

ACHARYA NAGARJUNA UNIVERSITY

CENTRE FOR DISTANCE EDUCATION

NAGARJUNA NAGAR, GUNTUR, ANDHRA PRADESH



**PROGRAMME PROJECT REPORT
(PPR)**

**MASTER OF BUSINESS ADMINISTRATION
(INTERNATIONAL BUSINESS)**

Programme Code: 195

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS) Programme Code: 195

MISSION :

To educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large; to develop new scholars and teachers, and to create and disseminating pathbreaking knowledge, concepts, and tools which advance the understanding and practice of management.

OBJECTIVES :

The main objective of this programme is to provide intensive theoretical and practical knowledge of management along with relevant case studies and technical knowhow. This programme is designed for leaders seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. ... In the first class, students analyze the overall role in business and basic frameworks.

RELEVANCE :

The MBA programme offered through Open and Distance Learning mode is purely relevant and aligned with the goals and mission of CDE, ANU. The Management programmes are impregnated with the concepts and practices of globalised business scenario with a focus on innovation and creativity retaining fundamentals. This programme is helpful for enhancing the employability skills with the global perspective and conforming to the vision and mission of ANU which is thriving to empower the students at every portal of the University in building of the core competence.

NATURE OF PERSPECTIVE TARGET GROUP OF LEARNERS :

Aim of open and distance education is to enhance the academic competence in those who were deprived of higher education for various socio-economic reasons. This programme is designed for candidates to provide quality education at affordable cost to larger sections of population by facilitating the reach of education to the doorsteps of people living in remote and far-flung areas. This program is also useful for candidates interested in career advancement, improving skills, upgrading the qualification, add on course, Working Professionals, Entrepreneurs, Service Personnel, Academic Faculty, Government Officials, Researchers, Home Makers etc.

SKILLS AND COMPETENCE OF THE PROGRAMME :

Inconsideration of the huge gap in education and industry and also in skill development now it is imperative on the part of every university to reach out every nook and corner of the country where the institutions with significant infrastructure are not available in order to elevate the status of the marginalised sections of the society especially living in rural areas of the country. The only solution appears to be "open and distance education" and Acharya Nagarjuna University takes initiative by reaching out those unreached by ICT enabled blended mode of distance learning programmes. MBA programme is an innovative programme. The learning outcomes of this programme are as follows:

- Professional development of teachers.
- Incorporating generic transferrable skills and competencies
- To develop critical learning, analytical skills and research skills.

INSTRUCTIONAL DESIGN: Course structure and detailed syllabi

Acharya Nagarjuna University

Centre for Distance Education

Nagarjuna Nagar, Guntur-522510

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS) Programme Code: 195

PROGRAMME STRUCTURE

Course Code	Course Name	Internal Assessment	External Assessment	Max. Marks	Credits
FIRST YEAR: Semester-1					
101IB26	Management Process & Organizational Behavior	30	70	100	3
102IB26	Economics for Managerial Decisions	30	70	100	3
103IB26	International Business	30	70	100	3
104IB26	Quantitative Techniques & Operations Research	30	70	100	3
105IB26	International Accounting & Taxation	30	70	100	3
106IB26	Personality Development & Corporate Skills	30	70	100	3
107IB26	IT and AI tools for Global Managers	30	70	100	3
FIRST YEAR: Semester-2					
201IB26	International Marketing Management	30	70	100	3
202IB26	International Financial Management	30	70	100	3
203IB26	International Human Resource Management	30	70	100	3
204IB26	Global Production and Operations Management	30	70	100	3
205IB26	Business Analytics	30	70	100	3
206IB26	Research Methodology	30	70	100	3
207IB26	Entrepreneurship & Innovation	30	70	100	3
SECOND YEAR: Semester-3					
301IB26	Global Logistics & Supply Chain Management	30	70	100	3
302IB26	International Strategic Management	30	70	100	3
303IB26	Project Management	30	70	100	3
304IB26	International Business Negotiations	30	70	100	3

