.

3	**Influence of Culture** Consumers and culture – Understanding culture – social class – subcultures –cultural influences on consumer behaviour– family influences and opinion leadership.
4	**Consumer Decision Making** 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.
5	**B2B** Organisation as consumers –Organisational buyer behaviour – organisational purchase process – decision process – organizational culture– Regulation and marketing references to children - adults.

Text Books

1. Consumer Behaviour, Michael R Simon

Reference Books:

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

MIBA 602	ADVERTISING SALES PROMOTION MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives

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.

Course outcomes:

CO1: Explain the concepts, elements, and evolution of promotion and advertising, and their role within the marketing communication mix.

CO2: Apply advertising research techniques (e.g., DAGMAR, questionnaires) to measure effectiveness and support data-driven decision making.

CO3: Analyze consumer behavior and segmentation models to formulate effective product positioning and targeting strategies.

CO4: Evaluate advertising budgets, creative design (art & copy), and international advertising practices for strategic effectiveness.

CO5: Design and execute integrated sales promotion campaigns, incorporating consumer, trade, PR, sponsorship, and digital promotions.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
CO1	3	2	1	2	2	3	2	2.14
CO2	2	3	2	2	2	2	3	2.29
CO3	3	3	2	3	2	3	3	2.71
CO4	2	3	3	3	3	2	3	2.71
CO5	3	2	3	3	3	3	3	2.86

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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.

2	**Advertising Agency** Advertising agency, Guidelines for making a questionnaire, Selection process, Advertising research and Measuring Advertising effectiveness: DAGMAR Approach, Advertising research.
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.
4	**Budget Advertising** Advertising and creativity, The design theory Art and copy, How to have good art, International advertising,
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.
Text Books 1. Keller (2010) “Strategic Brand Management”, Pearson Education, 2. Belch &Belch (2009) “Advertising and Sales Promotion”, TataMcGraw Hill **Reference Books** 1. Advertising & sales promotion by Kazmi&Batra (Excel books) 2. Brand Management by YLR Moorthy, vikas publishing2010	

MIBA 603	SERVICES MARKETING	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Understand the concept of services marketing

CO2: Understand the Services Marketing Mix in detail

CO3: Analyze and explore the Effective management of services marketing

CO4: Analyze the impact of Services Marketing across Financial, Health and Hospitality services.

CO5: Analyze the impact of Services Marketing across various Communication, Educational and IT services.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	2	2	3	1	1
CO2	3	2	1	2	2	2	2
CO3	3	3	3	2	2	1	2
CO4	2	2	2	1	1	2	3
CO5	2	2	2	3	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Marketing of Services** Marketing of Services: Introduction – growth of service sector – the concept of service – characteristics of services – classification – designing the service – blue printing - building service aspirations
2	**Services Marketing Mix** 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.
3	**Effective Management of Services Marketing** Effective Management of Services Marketing: Matching demand and supply through capacity planning – Internal marketing of service – external Vs internal orientation of service strategy

4	**Application of Services Marketing** Application of Services Marketing: Marketing of Financial services Marketing of Health services Marketing of Hospitality services.
5	**Application of Services Marketing** Marketing of Communication services Marketing of Educational services Marketing of I.T Services

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
2. 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	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Understand the concept of retail marketing

CO2: Examine the various perspectives related to retail store layout and location

CO3: Analyze the retail organizational structure along with its challenges in India

CO4: Evaluatethe application of IT in Retail Sector

CO5: Identify the challenges related to internationalization of Retail sectors.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	2	1	1	1	1
CO2	2	2	1	2	1	1	2
CO3	3	3	2	2	1	2	2
CO4	2	1	2	2	3	2	3
CO5	1	2	2	2	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**An overview of Retailing** 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.
2	**Retail store location and layout** 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.
3	**Retail Organization Recruitment and challenges** 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.

4	**IT in Retail Sector** 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.
5	**Trends and Challenges in Internationalization** 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.

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. 1Bajaj C, TuliRajnish, Srivastava N V, (2017), Retail Management, Oxford University Press, New Delhi, 3rd Edition.
2. ValarieZeithamlandMaryJoBitner,(2018),Services Marketing,TataMcGrawHill,7th Edition
3. Berman B, Evans R J and Mathur M (2011), " Retail Management – A Strategic Approach" 11th Edition, Pearsonpublications.
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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the fundamental concepts, scope, ethics, and process of marketing research.

CO2: Apply appropriate data collection, scaling, and sampling techniques for marketing research.

CO3: Evaluate reliability, validity, and testing methods in instrument design and data preparation.

CO4: Analyze marketing data using statistical and multivariate techniques with computer applications.

CO5: Design and present marketing research reports and apply research insights to real-world business problems.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	2	2	1
CO2	2	3	1	2	3	3	2
CO3	2	3	1	2	3	3	3
CO4	2	3	2	1	3	3	3
CO5	2	2	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**introduction to Marketing Research** Introduction to MR– definitions–Classifications– Marketing research process– steps– research designs- types – data sources – Ethics of MR
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.
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.

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.
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.

Text Books:
1. Marketing Research D.D.Sharma
2. R.Panner selvam 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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Overview of Environment and need for Green Marketing
CO2: Understand the various associated factors of Green Marketing
CO3: Analyze the growth of Green Marketing across Countries
CO4: Examine the overall regulations related to Green Marketing
CO5: Identify how to market Green Products /Services across Countries

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	2	2	1	2
CO2	3	3	2	1	2	2	2
CO3	2	3	2	1	3	2	3
CO4	2	3	2	3	2	3	3
CO5	2	1	3	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Environment Concepts** 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.
2	**Environemnt & Marketing** 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
3	**Green Marketing Across Countries** 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

4	**Regulatory Bodies – Green Marketing** 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
5	**Issues Across Countries** 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.

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	L	T	P	C
		3	0	0	3

Course Objectives:

1. To understand the shifting focus from Conquest Marketing to Relation Marketing.
2. Toanalysisofhowtomaintainrelationshipswiththecustomersinordertoretainthem.
3. To help the students to Correlate the Customer Data Analysis

Course outcomes:

CO1: Explain the concepts, evolution, and strategic importance of CRM in business .

CO2: Analyze customer information, perception, expectations, and behavior to determine profitable segments .

CO3: Apply CRM models and strategies for customer acquisition, retention, and loyalty management

CO4: Evaluate CRM planning, implementation issues, and the role of managers in achieving business objectives

CO5: Use CRM tools, e-CRM solutions, data warehousing, and mining techniques to enhance customer-centric decision-making

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	2	2	1
CO2	2	3	2	2	1	3	2
CO3	2	2	3	2	2	3	2
CO4	2	2	3	2	3	2	2
CO5	1	2	2	3	2	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Basics of CRM** 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
2	**CLV- CRM** 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
3	**Component of CRM** Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

4	**Strategic Approach - CRM** Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.
5	**CRM – Data Mining** e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

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.Peeru Mohamed andA. Sahadevan, Customer Relation Management, Vikas Publishing
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India,
3. Assel, Consumer Behavior, Cengage Learning, 6^{th}Edition.
4. Kumar, Customer Relationship Management - A Database Approach, WileyIndia.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools,Elsevier

MIBA 608	INDUSTRIAL MARKETING	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Differentiate industrial vs. consumer marketing and analyze organizational buying.	
CO2: Formulate STP strategies using industrial marketing research.	
CO3: Develop marketing mix strategies for industrial products and services.	
CO4: Design distribution channels and assess marketing logistics.	
CO5: Create integrated communication programs to engage business customers.	

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	2	1	2	2
CO2	2	3	2	1	2	3	2
CO3	3	3	1	2	2	3	3
CO4	3	2	1	1	1	3	3
CO5	3	3	2	1	2	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Dimensions of Industrial Marketing** 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.
2	**Industrial Marketing Intelligence and Marketing Research** 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.
3	**Industrial Product Strategy and New Product Development** 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.

4	**Industrial Distribution Channels and Marketing Logistics** 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.
5	**Industrial Communication** 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.

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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Recognize and demonstrate the responsibilities of a salesperson and explain various types of selling approaches and structures.

CO2: Apply channel management techniques to motivate channel partners, resolve conflicts, and implement vertical marketing systems for improved efficiency.

CO3: Analyze sales organization structures, distribution channels, and market potentials to formulate sales objectives and forecasts.