<p style="text-align: center;">Student Must Choose TWO Elective Groups only The same elective group must be continued in Semester IV The change of elective group is not permitted under any circumstances</p>					
Elective Group A: Finance					
305IB26	Investment Management	30	70	100	3
306IB26	Financial Risk Management	30	70	100	3
Elective Group B: Marketing					
307IB26	Digital and Social Media Marketing	30	70	100	3
308IB26	Services & Retail Marketing	30	70	100	3
Elective Group C: Human Resources					
309IB26	Human Resource Development	30	70	100	3
310IB26	Performance Management	30	70	100	3
Elective Group D: Logistics & Supply Chain					
311IB26	Procurement, Storage & Warehouse Management	30	70	100	3
312IB26	Port and Airport Management for Logistics	30	70	100	3
SECOND YEAR: Semester-4					
401IB26	Global Business Ethics and Corporate Governance	30	70	100	3
402IB26	Foreign Exchange Risk Management	30	70	100	3
403IB26	WTO and Trade Related Issues	30	70	100	3
404IB26	International Trade Procedures & Documentation	30	70	100	3
<p style="text-align: center;">The same elective group chosen in Semester III must be continued in Semester IV The change of elective group is not permitted under any circumstances</p>					
Elective Group A: Finance					
405IB26	Financial Technologies	30	70	100	3
406IB26	Corporate Valuation and Mergers & Acquisitions	30	70	100	3
Elective Group B: Marketing					
407IB26	Sales Promotion & Brand Management	30	70	100	3
408IB26	Global Consumer Behaviour & CRM	30	70	100	3
Elective Group C: Human Resources					
409IB26	Leadership and Capacity Building	30	70	100	3
410IB26	Payroll System and Compensation Management	30	70	100	3

Elective Group D: Logistics & Supply Chain					
411IB26	Maritime Logistics Management	30	70	100	3
412IB26	Supply Chain and Applied GIS	30	70	100	3
413IB26	Project Work	-	-	100	4
414IB26	Viva-Voce	-	-	100	4
-	Total Credits	-	-	-	98

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PROGRAMME SYLLABUS

1stYEAR-1stSEMESTER SYLLABUS

101IB26 - MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

Course Description: This course introduces students to the fundamental principles of management and organizational behavior within the context of global business environments. It examines key managerial concepts, theories, and practices essential for effective leadership, decision-making, and organizational performance in diverse cultural settings.

Course Objectives:

1. To learn about the basic concepts and principles of management and recent developments in the field of Management
2. To understand the managerial functions and importance of decision making, organizing and staffing
3. To study about the Importance of direction communication and controlling function of Management
4. To learn about the interpersonal relations of the people in the organization and importance of perception attitude motivation personality and leadership.
5. To study the impact of organization culture, conflicts group dynamics, organization climate etc on the functioning of management

Course outcomes:

1. Learner can understand the basic principles and functions of management
2. Learner can understand the importance of planning and controlling functions in organization
3. Learner can acquire the skill of directing and controlling in variety of circumstances
4. Learner can critically evaluate and analyses various theories and models of organizational behavior
5. Learner can understand role of individuals, groups and structure in achieving organization goals

Unit – I: Introduction: Concept of Management - , Nature and Scope Significance - Evolution of Management Thought - Functions & Principles of Management - Recent developments in Management: International Management - Comparative Management- Japanese management and theory Z. Strategic Management-MBO-Classical approaches (Taylor, Fayol) - Behavioral and contingency approaches- Levels of management

Unit – II: Planning: Nature, Purpose and Process of Planning - Types of Plans – Premising - Forecasting, Barriers to effective planning. -SWOT analysis- Management by Objectives (MBO) - Decision-making process: Concept, Process, and Management by Objectives: Concepts, Process and Preconditions. **Organizing:** Nature and Purpose – Principles-Formal and Informal organization - span of control – Hierarchy - Authority and Responsibility – Delegation of authority – Centralization – Decentralization – Line and Staff conflict and cooperation – Committees – **Staffing:** Nature and purpose of staffing - Recruitment – Selection – Placement and Promotion – training and its types– Executive development programs.

Unit – III: Direction: Elements of Directing – Communication: Importance - Process – Media barriers to communication: Effective communication. – Leadership and styles- **Controlling:** Process of Control – Reporting system for Control- Modem Control Techniques –TQM, PERT and CPM.

Unit – IV: Organizational Behavior: Meaning, Nature and Scope – Key elements in O.B. –Challenges in O.B. – Model of OB. Perception: Concept, Nature, Process, Importance-Behavioral Applications of Perception. Attitude: Concept, Process and Importance - Attitude Measurement- Attitudes and Workforce Diversity-Motivation- Theories of Motivation- Personality: Concept, Nature, Types and Theories of Personality Shaping- Personality Attitude and Job Satisfaction. Perception:process, factors, attribution theory, perceptual errors- Attitude: components, cognitive dissonance theory Leadership: Concept Function Styles - Theory of Leadership: Traits - Behavioral and Situational Theories.

Unit V: Organizational Change and Organization Development: Organizational change: dimensions, process, Organization Culture: Concept, Characteristics, Elements, Implications, and Process – Organizational conflicts: Meaning, Types and strategies for conflict resolution-Group dynamics: Group behavior Types of groups –Group development stages -Group decision making- Team building: Making effective teams-Organizational effectiveness: Concept and measurement- Organizational Climate: Concept and –Measurement - Organization development- Concepts, techniques-Leadership vs management- Leadership theories: Trait, Behavioral, Contingency (Fiedler), Path-Goal Theory, Transformational and Transactional Leadership- Emotional Intelligence and leadership effectiveness

RECOMMENDED BOOKS:

Harold Koontz & Heinz Weihrich	: Management
Peter F. Drucker	: Practice of Management
Newman & Summer	: The Process of Management
A. Das Gupta	: Business & Management in India
Prasad.Lallan& S.S. Guhan	: Management principles and Practice
M. Benarjee	: Modem Management
Sherlekar&Sherlelar	: Principles of Business Management
Davar R.S.	: Management process
Agarwal	: Organisation and management
Sarma V.S. Veluri, Aswathappa,	:Organisaional Behaviour,Jaico Publishing house, Delhi,2009. :Organisaional Behaviour Himalaya Publishing House,

102IB26: Economics for Managerial Decisions

Course Description: This course provides an understanding of economic principles and concepts essential for managerial decision-making. It focuses on the application of microeconomic and macroeconomic theories to analyze business situations, evaluate strategic options, and make effective managerial decisions in a dynamic global environment.

Course Objectives:

1. To introduce students to fundamental economic concepts and theories relevant to managerial decision-making.
2. To develop students' ability to apply economic tools and frameworks to analyze business situations and solve managerial problems.
3. To explore the impact of macroeconomic factors on business strategy and decision-making.
4. To understand the major macro-economic issues and their regulation
5. To foster an appreciation for the emerging issues in economics in shaping organizational strategies and policies.

Course Outcomes:

1. Demonstrate an understanding of fundamental economic concepts and market structures to analyze and support managerial decisions effectively.
2. Formulate pricing strategies and market analyses that maximize profitability and competitiveness in various market environments.
3. Apply quantitative methods and decision-making tools to assess and manage risks effectively in managerial decision contexts.
4. Evaluate macroeconomic factors and policies to formulate strategic business decisions that respond to global economic dynamics.
5. Analyze strategic management theories and policies to develop sustainable business practices and competitive strategies in diverse regulatory environments.

Unit 1: Introduction to Managerial Economics: Overview of Managerial Economics: Scope and Importance of Managerial Economics-Fundamental Economic Concepts (Scarcity, Opportunity Cost, Marginal Analysis)-Demand and Supply Analysis-Elasticity of Demand and Supply-Consumer Behavior and Utility Theory-Production and Cost Analysis

Unit 2: Pricing Strategies and Market Analysis: Market Structures: Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition-Pricing Strategies and Price -discrimination-Cost-Volume-Profit Analysis-Break-Even Analysis-Game Theory and Strategic Interactions

Unit 3: Macroeconomic Environment: Overview of Macroeconomics: Circular flow -National Income Accounting: Concepts and measurement -Aggregate Demand and Aggregate Supply-Determination of Equilibrium levels of income output and employment -Multiplier and Accelerator.

Unit 4 : Macro economic issues& regulation: Rate of Interest - Demand For Money and supply of money - IS -LM frame work- Inflation : - causes and control of inflation -Business Cycles - causes and control of Business cycles -Fiscal Policy and its Impact on Business-Monetary Policy and its Effects on Business

Unit 5: Emerging Trends in Managerial Economics: Emerging Trends in Managerial Economics- Developments in Global Economic Environment and Business Strategy-Economic Growth and Development-Government Intervention in Markets-Environmental Economics and Sustainable Business Practices.

Recommended Textbooks:

1. Managerial Economics & Business Strategy" by Michael R. Baye and Jeff Prince
2. "Managerial Economics: Applications, Strategy, and Tactics" by James R. McGuigan, R. Charles Moyer, and Frederick H. deB. Harris
3. Microeconomics for Managers" by David M. Kreps
4. Macroeconomics" by N. Gregory Mankiw

Additional reference books

1. William Baumol, "Economic theory and Operations Analysis", PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, "Managerial Economics-Tools for Today's Decision Makers", Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, "Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics", Excel Books.
8. H. Craig Peterson, Lewis and Jain, "Managerial Economics, Pearson.
9. Chirstopher R. Thomas, S. Charles Maurice, "Managerial Economics: Concepts and Applications", Tata McGraw-Hill.
10. E.F. Brigham and J.L. Pappas, "Managerial Economics", The Dryden Press.
11. D.D. Chaturvedi, S.L. Gupta, Sumitra Paul, "Business Economics: Text and Cases", Galgotia Publishing Company.
12. Donald S. Watson, "Price Theory and Its Uses", Scientific Book Agency.
13. Ahuja, H.L., Managerial Economics, S.Chand.

103IB26: International Business

Course Objectives:

1. To provide students with a comprehensive understanding of the fundamentals of international business and trade theories.
2. To equip students with knowledge of the international financial system and its implications for global business operations.
3. To analyze the various factors shaping the international business environment and their impact on managerial decision-making.
4. To familiarize students with the instruments of trade policy BOP mechanism of a country.
5. To explore emerging trends in global business and develop insights into their implications for future international business strategies.