CO4: Evaluate sales force management practices including recruitment, training, compensation, and performance evaluation to optimize effectiveness.

CO5: Design integrated distribution strategies that incorporate e-commerce, e-retailing, logistics systems, and digital platforms for modern business environments.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	2	1	2	2
CO2	2	2	3	3	2	3	2
CO3	3	3	2	2	2	2	3
CO4	3	3	3	2	3	3	3
CO5	3	3	2	3	2	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Selling Structure & Process** 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.
2	**Concept of Sales Force** 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.
	Distribution Channel Strategies

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.
	Channel Management
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.
	E-Commerce
5	E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Text Books

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

Reference Books:

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

MIBA 610	MARKETING OF HI-TECHNOLOGY PRODUCTS AND INNOVATIONS	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the concepts of high-technology marketing, types of innovations, and their societal, ethical, and regulatory implications.

CO2: Analyze high-tech customer purchase decisions and apply market segmentation and positioning strategies to avoid obsolescence.

CO3: Examine the role of advertising, promotion, and branding in high-tech markets, and evaluate strategies like product preannouncements and communication tools.

CO4: Assess the impact of e-business, e-commerce, and internet-based marketing on consumer and organizational behavior, drawing lessons from past market disruptions.

CO5: Design distribution channel and supply chain strategies for high-tech products, integrating ethical, social responsibility, and sustainability considerations.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	2	3	2	2	2	2	3
CO3	3	3	3	2	3	3	2
CO4	2	3	2	3	2	2	3
CO5	3	3	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Technology** 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 –
2	**Technology to Understand Customer** Understanding High-Tech Customers - Customer Purchase Decisions– The Choice of Customer: Segmenting Markets and Selecting – Customer Strategies to Avoid Obsolescence.

3	**Technology in Promotion** 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.
4	**E- Commerce** 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
5	**Technology in Dstribution** 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

Text Books:

1. Jakki Mohr, Sanjit Sengupta, 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, Second Edition

MIBA 611	NEW PRODUCT DEVELOPMENT	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Understand the concepts, types, process of new product development and innovation.

CO2: Apply various methods for generating, screening, and testing new product ideas.

CO3: Develop a business plan for new ideas considering costs, demand, and profitability.

CO4: Evaluate pre and post market testing strategies to launch new products.

CO5: Assess the emerging trends and challenges in New Product Development

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	2	2	1	2	2	2	2
CO3	2	2	2	3	2	3	3
CO4	1	2	2	3	3	2	3
CO5	1	1	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to NDP** 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.
2	**Strategic Concept of NDP** 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.
3	**Business Analysis** 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.

4	**Need for Market Testing** 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.
5	**Trends in NDP** Emerging Trends in NPD – Technology, crowd sourcing, AI in New Product Development - The future of New Product management – Contemporary issues and case studies.

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" (5th Edition) – Tata Mc GrawHill
2. Crawford, Merle and Di Benedetto, Anthony (2011) "New Products Management" (10th Edition) 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	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: To understand the evolution, significance of digital and social media marketing.

CO2: Analyze social media platforms, advertising methods, and optimization techniques for business growth.

CO3: Apply content marketing strategies to design and implement social campaigns.

CO4: Evaluate e-mail, mobile, and payment-based marketing practices.

CO5: Assess the emerging trends in digital marketing such as AI, AR/VR technologies.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	2	2	1	2	2	2	2
CO3	1	2	2	3	2	3	2
CO4	1	2	2	3	3	2	3
CO5	1	1	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Evolution of Digital Marketing** 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.
2	**Types of Social Media Marketing** 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.

3	**Content Marketing** 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.
4	**Types of Marketing using Internet** 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.
5	**Marketing Analysis** 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 Digitial marketing.

Text Books:

1. Liana Li Evans, (2010) "Social Media Marketing: strategies for engaging in Face book, Twitter and other Social Media" QuePress.
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" 2ndEdition, Sage Publications.
3. John Williams (2016), "Social Media:Marketing strategy for rapid growth using: Facebook,Twitter, Instagram, Linkedin and Youtube", Create space publishers.
4. JanZimmerman and DeoborahHg(2017),"Socia lMedia Marketing All–in–one for Dummies" Wiley publications.

MIBA 613	INNOVATION AND STARTUP MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the concepts of creativity, innovation, and their role in startups and organizations.

CO2: Apply creativity tools and techniques for idea generation, team innovation, and building a culture of innovation.

CO3: Analyze entrepreneurial competencies, skills, and theories related to entrepreneurship and economic development.

CO4: Evaluate entrepreneurial processes including opportunity identification, feasibility studies, and project report preparation.

CO5: Assess the role of support institutions, legal frameworks, and management practices in the success of startups and small businesses.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	2	2	1	2	2	2	2
CO3	1	2	3	2	2	3	2
CO4	1	2	2	3	3	2	3
CO5	1	1	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Creative Thinking** 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
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
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;

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
5	**Role of Institutions** 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

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	L	T	P	C
		3	0	0	3

Course Objectives:

This course aims to:

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

Course outcomes:

CO1: Explain the evolution of brand management, brand equity, and architecture with emphasis on the Asian context.

CO2: Analyze brand identity, personality, positioning, and value creation strategies for Asian brands, including cultural and psychological factors.

CO3: Evaluate the role of celebrity endorsements, brand communication, and online strategies in strengthening Asian brands.

CO4: Develop a comprehensive brand audit and strategy framework for Asian brands, integrating brand architecture, valuation, and implementation.

CO5: Critique real-world Asian brand cases by assessing their philosophy, strategy, and future challenges in the global marketplace.

.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	2	3	3	3
CO3	2	3	3	3	2	3	3
CO4	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
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.
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

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.
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.
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.

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

Text Books:

1. 1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition by Kevin Keller, Vanitha Swaminathan (2019)
   2. Asian Brand Strategy- How Asia Builds Strong Brands - Martin Roll – Palgrave Publishing

Reference books:

1. Strategic Brand Management: Building Measuring and Managing Brand Equity by Kevin Keller (2012)
2. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.

Mode of Evaluation for Continuous Internal Assessment (Weightage of Marks- 40): Two Class Tests, Two Written Assignments, and any of these following components: Attendance/ Mini Projects / Seminars / Quizzes(announced and/or unannounced case analysis and case discussion/Term Paper Class Participation and online tests
/ Assessment of Class Notes etc. **End-Semester Examination (Weightage of Marks – 60):** At the end of the of the Semester **a three hour** written examination will be conducted covering the entire syllabus.

MIBA 615	DESIGN THINKING	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the concepts, principles, and human-centric approach of Design Thinking.

CO2: Analyze frameworks and tools for applying Design Thinking in business.

CO3: Apply Design Thinking stages to new product development.

CO4: Use Design Thinking techniques to solve complex business problems.

CO5: Evaluate the role of Design Thinking in innovation and modern business.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	1	1	2	2
CO2	2	3	1	1	2	3	3
CO3	3	3	2	1	3	3	3
CO4	3	3	2	1	1	3	3
CO5	2	3	1	3	1	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
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.
2	**Design Thinking Process** 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.

3	**Design Thinking for NDP** 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.
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.
5	**AI inDesign Thinking** Design thinking and AI - Design thinking in a post pandemic world - the future role of design thinkers in innovation.

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

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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Analyze how global institutions (WTO, IMF, World Bank) influence international trade and MNCs.

CO2: Evaluate the international financial system and key money market instruments like GDRs and ADRs.

CO3: Apply exchange rate theories and use currency derivatives to design basic hedging strategies.

CO4: Formulate capital budgeting and financing decisions for overseas investments and manage financial exposures.

CO5: Appraise the structure, instruments, and regulations of global equity and debt markets.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	3	1	1	2
CO2	2	3	1	2	1	2	3
CO3	3	3	1	2	1	3	3
CO4	3	3	2	2	2	3	3
CO5	2	3	1	2	1	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**International Business Environment** 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
2	**Evolution of International Financial Systems** 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
3	**Concepts Related to Foreign Exchange Markets** 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

4	**Financing Decisions** 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
5	**Global Capital Markets** 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

Reference Books:

1. (1996), Money and Capital Markets: Financial Instruments in a Global Marketplace. McGraw-Hill Inc., US; 6th Revised edition. **ISBN-10:**0071146946
2. GeorgeChacko,VincentDessain,PeterHechtandAndersSjoman(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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Analyze global corporate restructuring and design overseas M&A strategies

CO2: Evaluate mergers, acquisitions, and divestitures, and assess their economic value.