Course Outcomes:

1. Students will be able to analyze and evaluate international trade patterns and policies using various trade theories.
2. Students will demonstrate proficiency in understanding and managing foreign exchange risk and international financial transactions.
3. Students will be able to assess the impact of cultural, political, and legal factors on international business decisions.
4. Students will develop knowledge about trade policy and can make use of different schemes of export promotion
5. Students will gain insights into emerging trends in global business and their implications for strategic decision-making in international contexts.

Unit 1: Basics of International Business and Trade Theories: Meaning and Importance: Theoretical foundations and practical significance of international trade.-Theories of International Trade: Absolute Advantage, Comparative Advantage, and Relative Costs. Mercantilism: Historical perspective and critique-Factor Endowment Theory: Explanation of how resources determine trade patterns-Institutions Affecting International Business: WTO, UNCTAD, World Bank, IMF, ADB, IBRD.

Unit 2: International Financial System; Definition and Types: Overview of the international financial system and its classifications-Functions and Market Components: Roles played by various market participants-Foreign Exchange: Types, Features, and Factors Influencing Exchange Rates-Risk Management: Techniques for managing Transaction, Accounting, and Operating exposures-Forex Derivatives: Swaps, Futures, Options, and Forward Contracts-International Monetary System: IMF, International payment system and its types -Risk Management in International Finance

Unit 3: International Business Environment: Frame work of global business environment: Economic Environment- Political and legal environment - Restrictions on imports and Exports-Technological environment- Environmental scanning, Country analysis.-Regional Economic Integration: Stages and implications.-Regional Trade blocks: SAARC, BRICS, SAPFTA, NAFTA, OPEC, and EU.

Unit 4: Instruments of International Trade Policy: Tariffs, Non-Tariff Barriers, Subsidies, and Import Quotas, Voluntary Export Restraints, and Anti-dumping Policies-Free Trade agreements, Multilateral Trade agreements-Balance of Payments: Meaning, Components, and Adjustment Mechanisms-EXIM Policy of India - ECGC, EXIM Bank, Export promotion schemes by Govt and Export Incentives.

Unit 5: Emerging Trends in Global Business: Characteristics of Emerging Markets: Definition and key attributes-Major Emerging Markets: Overview of prominent markets and their economic environments-Attractiveness Determinants: Opportunities, risks, and trends in emerging markets-Analysis of Selected Markets: Historical context, economy, political and legal environments, cultural dynamics (focus on China, India, Arab countries, and African countries).

Recommended Textbooks and Essential Readings:

1. Textbooks:

- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult
- "Global Business Today" by Charles W. L. Hill
- "International Business: Environments and Operations" by John D. Daniels, Lee H. Radebaugh, and Daniel P. Sullivan

2. Essential Readings:

- "The World Is Flat: A Brief History of the Twenty-first Century" by Thomas L. Friedman
- "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer
- "Export/Import Procedures and Documentation" by Thomas E. Johnson and Donna Bade
- "Globalization and Its Discontents" by Joseph E. Stiglitz
- "Cross-Cultural Management: Essential Concepts" by David C. Thomas and Mark F. Peterson.

104IB26: Quantitative Techniques & Operations Research

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
- 4 To enable the students to statistical tests for better decision making.
5. To introduce Operations research tools and optimization techniques

Program Outcomes:

1. Gains knowledge of various statistical and Operations Research tools for data analysis.
2. It helps to interpret the results and to take objective decision based on the models.
3. Gains practical knowledge about sampling and sampling methods
4. Better understanding of how to do Analysis
5. It helps understanding and solving real-time Queuing Problems.

UNIT I. Measures of Central Tendency: Arithmetic Mean, Weighted Arithmetic 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; Central limit theorem.

UNIT II. Correlation, Pearson Correlation, Spearman's Rank Correlation, Regression and Applications, Time Series Analysis.

UNIT III. Hypotheses testing: Errors in testing, one tail & two tail testing, Chi Square test, one sample t-test and two sample t tests, paired t test, Z test, F test ;ANOVA : one way and two way.

UNIT-IV: Operations Research: Linear Programming Basic Concepts, Linear Programming Problem. Graphical Solutions of LPP: Simplex Method - Transportation Problems, Assignment problems.

UNIT-V: Waiting Line Models: Single Channel, Poisson arrival and exponential service times, M/M/1 single server system- Economic analysis of waiting line systems-Problems-applications to Inventory Models- Game theory: Terminologies-Two persons zero sum game-Dominance property 2 x n and n x 2 games.

Books Recommended:

1. Gupta S.C: Fundamentals of Business statistics, Sultan Chand, New Delhi.
2. Sancheti and Kapoor V.K., Business Mathematics Sultan Chand & Sons, New Delhi.
3. Hamdy A Taha.A. – Operations Research (Macmillan Publishing)
4. J.K. Sharma – Operations Research (Trinity Pearson).
5. Vijaya Vani Pachala : Fundamentals of Quantitative Techniques, IMRF International Publications, India

105IB26: International Accounting and Taxation

Course Objective:

1. Understand fundamental principles and tools of financial accounting, cost accounting, and management accounting to facilitate effective decision-making in business settings.
2. Familiarize with international accounting standards and regulations, enabling the interpretation of financial reports and compliance with global accounting practices.
3. Gain insight into international tax systems and principles.
4. Develop strategies for optimizing tax efficiency, minimizing tax liabilities, and managing tax risks in the context of cross-border investments and transactions.
5. Stay updated on emerging trends.

Course outcomes:

1. Develop proficiency in financial accounting principles, financial statement analysis, cost accounting techniques, management accounting tools, and strategic decision-making skills.
2. Understand and apply International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAP).
3. Gain knowledge of international tax systems, cross-border transactions, transfer pricing, tax treaties, and compliance requirements for multinational corporations.
4. Develop expertise in tax planning for foreign investments, optimization strategies, taxation implications in mergers and acquisitions.
5. Understand emerging trends in international accounting and taxation, leverage AI technologies for financial reporting and tax compliance.

Unit 1: Basics of Financial Accounting 1. Financial Accounting Fundamentals: Principles, concepts, Conventions, and standards of financial accounting – double entry system – accounting cycle- 2. Financial Statements Analysis: Preparation and Interpretation and analysis of financial statements (income statement, balance sheet, cash flow statement).

Unit 2:Cost, and Management Accounting: 1. Cost Accounting Basics: Cost ascertainment and cost control - Cost classification, cost behavior, and cost-volume-profit analysis. 2. Management Accounting Techniques: Budgeting, variance analysis, and performance measurement. 3. Strategic Management Accounting: Strategic cost management, value chain analysis, and strategic decision-making.

Unit 3: International Accounting Standards and Regulations: Introduction to International Accounting: Overview of International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAP). 2. Comparative International Accounting: Comparison of accounting practices and standards across different countries and regions. 3. Consolidated Financial Statements: Preparation and interpretation of consolidated financial statements for multinational corporations. 4. International Financial Reporting: Reporting of foreign currency transactions, translation of foreign financial statements, and accounting for international business combinations.

Unit 4: International Taxation Principles: 1. Introduction to International Taxation: Overview of international tax systems, tax jurisdictions, and tax planning. 2. Taxation of Cross-Border Transactions: Tax implications of international trade, including import/export duties and value-added taxes (VAT). 3. Transfer Pricing and Thin Capitalization Rules: Determination of transfer prices and compliance with thin capitalization regulations. 4. Tax Treaties and Double Taxation Relief: Understanding bilateral and multilateral tax treaties and mechanisms for avoiding double taxation. 5. Tax Compliance and Reporting: Filing requirements, tax audits, and documentation for multinational corporations.

Unit 5: Recent Developments and Integration of AI in International Accounting and Taxation: 1. Emerging Trends in International Accounting and Taxation: Analysis of recent developments such as digital taxation, BEPS (Base Erosion and Profit Shifting), and ESG (Environmental, Social, and Governance) reporting. 2. Artificial Intelligence (AI) in Accounting and Taxation: Applications of AI in financial reporting, tax compliance, and risk management. 3. Blockchain and Cryptocurrency: Implications of blockchain technology and cryptocurrencies on international accounting and taxation. 4. Ethical and Regulatory Considerations: Addressing ethical dilemmas and regulatory challenges associated with AI adoption in accounting and taxation. 5. Future Directions and Industry Requirements: Anticipating future trends and industry demands in the context of technological advancements and AI integration in international accounting and taxation.

Textbooks:

1. Pankaj Gupta, Management Accounting, Excel Books, New Delhi, 2006.
2. Bhattacharya S.K. & Dearon.J., Accounting for Management – Text and Cases, Vikas,
3. Meigs & Meigs, Accounting the Basis for Business Decisions, Tata McGraw Hill.
4. Narayana Swamy, Financial Accounting: A Managerial Perspective, PHI.
5. Ashish k., Bhattacharya, Cost Accounting for Business Managers, Elsevier
6. Bhattacharya, Financial Accounting for Business Managers–Perspective, PHI.
7. MC Shukla, TS Grewal, Financial Accounting, S. Chand
8. I.M. Pandey: Management Accounting, Vikas Publishing House.
9. Chakraborty & Hrishikesh – Management Accountancy, Oxford University Press.
10. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
11. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
12. Tulsian, P.C., "Cost Accounting", Sultan Chand.
13. Paresh Shah, Management Accounting, Oxford University Press
14. Sahaf, M.A., Management Accounting, Vikas Publishing House.
15. "International Financial Reporting Standards (IFRS): Including International Accounting Standards (IAS)" by Ernst & Young.
16. "International Accounting" by Timothy S. Doupnik and Hector Perera.
17. "Principles of International Taxation" by Lynne Oats and Frank Mathieson.
18. "International Taxation in a Nutshell" by Mindy Herzfeld.