CO3: Assess drivers, synergies, and challenges of cross-border M&A versus strategic alliances.

CO4: Critique international M&A regulations and address post-acquisition integration issues.

CO5: Apply insights from global M&A cases to propose practical restructuring strategies.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	2	3	2
CO2	3	3	1	1	1	2	3
CO3	3	3	2	3	2	3	2
CO4	2	3	3	3	1	2	2
CO5	3	3	2	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Global Corprate Restructuing Strategies** 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
2	**Types of Merger** 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)
3	**M&A** 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

4	**International Regulaory Frameworks for M&A** 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
5	**Recente Developments in M&A** Recent Trends and Developments in Global M&A Practices - Discussions by Students of Recent National and International Case Analysis of Corporate Restructuring and M&A Activities

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	L	T	P	C
		3	0	0	3

Couse 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

Course outcomes:

CO1: Explain the objectives, risks, and forms of investment, including global investment practices.

CO2: Identify and evaluate investment instruments such as stocks, bonds, mutual funds, and international securities.

CO3: Analyze stock market behavior using technical, industry, and fundamental analysis, including global perspectives.

CO4: Apply modern portfolio theory, risk-return models, and capital asset pricing techniques for investment decisions.

CO5: Formulate portfolio management strategies including revision, formula plans, and global investment practices.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2	1	1	2	2	1
CO2	2	1	1	2	1	1	2
CO3	2	1	3	2	3	3	2
CO4	1	2	2	3	2	2	3
CO5	2	1	3	3	1	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Fundamental concepts of Investment** 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
2	**Financial Instruments** 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).
3	**Stock Market Analysis** 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.

4	**Portfolio Analysis** Modern Portfolio Theory – Assumptions – Markowitz Analysis – Beta Analysis – Income Portfolio – Growth portfolio – Dowjone Industrial averages – Price Strategies and Timing – Capital Asset Pricing Model
5	**Implementation of Portfolio Management** 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.

Text Books

1. Fischer and Jordon, "Security analysis and Portfolio Management", Prentice Hall.
2. Fuller and Ferrel, "Modern Investments and Security Analysis", Mc Graw Hill.

Reference Books:

1. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill,
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 & DERIVATIVES MANAGEMENT	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the characteristics and types of financial services, including fund-based and non-fund-based services.

CO2: Analyze leasing arrangements, their accounting/legal aspects, and evaluate their potential as corporate financing tools.

CO3: Examine the role of merchant banking, mutual funds, and SEBI's regulatory framework in financial markets.

CO4: Assess the significance of other financial services such as venture capital, factoring, credit rating, insurance, and their global trends.

CO5: Formulate hedging strategies using derivative instruments and design risk management practices for business applications.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	1	2	1	1	2	2	2
CO3	1	2	3	3	1	3	2
CO4	1	1	2	3	3	2	3
CO5	1	1	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Financial Services** 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.
2	**Leasing** Leasing: Concept – Types – Lease Agreements – Accounting and Legal aspects–Lease Evaluation–Potentiality of Leasing as a means of corporate financing – Future of Leasing industry.
3	**Merchant Banking** 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-

4	**Other Financial Services** 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
5	**Derivatives Market** 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.

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	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the basics of securitization, its evolution, and how it differs from traditional financing

CO2: Analyze the securitization process, structures, cash flows, and legal frameworks.

CO3: Evaluate the structure, risks, and credit enhancements of CLOs, CBOs, and synthetic products.

CO4: Assess securitization from both issuer and investor perspectives through cost-benefit analysis

CO5: Appraise securitization across asset classes and innovative structures like future-flow and intangibles.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	3	1	2	1
CO2	2	3	1	2	2	3	3
CO3	3	2	2	2	1	3	3
CO4	3	3	2	3	2	3	3
CO5	2	3	1	3	1	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Asset Based security Market** Asset Based security Market - Asset securitization - Growth and changing character of the market -Contrast with traditional asset-based financing -Contrast with home mortgage securitization
2	**Securitization Process** 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.
3	**CLOsandCBOs** CLOsandCBOs-Cashflowvsmarketvaluestructures-Participationvsassignment of assets - Synthetic structures- Risk Assessment and Credit Enhancement -Sources of risk -Pool default risk -Seller/originator risk -Servicer performance risk -Swap counter party risk -Legal risks -Sovereign risk - Non-credit risks - prepayment and market risk, Techniques of risk reduction -Credit risk management - Over collateralization and excess servicing -Senior-subordinated structures - Financial guarantees -Financial guarantors.

4	**Investor's Viewpoint** The Investor's Viewpoint: Advantages and Disadvantages of Different Structures Comparison with conventional bonds -Comparison of major structures of ABS - Spreadanalysis-Comparisonofrisksandreturnsonsecurityclasseswithinparticular 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.
5	**Mortgage-Backed Securities** 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

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, JoannasDidier, Financial Times Press.

MIBA 626	CORPORATE TAX PLANNING AND MANAGEMENT	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the basic concepts of direct taxation, tax codes, exemptions, and residential status.

CO2: Differentiate between tax planning, tax management, tax avoidance, and tax evasion with practical implications.

CO3: Analyze corporate taxation including business income computation, deductions, MAT, and dividend distribution tax.

CO4: Evaluate the role of tax considerations in managerial decisions related to capital structure, dividend policy, and strategic choices.

CO5: Apply tax planning knowledge in special areas such as mergers, amalgamations, foreign collaborations, and industrial restructuring.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	1	2	1	1	2	2	2
CO3	1	2	3	3	1	3	2
CO4	1	1	2	3	3	2	3
CO5	1	1	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction** Introduction of direct tax-Income tax act1961-Direct tax code-Gross Total income - Total income--Residential status and Tax incidence - Incomes exempt from tax-
2	**Basic Concept of tax planning** Basic Concept of tax planning: Tax Management: Tax avoidance and tax evasions: tax planning vs Tax management-Tax evasion vs Tax avoidance- Tax payments
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.

4	**Tax Consideration** 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.
5	**Tax consideration in special areas** 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.

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, Tax mann publications, New Delhi.
2. Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan,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	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the objectives and concepts of international accounting practices and foreign currency translation.

CO2: Apply knowledge of financial instruments, convertible securities, and reporting methods in global contexts.

CO3: Analyze inter-corporate investments, business combinations, and consolidation procedures in financial reporting.

CO4: Evaluate accounting treatment for global mergers, acquisitions, subsidiaries, and intercompany transactions.

CO5: Assess international reporting frameworks including integrated vs. self-sustaining subsidiaries and public sector GAAP.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	1	2	1	1	2	2	2
CO3	1	2	3	3	1	3	2
CO4	1	1	2	3	3	2	3
CO5	1	1	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction of International Financial Reporting** Objective of International Financial Reporting – Concept International Accounting Practices, introduction to inter corporate investments – intercompany transaction – Global Joint Venture Accounting, Foreign Currency Translation accounting
2	**Financial instruments** Financial instruments – Presentation and disclosure – Convertible securities– recognition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting.
3	Inter corporate investment – Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statements disclosure.
4	**Global mergers &acquisitions accounting** Global mergers &acquisitions accounting – consolidating wholly, non-wholly owned subsidiary under equity and cost recording – Intercompany revenue, expenses & inter company profile profit & expenses

5	**Financial reporting in an international environment** Financial reporting in an international environment – Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organizations.

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	L	T	P	C
		3	0	0	3

Course 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 management and control

Course outcomes:

CO1: Understand the structure, participants, and regulatory framework of the foreign exchange market , including the role of RBI, FEDAI, and FEMA.

CO2: Analyze different exchange rate systems, including fixed and flexible regimes, and evaluate the factors influencing exchange rate determination and control.

CO3: Apply concepts of spot, forward, and cross rate calculations in foreign exchange transactions including arbitrage, swap, and inter-bank deals

CO4: Compute and interpret forward exchange contracts, margins, and manage forward rate execution scenarios including cancellation and extension

CO5: Evaluate different types of exchange exposure and recommend appropriate risk management techniques using tools like options, futures, and swaps

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	3	3	3	2
CO2	3	3	1	3	2	3	3
CO3	3	2	2	2	2	3	3
CO4	3	2	2	2	2	3	3
CO5	3	3	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Foreign Exchange** 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 – Role of RBI -FEMA Act – Leading International Currencies and Market.
2	**Exchange Rate Systems** Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Factors Influencing the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control and Management

3	**Foreign Exchange Transactions** Foreign Exchange Transactions: Foreign Currency Accounts - 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.
4	**Forward Exchange Contracts** 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/Extension of Forward Contract – Inter Bank Deals (Theoretical aspects only)
5	**Exchange Exposure and Risk Management** 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.

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 McGraw Hill Co. New Delhi.

MIBA 629	CORPORATE FINANCE	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Understand the meaning, functions, and role of financial forecasting, profit planning, and estimating external fund requirements.

CO2: Apply core corporate finance concepts such as time value of money, cost of capital, capital structure, and dividend policy in financial decision-making.

CO3: Analyze capital expenditure planning methods, including capital rationing, sensitivity analysis, and risk evaluation in investment decisions.

CO4: Evaluate firm valuation techniques, including bond, stock valuation and assess financial considerations in mergers and combinations.

CO5: Appraise projects based on economic, financial, technical, and market feasibility, and assess strategies like vertical integration and diversification

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	3	2	3	2
CO2	3	2	2	2	1	3	3
CO3	2	3	1	3	2	3	2
CO4	2	3	2	3	3	2	3
CO5	2	3	2	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Corporate Finance and Financial Forecasting** Introduction: Meaning and Functions of Corporate Finance – Financial Forecasting and Profit Planning – Forecasting Financial Requirements – Estimating External Fund Requirements
2	**Fundamentals of Corporate Finance and Financial Decision Making** Basic Concepts of Corporate Finance: Time Value of Money – Cost of Capital–Capital Structure–Financial Decision making–Dividend Policies.

3	**Capital Expenditure Planning and Investment Decisions** 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
4	**Valuation of Firms and Corporate Restructuring** 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.
5	**Project Appraisal and Strategic Business Decisions** Project Appraisal: Project Identification – Planning – Control – Aspects of Appraisal– Economic, Technical, Financial and market Appraisal–Vertical Integration – Diversification.

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. GrinblattM.andS.Titman (2002)2nd Edition"Financial Markets and Corporate Strategy" McGraw-Hill.
4. Kuchhal, S.C., "Corporation Finance" Chaitanya Publications, New Delhi.

MIBA 630	INTERNATIONAL TAXATION	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Understand the meaning and functions of corporate finance and apply techniques of financial forecasting and fund requirement estimation.

CO2: Apply core concepts of corporate finance such as time value of money, cost of capital, capital structure, and dividend policy in financial decision-making

CO3: Analyze capital expenditure planning methods, capital rationing, and evaluate risky investment decisions using sensitivity analysis.

CO4: Evaluate various firm valuation methods including valuation of bonds, stocks, and assess financial implications of mergers and combinations.

CO5: Appraise project proposals considering economic, financial, technical, and market factors and recommend strategies like diversification and vertical integration.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	2	3	2	3	2
CO2	3	2	1	2	1	3	3
CO3	2	3	1	3	2	3	2
CO4	2	3	2	3	2	3	2
CO5	1	3	1	2	1	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to Global Business and International Taxation** 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

2	**Transfer Pricing and Non-Resident Taxation** 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
3	**Double Taxation Relief and International Income Taxation** 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
4	**Advance Ruling, Black Money, and Tax Compliance** **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
5	**Tax Treaties and Anti-Avoidance Measures** **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(BEPS) – Other Anti-Avoidance Measures–Comparative analysis of some of the significant articles of OECD and UN Model Conventions

Text Books:

1. Russo, R (Editor), Finnerty, CJ (Author), Merks, P (Author), Pettricione 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 Bureauof Fiscal Documentation,
2. Ogley, Adrian (1993) Principles of International Taxation: A Multinational Perspective, London, Interfisc Publishing
3. Rohatgi, Roy (2007) Basic International Taxation – Volume 1 (Principles) (London BNA International, 2nd Ed,)

MIBA 631	INTERNATIONAL BANKING	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Understand global trends, developments, and regulatory frameworks in international banking including BASEL III norms

CO2: Apply knowledge of international payment systems and instruments such as Letters of Credit, SWIFT, and remittances in cross-border transactions.

CO3: Analyze the structure and functions of international financial institutions and evaluate their role in global banking practices

CO4: Examine various banking models like investment banking, correspondent banking, offshore units, and their role in financing international trade

CO5: . Evaluate key risks in international banking (forex, country, credit) and recommend effective risk management strategies including asset/liability management.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	3	1	2	2
CO2	3	2	1	2	1	3	2
CO3	2	3	1	3	2	2	2
CO4	2	3	1	3	2	3	2
CO5	2	3	1	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Global Trends and Regulatory Framework in International Banking** Global Trends and Development in International Banking – Methods of Payments – Fund Settlement Options – International Remittances – Nostro, Vostro, Loroand Mirror Accounts – Wholesale banking – Retail banking – Private banking – Inter bank business – Regulatory framework – BASELIII

2	**International Payment Instruments and Offshore Banking** 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
3	**International Financial Centers and Banking Regulations** 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.
4	**Global Financial Institutions and International Banking Practices** International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – International Competitiveness–Arbitration and Mediation in International Banking– Japanese American and Swiss Banking Practices.
5	**Risk Management in International Banking** 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

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	HR Analytics.	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

MIBA 641	HR for Knowledge Based Organisations	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Analyze the changing nature of work and the evolving roles and challenges for Human Resource Management within Knowledge-Based Organizations (KBOs).

CO2: Evaluate methods for managing intellectual capital and design effective performance appraisal systems tailored to the unique roles and issues in a KBO.

CO3: Formulate strategies for employee retention, stress management, and engagement, considering modern work arrangements like "Work from Home" and the role of ERP systems.

CO4: Assess the impact of Information and Communication Technology (ICT) and Human Resource Information Systems (HRIS) on HR practices and performance management in KBOs.

CO5: Synthesize course concepts to conduct a comprehensive case study on HRM in a KBO, including the analysis of employee well-being and recreational retention practices.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	3	2	2
CO2	3	3	2	2	3	2	3
CO3	3	3	3	1	3	3	3
CO4	3	2	1	1	2	1	2
CO5	3	3	2	3	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Changing Dimensions of Work in Knowledge-Based Organizations** 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.
2	**Managing Knowledge for Organizational Effectiveness** 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

3	**Knowledge Management and Human Resource Well-being in KBOs** 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.
4	**ICT and HR Practices in Knowledge-Based Organizations** 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.
5	**Leisure, Retention, and Case Studies in KBOs** Management of leisure in KBO – HR and comprehensive recreation retention practices – Online Assessment of Employees changing pattern of attitude and behavioral 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

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	L	T	P	C
		3	0	0	3

Course Objectives:

To provide a thorough understanding of the concepts of leadership types and theories.

To familiarize how to apply leadership models in different scenarios.

Course outcomes:

CO1: Explain the evolution of leadership theories and compare various leadership styles, skills, and tactics from an application-oriented perspective.

CO2: Analyze the role of a leader in creating a learning organization and formulate strategies for coaching and developing the next generation of global leaders.

CO3: Evaluate contemporary leadership models, such as Zeitgeist and Level 5 Leadership, and their application in transforming employee attitudes within Multinational Corporations (MNCs).

CO4: Assess the key challenges faced by global leaders, including managing diversity, and formulate strategies for leading teams through organizational change.

CO5: Design a leadership training module aimed at creating capabilities to manage disruptive innovation and implement organizational change effectively..

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	2	2	2	1
CO2	3	2	2	3	3	3	2
CO3	3	3	2	1	3	3	2
CO4	3	3	3	3	3	3	3
CO5	3	3	1	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Leadership vs. Management and Evolution of Leadership Theories** 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.
2	**Leadership Attributes, Styles, Skills, and Development Approaches** 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,
3	**Global Business Strategies, Leadership in Learning Organizations, and Developing Next-Generation Leaders** 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,

4	**Contemporary Leadership Approaches and Global Leadership Trends** 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,
5	**Leadership Challenges, Managing Diversity, Leading Change, and Developing Training Modules** Implementing Change, Creating the capabilities to cope with disruptive innovation, Designing Training Module for different levels.