106IB26: Personality Development and Corporate Skills

Course Objectives:

1. To develop the foundational skills required for modern managers, including critical thinking, analytical abilities, and a positive attitude.
2. To enhance communication skills and professional behavior essential for effective management.
3. To develop essential corporate skills for business negotiations, leadership, and teamwork.
4. To understand and apply corporate etiquette for effective management and professional interactions.
5. To equip students with practical skills for securing employment and succeeding in the job market.

Course outcomes:

1. Students will effectively apply critical thinking and analytical skills to evaluate complex business scenarios and develop actionable, strategic solutions
2. Students will demonstrate advanced communication skills, including clear verbal and written expression, active listening, and professional behavior, in various management contexts.
3. Students will successfully lead teams and negotiate business deals, exhibiting strong leadership qualities and effective teamwork
4. Students will consistently apply appropriate corporate etiquette and cultural sensitivity in professional interactions, enhancing their effectiveness in management and cross-cultural environments.
5. Students will prepare and present effective resumes, cover letters, and interview responses, demonstrating readiness for the job market and increasing their employability.

Unit 1: Personality Development: Introduction to Personality Development: Understanding personality and its impact on professional success-Key traits of successful managers.-**Critical Thinking:** Definition and importance in management, Techniques for developing critical thinking (e.g., Socratic questioning, problem-solving frameworks). Case studies and real-world applications.-**Analytical Abilities:** Data interpretation and decision-making. Tools and techniques for effective analysis (e.g., SWOT analysis, PEST analysis), Exercises on analyzing business scenarios- **Positive Attitude:** The role of attitude in professional settings, Strategies for fostering optimism and resilience, Self-assessment and reflection exercises.

Unit 2: Basic Communication Skills and Professional Behavior ;Listening Skills: Importance of active listening in management-Techniques for improving listening skills-Practical exercises and role-plays-**Speaking Skills:** Principles of clear and effective verbal communication-Presentation skills and public speaking-Handling Q&A sessions and public speaking engagements-**Reading and Writing Skills:** Effective reading strategies for business documents-Writing professional emails, reports, and proposals-Understanding and crafting business correspondence-**Attitude and Professional Behavior:** Professionalism in the workplace-Developing a positive attitude towards feedback and criticism-Navigating workplace dynamics and ethical behavior.

Unit 3: Corporate Skills: Business Negotiations: Fundamentals of negotiation theory and practice-Strategies for successful negotiations (e.g., BATNA, ZOPA)-Role-playing negotiation scenarios-**Leadership Skills:** Key leadership styles and their applications-Developing leadership qualities and self-awareness-Case studies on successful leadership in global contexts-**Teamwork**

and Collaboration: Building and managing effective teams-Techniques for fostering collaboration and resolving conflicts-Team-building exercises and simulations.

Unit 4: Corporate Etiquette: Professional Conduct: Understanding and practicing corporate dress codes-Business dining etiquette and social interactions-Email and phone etiquette-**Cross-Cultural Etiquette:** Navigating cultural differences in a global business environment-Understanding and respecting diverse business practices-Case studies on international etiquette. **Meetings and Presentations:** Conducting and participating in professional meetings-Etiquette for effective presentations and speeches.-Handling virtual meetings and online communication-

Unit 5: Employability Skills: Resume Preparation: Crafting a professional resume and cover letter-Tailoring resumes for specific roles and industries-Common resume pitfalls and how to avoid them-**Interview Skills:** Preparing for various types of interviews (e.g., behavioral, technical)-Techniques for answering common interview questions-Mock interviews and feedback sessions-**Group Discussions (GD):** Understanding the role of GDs in the hiring process- Strategies for effective participation in GDs-Practicing GD topics and providing constructive feedback.

Recommended Reading:

- "The 7 Habits of Highly Effective People" by Stephen R. Covey
- "How to Win Friends and Influence People" by Dale Carnegie
- "Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves

107IB26: IT and AI Tools for Global Managers

This course provides a comprehensive framework for preparing future global managers to effectively utilize IT and AI tools in their careers, driving innovation and competitive advantage in the international business arena

Course Objectives:

1. To equip students with foundational knowledge and practical skills in essential IT and AI tools.
2. To enable students to leverage IT and AI for global business operations, decision-making, and strategic planning.
3. To foster a deep understanding of how technology and AI can be applied to solve real-world business challenges in a global context.
4. To prepare students to manage and lead digital transformation initiatives within international organizations.
5. To enhance the ability of students to critically evaluate and implement IT and AI solutions in diverse cultural and regulatory environments.