Text Books

1. Durbin. Leadership Principles. Cengage Publications.
2. Rajeesh Viswanathan, Motivation and Leadership, . (1st Ed). Himalaya Publishing House. Mumbai.

Reference Books:

1. Kevin Dalton. Leadership and Management Development. Developing tomorrows managers. Pearson Publishers.
2. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw Hill.
3. Robbins Stephen P. Organizational Behaviour. (14th Edition). Pearson Education

MIBA 643	HR Analytics	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Apply HR Analytical tools and techniques for decision making.

CO2: Evaluate the demand forecasting and selection models of HR and Employee engagement.

CO3:Analyze the performance analysis and predict turnover issue.

CO4: Evaluate the impact of interventions for formulating responsible investments in HR.

CO5: Design the HR Metrics and HR Dashboards

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	1	2	1	-
CO2	1	1	1	1	1	2	-
CO3	1	2	2	1	2	1	1
CO4	2	2	1	2	2	2	2
CO5	2	3	1	2	2	2	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Understanding HR Analytics** Predictive HR analytics, Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques, Human capital data storage and 'big (HR) data' manipulation, Predictors, prediction and predictive modelling, Business applications of modelling, HR analytics and HR people strategy
2	**HR Information Systems and Data** Information sources, Analysis software options, Using SPSS, Preparing the data, **Analysis Strategies**: From descriptive reports to predictive analytics, Data integrity, Categorical variable types, Continuous variable types Statistical tests for categorical data (binary, nominal, ordinal), Statistical tests for continuous/interval-level data, Factor analysis and reliability analysis
3	**Diversity Analytics** Equality, diversity and inclusion Approaches to measuring and managing D&I, Testing the impact of diversity: interacting diversity categories in predictive modelling **Employee Attitude Surveys** – Engagement and Workforce Perceptions, How do we measure employee engagement, Interrogating the measures

4	**Predicting Employee Turnover** Employee turnover and importance in HR management Descriptive turnover analysis as a day-to-day activity, Measuring turnover at individual or team level. Predicting Employee Performance: What can we measure to indicate performance? What methods might we use, Modelling the costs of turnover and business case
5	**Recruitment and Selection Analytics** Reliability and validity of selection methods**:** Human bias in recruitment selection **, Monitoring the Impact of Interventions**: **Tracking the impact of interventions**
6	**Business Applications: Scenario Modelling and Business Cases** Predictive modelling scenarios, Obtaining individual values for outcomes of predictive models, Graduate selection decisions using evidence, **Advanced HR Analytic Techniques** : Mediation processes, Moderation and interaction analysis, Multi-level linear modelling, Curvilinear relationships, Structural equation models, Growth models, Latent class analysis, Response surface methodology and polynomial regression analysis, The SPSS syntax interface.

Reference Books:

1. Predictive HR Analytics: Martin R Edwards & Kirsten Edwards, Kogan Page Ltd ISBN: 9780749484446
2. HR Analytics – Understanding Theories and Applications, Dipak Kumar Bhattacharyya,Sage Publishing, ISBN: 9789386062710

1. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Mark Bussain, Venessa Lee & Fermin Diez, Emerald Publishing, ISBN: 9781789739640

MIBA 644	GLOBAL HUMAN RESOURCE DEVELOPMENT	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Compare HRD philosophies, practices, and climates across different regions (India, USA, Europe) and business structures like Joint Ventures, considering cross-cultural and immigration issues.

CO2: Apply a systematic process for assessing HRD needs and designing experiential learning interventions from a global perspective to enhance performance.

CO3: Evaluate the quality and effectiveness of organizational HRD strategies, considering the unique competencies and skills of various nationalities.

CO4: Analyze the role of HRD managers in MNCs and formulate strategies for linking performance appraisal systems to targeted training methods like T-Group training.

CO5: Synthesize course concepts to design a comprehensive global HRD model that anticipates future trends and accounts for international restrictions and regulations.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	3	3	2
CO2	3	3	1	2	3	3	3
CO3	3	3	1	1	3	3	2
CO4	3	3	2	1	3	2	3
CO5	3	3	2	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

.

Unit	CONTENTS
1	**HRD Philosophy, Climate, and Practices in a Global Context** 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 Check sand Immigration Modalities of various Countries

2	**Assessing and Designing HRD Needs: Global Perspectives and Learning Strategies** 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
3	**Evaluating HRD Quality and Developing Organizational HRD Strategies** Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies- Competencies / Expertise and certain Unique Skills of various Nationalities
4	**HRD Managers in MNCs: Training Methods and Performance Linkages** HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training
5	**Future of HRD: Global Challenges, Restrictions, and Model Development** Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model-Global Restrictions on certain Countries by the hiringCountry, etc...to be incorporated in appropriate slots

Text Book:

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

Reference Books:

1. TV Rao, Recent Experience of HRD in Indian Industries, OxfordPress
2. Nedlar, Corporate HRD PracticeAmerican Society for Training and Development – Publications

MIBA 645	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	L	T	P	C
		3	0	0	3

Course Objectives:

1. To understand the relationship between employer and employee in industrial establishment.
2. To develop skills in handling smooth relationship between the employer and employee and address the issues through legal framework available.

Course outcomes:

CO1: Explain the fundamental concepts, theories, and historical evolution of Industrial Relations and their impact in a globalized economy.

CO2: Analyze the role, structure, and legal framework of trade unions and their influence on employee relations and organizational productivity.

CO3: Apply the principles and techniques of collective bargaining, negotiation, and grievance redressal to resolve industrial disputes effectively.

CO4: Evaluate various models of worker participation in management and consultative processes to foster a collaborative work environment.

CO5: Appraise the key labour legislations and international standards concerning employee welfare, safety, and social security in the industrial context.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	2	1	3	2	2
CO2	3	2	3	2	2	2	3
CO3	2	3	2	3	1	2	3
CO4	3	2	3	2	3	3	2
CO5	3	2	3	1	2	1	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Industrial Relations: Concepts, Approaches, Theories, and Emerging Trends** 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,

2	**Trade Unions in India: Structure, Functions, Legislation, and Contemporary Issues** 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.
3	**Collective Bargaining and Conflict Resolution Mechanisms** 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.
4	**Workers' Participation in Management and Employee Counseling** 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.
5	**Labour Legislation in India and the Role of Government in Industrial Relations** 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 .

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	L	T	P	C
		3	0	0	3

Course Objectives:

To familiarize how culture impacts management.

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

Course outcomes:

CO1: Analyze the fundamental frameworks of cross-cultural management, including cultural dimensions, communication styles, and negotiation strategies.

CO2: Compare and contrast formal and informal organizational structures across different cultures, including the impact of bureaucracy and informal networks like Guanxi.

CO3: Evaluate the challenges of planning change and formulating international strategies that balance globalization and localization in diverse cultural contexts.

CO4: Critically assess and compare different cultural-managerial models, such as the Anglo and Chinese models, and analyze their environmental and cultural underpinnings.

CO5: Formulate strategies for designing and implementing business plans in multinational corporations, considering the dynamics between headquarters and subsidiaries across cultures.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	2	3	3	3	2
CO2	3	2	2	1	3	3	2
CO3	3	3	1	1	3	3	3
CO4	3	3	1	1	3	3	2
CO5	3	3	1	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS

1	**Framework of Cross-Cultural Management: Culture, Communication, and Decision-Making** 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.
2	**Structures of Cross-Cultural Management: Formal and Informal Systems** Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – *Guanxi* – Managing Informal Systems – Implications.
3	**Globalization and Cross-Cultural Management: Change, Strategy, and Implications** 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.
4	**Models of Cross-Cultural Management: Anglo and Chinese Approaches** 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.
5	**Strategies of Cross-Cultural Management: Planning, Implementation, and Subsidiary Relations** 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.

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.

MIBA 647	PERFORMANCE MANAGEMENT SYSTEM	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Analyze the strategic integration of Performance Management Systems (PMS) in Multinational Corporations (MNCs) and evaluate various performance appraisal tools.

CO2: Design performance measurement tools, such as Behaviorally Anchored Rating Scales (BARS), tailored to international business standards and assess the critical skills required for appraisers in a global context.