Course Outcomes:

By the end of the course, students will be able to:

1. Demonstrate proficiency in using essential IT tools for global business management.
2. Apply AI technologies to optimize business processes and improve decision-making.
3. Analyze and interpret data using AI-driven tools to support global business strategies.
4. Design and implement IT and AI solutions tailored to the needs of international businesses.
5. Critically assess the impact of AI on global business practices and ethical considerations.

Unit 1: Introduction to IT and AI in Global Business: Overview of IT in Global Business- Role of IT in managing global operations- Key IT systems: ERP, CRM, SCM- Fundamentals of Artificial Intelligence-History and evolution of AI- Key AI concepts: Machine Learning, Natural Language Processing, Robotics- AI in Global Business Context

Case studies on AI applications in global business- Trends and future prospects of AI in international business-Regulatory and ethical considerations in AI implementation

Unit 2: IT Tools for Global Managers: Enterprise Resource Planning (ERP) Systems- Understanding ERP systems-Implementation challenges and best practices-Role of ERP in global supply chain management-Customer Relationship Management (CRM) Tools CRM strategies for global businesses-Using CRM for market analysis and customer segmentation-CRM software: Salesforce, Zoho, HubSpot -Supply Chain Management (SCM) Tools-Introduction to SCM systems-Integrating IT tools for efficient supply chain management-Case studies on SCM in global businesses-Hands-on Workshops, Software Demos, Guest Lectures

Unit 3: AI Tools for Business Analytics: Introduction to Business Analytics-Importance of analytics in global business decision-making-Key concepts: Descriptive, Predictive, and Prescriptive analytics-**AI-Powered Data Analytics Tools**-Introduction to tools: Tableau, Power BI,

IBM Watson Analytics-Data visualization and interpretation-Predictive modeling and trend analysis using AI tools-**Big Data and AI in Business**-Role of big data in global business-AI techniques for big data analysis-Case studies on big data and AI in global business decision-making-Lab Sessions, Case Studies, Data Analysis Projects.

Unit 4: AI-Driven Decision-Making and Automation: AI in Decision-Making-Role of AI in strategic business decisions-AI algorithms for decision support systems (DSS)-AI and machine learning in financial forecasting and risk management-**Automation Tools for Global Business**-Introduction to RPA (Robotic Process Automation)-Implementing RPA in business processes-AI and robotics in supply chain and logistics management-**Ethical and Social Implications of AI**-Ethical considerations in AI-driven decision-making-Impact of AI on global workforce dynamics-Regulatory challenges in AI deployment across borders-Case Studies, Interactive Simulations, Ethical Debates

Unit 5: Emerging IT and AI Trends for Global Managers: Emerging IT Technologies: Cloud computing, IoT, Block chain in global business-Case studies on technology adoption in international companies-Future trends in IT for global managers-**Advanced AI Technologies**-AI in natural language processing and chatbots-AI in cyber security for global operations-AI in personalized marketing and customer engagement-Digital Transformation and Global Business Strategy-Strategies for leading digital transformation-Aligning IT and AI with global business strategy-Developing a roadmap for digital innovation in international business.

Textbooks:

- “Information Systems for Managers” by Gabriele Piccoli and Federico Pigni Edition: 3rd Edition, Publisher: Prospect Press
- “Artificial Intelligence: A Guide for Thinking Humans” by Melanie Mitchell Publisher: Farrar, Straus and Giroux
- Description: This book offers a comprehensive overview of AI, explaining both the potential and the limitations of AI in business and society.
- “IT Strategy: Issues and Practices” by James D. McKeen and Heather A. Smith; Edition: 4th Edition ; Publisher: Pearson
- “Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking” by Foster Provost and Tom Fawcett ; Publisher: O'Reilly Media
- “AI Superpowers: China, Silicon Valley, and the New World Order” by Kai- Fu Lee; Publisher: Houghton Mifflin Harcourt

1st YEAR – 2nd SEMESTER SYLLABUS

201IB26: International Marketing Management

This Course provides a comprehensive foundation in international marketing management, covering theoretical frameworks, practical insights, and case studies to enhance understanding and application in global business contexts.

Objectives of the Course:

1. To understand the fundamental concepts and principles of marketing management.
2. To analyze the role of marketing in creating customer value and competitive advantage.
3. To explore the strategic aspects of marketing and its integration within the broader business environment.
4. To examine the differences between domestic and international marketing contexts.
5. To develop critical thinking and analytical skills in applying marketing theories to practical scenarios.