CO3: Evaluate the linkage between performance management, reward systems, and career development in MNCs, comparing system applications across diverse cultural regions (e.g., US, Europe, Asia).

CO4: Formulate performance counseling strategies suitable for diverse cultural contexts and apply methods to identify and nurture high-potential employees for global leadership roles.

CO5: Analyze motivational theories, such as the Expectancy Model, in a global context and design a holistic Performance Management model that addresses the challenges of implementation in MNCs.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	3	2	2
CO2	3	3	2	2	3	3	2
CO3	3	2	2	1	3	3	3
CO4	3	2	3	3	3	3	2
CO5	3	3	2	1	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Vision, Mission, Goal Setting, Competency Mapping, and Performance Improvement Plans** 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
2	**Performance Appraisal Tools and Designing PMS in MNCs** Designing performance tools according to international business standards, methods of measuring performance in MNCs, Measuring results and behaviors,BARSfromglobalperspectives.Skillsrequired&theroleoftheappraiserinaMNC

3	**Measuring Performance: International Standards, BARS, and Role of Appraisers** 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
4	**Performance Management and Rewards: Global Perspectives and Counseling Strategies** Need for performance counseling. Strategies to counsel employees in the United States, Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by liking organizations vision. Strategies adopted by GE in transforming employees.
5	**Performance Management Models, Motivation, and Global Implementation Challenges** 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

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 etal. 360- degree feedback & assessment & development Centres. Volume I, II and III. Excel Books.

MIBA 648	ORGANIZATIONAL DEVELOPMENT	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the foundational principles, historical context, and core concepts of Organization Development, including action research and applied behavioral science.

CO2: Apply diagnostic models to analyze organizational systems, sub-units, and processes to identify discrepancies requiring intervention.

CO3: Classify OD interventions and develop a rationale for choosing and sequencing intervention activities based on diagnostic findings and the target group.

CO4: Evaluate the application of specific human process and inter-group interventions, such as team building, conflict management, and organization mirroring, to improve organizational effectiveness.

CO5: Analyze the ethical standards, power dynamics, and client-consultant relationship inherent in OD practice and propose a suitable OD model for an organization.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	2	1	1
CO2	3	3	2	2	2	2	2
CO3	3	3	2	2	2	2	3
CO4	3	3	3	3	3	3	2
CO5	2	3	3	3	3	3	2

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Conceptual Framework of OD and Team Building Models** 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,

2	**OD Process: Diagnosis, Action, and Program Management** 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
3	**OD Interventions: Classification, Human Process, and Group-Based Approaches** 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
4	**Conflict Management, Team Building, and Large-Scale Interventions** Conflict management, dialoging, group facilitation, group learning, self- directed work teams, large scale interventions, team building, and virtual teams.Inter-groupbased:Organizationmirroring,thirdpartypeacemaking, interventions, partnering,
5	**Changing Environment, Ethical Issues, Consultant's Role, and Designing OD Models** 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

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. 1. Newstrom John W. Organizational Behaviour: Human Behavior at Work. Tata McGraw Hill.
2. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.
3. Robbins Stephen P. Organizational Behaviour. (12th Edition). Pearson Education.
4. Hersey Paul., Blanchard., Kenneth H and Johnson Dewey E. Management of Organsational Behavior: Leading Human Resources. (8th Edition). Pearson Education.
   Davis Keith. Human Behaviour at Works. Tata Mc Graw Hill. New Delhi.

MIBA 649	TRAINING AND DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objectives:

1. To provide a thorough understanding of the impact of Training and development on

2. Organizational and employee development.

3. To explain and evaluate how to identify training needs linking performance appraisal.

Course outcomes:

CO1: Explain the strategic importance of training and development and analyze the application of various training types, including T-Group training.

CO2: Compare and contrast key learning theories (e.g., reinforcement, social learning, andragogy) and formulate strategies to overcome resistance to training, incorporating modern training technology.

CO3: Apply a systematic process for conducting a Training Needs Assessment (TNA) by analyzing organizational, task, and person-level data to identify job competencies in a multinational context.

CO4: Design comprehensive training modules for diverse needs within an MNC (e.g., cross-cultural, leadership, expatriate training) and develop a corresponding training budget.

CO5: Evaluate the effectiveness of training programs using established models like Kirkpatrick and CIRO, and conduct a cost-benefit analysis to determine the Return on Investment (ROI) at a global level.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	2	2	1
CO2	3	2	1	1	2	2	2
CO3	3	3	2	2	3	3	3
CO4	3	3	1	2	3	3	3
CO5	3	3	2	2	3	1	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Training & Development Overview** 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

2	**Training Approaches & Infrastructure** 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
3	**Theories & Principles of Learning** 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
4	**Training Process in MNCs** 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.
5	**Designing & Delivering Training** Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training at Global Level

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. (12^{th}Edition). Pearson Education.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	L	T	P	C
		3	0	0	3

Course 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 Card2500.

Course outcomes:

CO1: Explain the conceptual framework of the HRD Score Card 2500 and its role in auditing key HRD systems like competency mapping and 360-degree feedback.

CO2: Assess the various HRD competencies required across different organizational levels (staff, line managers, top management) to calculate a final competency score.

CO3: Analyze the link between organizational culture, HRD values, and business impact, and evaluate how the HRD Score Card measures this alignment.

CO4: Design appropriate HRD audit questionnaire items and select suitable analytical methods for data interpretation within the Score Card framework.

CO5: Synthesize data from the different sections of the HRD Score Card (systems, competencies, culture, impact) to calculate an overall score and formulate strategic recommendations for organizational improvement.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	2	1	2
CO2	3	3	2	2	2	3	2
CO3	3	3	2	1	3	3	3
CO4	3	3	2	2	2	3	2
CO5	3	3	2	3	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Designing & Delivering Training** 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
2	**HRD Competencies** 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

3	**HRD Culture and Values** 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
4	**HRD Audit Instruments** HRD Audit Instruments – Designing of HRD audit questionnaire, Type of analysis HR Budget, Workforce Turnover, Re-hiring Cost Impacts due to Attrition
5	**HRD Scoring** 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.

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.

MIBA 651	INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the concepts, types, and importance of intellectual property rights.

CO2: Interpret international treaties, conventions, and Indian acts related to patents, trademarks, designs, and geographical indications.

CO3: Analyze the procedures of patent filing, licensing, and infringement issues in domestic and global contexts.

CO4: Evaluate the concepts, processes, and legal frameworks of copyright ownership, registration, and piracy remedies.

CO5: Assess intellectual property management practices, valuation, insurance, and contemporary IPR issues using case studies.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1	1	2	1	2	1
CO2	2	2	1	2	2	3	2
CO3	1	2	2	3	2	3	3
CO4	1	2	2	3	3	2	3
CO5	1	1	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS

1	**Introduction** 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.
2	**Treaties & Conventions** 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.
3	**Patent** 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.
4	**Copyright** Copyright meaning– concepts- importance of copyrights– copyrights and its ownership - registration procedure - Universal copy right Convention–International Society on copyrights– piracy and remedies.
5	**IPR** Intellectual Property Management – Role of WIPO in management of IPRs - IP valuation – IP insurance - Contemporary issues - Case studies on Intellectual Property Rights.
Text Books: 1. Vinod V Sople (2012), "Managing Intellectual Property: the strategic imperative" 3rd Edition, PHI Learning Pvt.Ltd., 2. Anurag K Agarwal (2016) "Business and Intellectual Property; Protect your ideas" Random House publication.	

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	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the evolution of ERP and the need for integrated systems.

CO2: Evaluate ERP packages and select suitable solutions for organizations.

CO3: Plan ERP implementation with change management and IT readiness.

CO4: Apply BPR to improve processes and manage organizational change.

CO5: Analyze ERP's role in integrating SCM, CRM, and digital business models

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	2	2
CO2	3	3	1	2	2	3	2
CO3	3	2	2	1	3	3	3
CO4	3	3	2	1	2	3	3
CO5	3	3	1	3	1	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to ERP and the Need for System Integration** Enterprise resource planning – Evolution of ERP, MRP – problems of systems islands – need for system integration and interface
2	**ERP Packages and Implementation Challenges** ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits.
3	**ERP Processes and Organizational Adaptation** ERP process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP.
4	**Business Process Reengineering and Change Management** The emergence of reengineering concepts – concepts of business process – rethinking of processes – identification of reengineering needs – preparing for reengineering. Implementing change.