Outcomes of the Course:

1. Demonstrate a comprehensive understanding of key marketing concepts and frameworks.
2. Evaluate marketing strategies in both domestic and international contexts.
3. Apply marketing theories to analyze real-world business scenarios.
4. Develop strategic marketing plans that consider global market dynamics.
5. Communicate effectively regarding marketing strategies and their implications.

Unit 1: Basics of Marketing Management: Introduction to Marketing: Concept, evolution, and scope of marketing.-. Marketing Environment Analysis: Understanding micro and macro environmental factors influencing marketing decisions-. Consumer Behavior: Psychological and sociological factors impacting consumer purchasing decisions-.Market Segmentation, Targeting, and Positioning: Strategies for identifying and targeting international market segments-Marketing Research: Techniques for gathering and analyzing data to support marketing decisions.

Unit 2: Fundamentals of Marketing Strategy: Product and Brand Management: Development, positioning, and management of international brands-Pricing Strategies: Factors influencing international pricing decisions and pricing models-Distribution Channels*: Designing effective distribution channels for global markets-Promotion and Integrated Marketing Communications (IMC): Crafting international promotional strategies and IMC plans-Marketing Metrics and Performance Evaluation: Measuring and evaluating marketing effectiveness in global contexts.

Unit 3: International Market Entry Strategies: Modes of Entry into International Markets: Exporting, licensing, franchising, joint ventures, and foreign direct investment-.Market Entry Barriers and Risk Management: Identifying and mitigating risks associated with international market entry-Globalization and Localization Strategies: Balancing standardization and adaptation in global marketing strategies-Cultural and Ethical Considerations: Understanding cultural nuances and ethical dilemmas in international marketing-Legal and Regulatory Compliance- Complying with international trade laws, tariffs, and regulations.

Unit 4: International Marketing Management: International Market Assessment and Selection*: Evaluating market attractiveness and selecting target markets-International Product and Brand Management: Adapting products and brands for diverse international markets-International Pricing and Distribution Strategies: Tailoring pricing and distribution strategies to different cultural and economic contexts-International Promotion and IMC: Developing integrated promotional campaigns for global audiences-Market Expansion and Growth Strategies: Strategies for expanding market share and sustaining growth in international markets.

Unit 5: Recent Developments and Integration of AI in International Marketing: Emerging Trends in International Marketing: Analysis of recent developments such as sustainability, digitalization, and Omni channel marketing-Artificial Intelligence (AI) in Marketing- Applications of AI in market research, customer segmentation, personalized marketing, and predictive analytics- Ethical and Privacy Concerns in AI Marketing: Addressing ethical implications and privacy issues associated with AI-driven marketing. Case Studies and Industry Applications: Examination of real-world examples showcasing the integration of AI in international marketing strategies-Future Directions and Industry Requirements: Anticipating future trends and industry demands in the context of technological advancements and AI adoption in international marketing.

Recommended Textbooks and Reference Materials:

Textbooks:

1. Kotler, P., & Keller, K. L. (2020). Marketing Management (Global Edition). Pearson Education.
2. Cateora, P. R., Graham, J. L., & Gilly, M. C. (2020). International Marketing (17th ed.). McGraw-Hill Education.
3. Hollensen, S. (2020). Global Marketing: A Decision-Oriented Approach (8th ed.). Pearson Education.

Reference Materials:

- Onkvisit, S., & Shaw, J. J. (2021). International Marketing: Strategy and Theory (7th ed.). Routledge.
- Keegan, W. J., & Green, M. C. (2021). Global Marketing (10th ed.). Pearson Education.
- Doole, I., & Lowe, R. (2021). International Marketing Strategy: Analysis, Development and Implementation (8th ed.). Cengage Learning.

Case Study Materials:

- Harvard Business School Case Studies (Various international marketing cases)
- Ivey Publishing (Cases on international marketing strategies)
- Emerald Emerging Markets Case Studies

202IB26: International Financial Management

Course Objectives

1. **To equip students with foundational knowledge of financial management principles**, including time value of money, risk-return analysis, and cost of capital.
2. **To develop an understanding of global financial markets and institutions**, including the functioning, instruments, and regulatory frameworks that shape them.
3. **To provide students with tools to manage international financial environments**, focusing on foreign exchange markets, risk mitigation, and multinational working capital strategies.
4. **To train students in making strategic international financial decisions**, such as FDI evaluation, trade finance, and transfer pricing in a global business context.
5. **To introduce emerging technologies like AI in international finance**, highlighting their applications, ethical concerns, and implications for future industry trends.

Course Outcomes

1. **Analyze financial statements and apply core financial management tools** such as discounted cash flow, risk-return models, and WACC in decision-making.
2. **Evaluate the role and functioning of financial markets and institutions**, and interpret the impact of financial instruments