5	**Supply Chain, CRM, and E-business Evolution** 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

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	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the fundamental mechanisms of cyber-attacks, such as web hacking and spoofing, and outline the foundational principles of cyber law.

CO2: Describe the process of a cybercrime investigation, including evidence seizure, tracking methods, and techniques for recovering digital evidence from various sources.

CO3: Apply basic digital forensic principles for imaging, verification, and the recovery and analysis of data.

CO4: Analyze the legal framework governing electronic commerce and digital signatures under the Indian IT Act 2000, including key offenses, penalties, and issues related to digital evidence.

CO5: Analyze real-world case studies of cybercrimes, such as financial fraud and cyber sabotage, to identify criminal methodologies and investigative responses.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	2	1	2
CO2	3	3	2	2	2	1	3
CO3	3	3	1	1	1	1	2
CO4	3	2	3	2	3	2	3
CO5	3	3	3	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Cyber Crime Techniques and Legal Basics** Understanding how cyber criminals work- Web hacking – Fundamentals of cyber laws – Email hacking – Spoofing attacks
2	**Cyber Crime Investigation Methods** Initializing 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.

3	**Core Forensic Practices** Basic Forensic Principles – Forensic Imaging & Verification – Data Recovery and Analysis.
4	**Cyber Law and Digital Evidence** Digital Signatures and the Indian Law – Electronic Contracts – The UNCITRAL Modellawon Electronic Commerce .Legal issues: Penalties and Offences under the IT Act 2000 – Offences under the Indian Penal Code – Investigation and Adjudication Issues – Digital Evidence
5	**Case Studies in Cyber Crime** Cyber Sabotage case – Online Financial Fraud – Tracking the author of malicious code – Tracking a terrorist – Online Lottery Fraud
Reference Books: 1. Information technology act of Government of India2000. 2. Publication of cyber criminal's act byGOI. 3. Websites related to cybercrimes.	

MIBA 663	DATA MINING AND DATA WAREHOUSING	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the core concepts, architecture, and organizational infrastructure required for developing and managing a data warehouse.

CO2: Describe the lifecycle of a data warehouse project, including requirements analysis, design, implementation, and maintenance strategies.

CO3: Compare different data mining techniques, including association rules and clustering algorithms, and identify their application areas.

CO4: Analyze the principles of advanced data mining techniques, such as decision tree construction and neural network learning.

CO5: Evaluate real-world case studies and tools to demonstrate the application of data warehousing and mining principles in a business context.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	1	3
CO2	3	3	1	2	2	1	3
CO3	3	3	1	1	2	1	3
CO4	3	3	1	1	2	1	3
CO5	3	3	2	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Data Warehousing** Data Warehousing – Introduction – architecture – meta data management – data quality management–Infrastructure Development–overview–current capabilities – establishing Warehouse organizational infrastructure – development life cycle – architecture design and implementation strategy
2	**Initiating a Data Warehouse Project** 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.

3	**Data Mining** Data Mining – Introduction – Definitions – comparison with other research areas – DM application areas – case studies – Association rules – introduction–methods to discover association rules–Clustering techniques – Introduction – clustering paradigms – partitioning algorithms – k-Medoid algorithms – Hierarchical Clustering – Categorical Clustering Algorithms.
4	**Decision Trees & Neural Networks** Decision Trees – Introduction - Tree Construction Principles – Decision Tree Construction Algorithms–Decision Tree Construction with Presorting – Pruning Technique – Integration of pruning and construction – Other Techniques – Neural Network Learning – Data Mining using Neural Network.
5	**Case Study** Case Study on Data Warehousing and Mining application and tools.

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	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the fundamental concepts of software engineering, including its characteristics, applications, and various process models like the linear sequential and evolutionary models.

CO2: Apply software project planning techniques, including scope definition, resource estimation, and risk management using the RMMM approach.

CO3: Formulate a software project schedule using task networks and apply software configuration management (SCM) processes for version and change control.

CO4: Analyze and apply various software metrics to measure the process, project, and product attributes, including design, code, and testing.

CO5: Evaluate software quality using established concepts like SQA, formal technical reviews, ISO 9000 standards, and quality metrics.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	1	2
CO2	3	3	2	2	2	1	3
CO3	3	3	1	2	2	1	3
CO4	3	3	1	2	1	1	3
CO5	3	3	3	2	2	1	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Software as a Product and Process Models** 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.
2	**Software Project Management and Risk Analysis** 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.

3	**Software Scheduling, Tracking, and Configuration Management** 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.
4	**Software Process and Metrics** 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.
5	**Software Quality Assurance (SQA)** 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).

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 McGrawHill.

MIBA 665	CLOUD COMPUTING	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the fundamental concepts, evolution, and service models of cloud computing.

CO2: Analyze virtualization, web services, and cloud infrastructure models

CO3: Evaluate privacy, security, legal, and ethical issues in cloud environments.

CO4: Demonstrate the use of cloud-based applications, collaboration tools, and CRM systems for business processes

CO5: Apply cloud platforms (IBM, Amazon EC2, Google Apps, Salesforce, Ramco) for virtual office management and enterprise solutions.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	2	2	1
CO2	2	3	2	2	3	3	2
CO3	1	2	3	3	2	2	3
CO4	2	2	3	2	3	3	3
CO5	2	3	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1. .

Unit	CONTENTS
1	**Introduction** 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.
2	**Implementation and Control** 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.
3	**Cloud Computing for Managers** 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.

4	**Applications of Cloud Services** 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.
5	**Virtual Office Management** 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

Textbook:

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", 2010, CRC Press, Taylor & Francis Group, Boca Raton London NewYork.
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. AlfredoMendoza,"UtilityComputingTechnologies,Standards,andStrategies",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	L	T	P	C
		3	0	0	3

Course Objectives:

1. To gain familiarity and ability to apply analytical tools specific to marketing domain.
2. Tobridgethegapbetweenstatisticaltechniquesandmarketinginsights,and develop the spirit of problem solving in a holistic perspective.

Course outcomes:

CO1: Explain the concepts, evolution, and framework of analytics, and interpret marketing data in the context of national and international trends

CO2: Apply and validate marketing metrics (CLV, PLV, NPS, Brand Equity, Pricing, etc.) and decision models for business problem-solving.

CO3: Utilize tools like Excel, Tableau, SPSS, R, and Gephi to perform data analysis, visualization, and storytelling for marketing insights

CO4: Perform segmentation, targeting, positioning, and customer analytics using statistical and machine learning models (clustering, decision trees, logistic regression, RFM, etc.).

CO5: Design and implement advanced marketing mix analytics (conjoint analysis, pricing regression, forecasting, market basket analysis, recommender systems, promotional analytics) through hands-on projects.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	2	2	1
CO2	3	3	2	2	2	3	2
CO3	2	2	3	3	2	3	3
CO4	2	3	3	2	2	3	3
CO5	2	3	3	3	2	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Understanding Analytics** 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
2	**Marketing Metrics & Models** 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

3	**Marketing Instruments** 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
4	**Customer & STP Analytics** Customer & STP Analytics (Using R, Excel & SPSS) Segmentation & Targeting Analytics through Clustering & Decision Tree Algorithms - Perceptional & Position Mapping Analytics – Customer Analytics through Logistic Regression – CLV & RFM Model
5	**Analytics in Marketing Mix (4Ps)** 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

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 Farrris et.al.., (2016), Marketing Metrics, Wiley India, 3rdEdition.
5. ChrisChapman,(2015),R for Marketing Research and Analytics,Springer Publications, 1stEdition.
6. Stephan Sorger, (2013), Marketing Analytics- Strategic Models & Metrics, Admiral Press, USA, 1stEdition.

MIBA 667	FINTECH AND INTERNATIONAL FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

Course Objectives:
1. To equip students with knowledge of Financial Technology
2. To understand application of technology in financial services.

Course outcomes:

CO1: Explain the concept, evolution, and ecosystem of FinTech, including the role of government, regulations, and FinTech startups

CO2: Analyze digital disruptions in financial services through SMAC, digital payments, InsurTech, wealth management, and P2P lending platforms.

CO3: Evaluate the challenges, risks, and regulatory aspects of open banking, RegTech, compliance automation, and financial inclusion.

CO4: Apply blockchain and cryptocurrency concepts (smart contracts, DeFi, CBDCs, ICOs) to financial services innovation.

CO5: Assess future trends and risk management strategies for FinTech companies, including operational, cybersecurity, credit, and regulatory risks.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	1	3	2
CO2	2	3	3	2	2	3	3
CO3	2	3	2	3	2	2	3
CO4	3	2	3	2	3	3	3
CO5	2	3	2	3	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Introduction to FinTech** 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.
2	**Digital Disruption in Financial Services** 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, crowdfunding and P2P lending platforms for global business funding - Digital Identity solutions: Digital signatures and PKI architecture

3	**Open Banking and APIs** 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
4	**Blockchain Technology** 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. – Cryptocurrency - Crypto infrastructure and payment - Crypto trading platforms - Initial Coin Offerings (ICOs) - Central Bank Digital Currencies (CBDCs) -
5	**Risk Management and Future Trends** 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

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	L	T	P	C
		3	0	0	3

Course Objectives:

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

Course outcomes:

CO1: Explain the concept, need, and types of inventory and differentiate between dependent and independent demand

CO2: Analyze strategic objectives of inventory management in terms of profitability, customer satisfaction, and competitive advantage.

CO3: Apply various inventory control techniques including classification, safety stock determination, and strategies to optimize inventory levels.

CO4: Evaluate and select appropriate inventory models (deterministic/probabilistic, EOQ, quantity discount, non-instantaneous replenishment, service-level models) for given business scenarios

CO5: Design inventory and materials management systems in JIT and MRP environments, including vendor-managed inventory and performance evaluation methods

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	2	1
CO2	2	3	2	2	1	2	2
CO3	3	3	1	1	2	3	2
CO4	2	3	1	2	1	3	3
CO5	3	3	2	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Introduction to Inventory Management** 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.
2	**Strategic Inventory Management And Inventory Control Techniques** 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 throughput time,Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.

3	**Inventory Models** 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.
4	**Material Requirement Planning (MRP)** 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
5	**Materials Management in JIT Environment** 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.

Text Books

1. Zipkin (2000), "Foundations of Inventory Management", McGraw-Hill HigherEducation
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'sMRP"McGraw-Hill; 2edition
4. J H Greene, Homewood III: Richard D Irwin, (1986) "Production and Inventory Control" McGraw-HillUS

MIBA 682	MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the concepts of business modeling, certainty/uncertainty, and apply spreadsheet tools in decision-making situations.

CO2: Formulate and solve linear programming, goal programming, and trans-shipment problems using appropriate techniques

CO3: Construct and analyze decision trees and scheduling problems in operations management.

CO4: Demonstrate knowledge of ERP systems, dynamic programming, and simulation techniques in business and operational contexts.

CO5: . Assess the role of IT in operations management and evaluate software tools for project scheduling, logistics, supply chain, and quality management.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	3	2	1
CO2	2	3	2	3	2	3	2
CO3	2	3	2	3	2	3	2
CO4	2	2	2	2	3	2	3
CO5	1	2	3	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Introduction to Business Modeling** 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.
2	**Linear Programming** 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.

3	**Decision Trees and Sequencing** 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
4	**ERP, Dynamic Programming, and Simulation** 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, FlowChart for single server queuing Model, Flowchart for Parallel Server queuing model.
5	**IT in Operations** 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

Text Books

1. N.D. Vohra, (2009) "Quantitative Techniques in Management", McGraw Hill Education; 4thedition
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. TahaHatndy, (2010) "Operations Research" An Introduction- Pearson; 9thedition
4. Render, Stair, (2014) Jr "Quantitative Analysis for Management" Pearson; 12th edition

MIBA 683	WORLD CLASS MANUFACTURING	L	T	P	C
		3	0	0	3

Course 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

Course outcomes:

CO1: Explain the historical perspectives and global models of world-class manufacturing (WCM) including American, Japanese, and Indian practices.

CO2: Analyze benchmarking practices, bottlenecks, and best practices to gain competitive advantage through lean and value-added manufacturing.

CO3: Apply WCM systems and tools such as Lean, SQC, JIT, TPM, 5-S, and IT applications to optimize manufacturing processes

CO4: Evaluate the role of human resource management, organizational learning, and teamwork in achieving world-class performance.

CO5: . Design strategies for achieving world-class performance using Six Sigma, Toyota Production System, and Indian business excellence models.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	2	2
CO2	2	3	2	2	1	3	2
CO3	3	3	3	2	2	3	2
CO4	2	2	2	3	2	2	3
CO5	2	3	3	2	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

Unit	CONTENTS
1	**Historical Perspective** 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.
2	**Benchmarks, Bottlenecks, and Best Practices** Bench marks, Bottlenecks and Best Practices: Concepts of bench marking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing–Value added manufacturing–eliminating waste–Toyota Production System – example.

3	**Systems & Tools for WCM** 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.
4	**Human Resource Management in WCM** 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.
5	**Typical Characteristics of WCM Companies** 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

Text Books:

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

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	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the evolution of quality management, contributions of quality gurus, and the role of leadership in developing a quality culture

CO2: Analyze HRM practices, customer focus approaches, and their impact on quality, customer satisfaction, and retention.

CO3: Apply statistical quality control tools, Six Sigma methodologies, and benchmarking techniques to solve quality-related problems.

CO4: Evaluate advanced quality management systems such as TPM, FMEA, ANOVA, ISO standards, and their application in organizational performance.

CO5: . Design strategies for building and sustaining total quality organizations through BPR, Baldrige criteria, and cultural transformation.

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	1	2	2	1
CO2	2	3	2	2	2	2	3
CO3	3	2	1	3	1	3	2
CO4	2	2	2	3	2	3	3
CO5	2	3	3	2	3	2	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Foundations of Quality Management** 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

2	**Human Resource Management and Customer Focus** 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
3	**Process and Statistical Quality Control** Process and Statistical Quality Control- quality system, control chart for variables (X and R) 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, Bench marking - types of bench marking, stages of bench marking 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
4	**Maintenance, Reliability, and Standards** 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.
5	**Quality Awards, Reengineering, and Sustenance** 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

Text Books:

Panneerselvam, R. and Sivasankaran, P (2014). “Quality Management”,PHI Learning, NewDelhi,

Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, (2003)” Total Quality Management, Pearson Education, Inc., USA,2003.

Reference Books:

Feigenbaum, A.V. (1983), “Total Quality Control”, McGraw-Hill,NewYork,

Phillip J. Ross, Taguchi (2005) “Techniques for Quality Engineering”, Tata McGraw-Hill (Second Edition), NewDelhi,

Saaty, T.L., (2000) “Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process”, Vol.6, RWS Publications, Pittsburg,PA.,

Summers, C.S., (2005) “Quality Management: creating and SustainingOrganizational Effectiveness”, Prentice-Hall of India, NewDelhi,

MIBA 685	ADVANCED OPERATIONS RESEARCH	L	T	P	C
		3	0	0	3

Course 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.

Course outcomes:

CO1: Explain the stages of development, applications, and limitations of Operations Research and basic Linear Programming techniques.

CO2: Apply Linear Programming, Transportation, and Assignment models for solving optimization problems.

CO3: Analyze and solve project scheduling, dynamic programming, and game theory problems using appropriate methods

CO4: Evaluate decision-making in queuing systems, replacement models, and inventory control using mathematical models

CO5: Create solutions for real-world case studies using Operations Research algorithms and modern computational tools

CO/PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	1	2	1
CO2	2	3	2	2	1	3	2
CO3	2	3	3	2	1	3	3
CO4	1	2	3	3	2	3	2
CO5	1	2	3	3	3	3	3

Correlation Level: 1 – Low, 2 - Medium, 3 – High

1.

Unit	CONTENTS
1	**Operations Research Fundamentals** Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.
2	**Resource Allocation Models** Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.
3	**Network Analysis** Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

4	**Advanced Optimization Techniques** 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
5	**Queuing and Replacement Models** Introduction to Queuing Theory, Basic Waiting Line Models: (M/M/1):(GD/α/α), (M/M/1) :(GD/N/α), (M/M/C):(GD/α/α), (M/M/C):(GD/N/α), Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

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. Irwin Inc.,
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. Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi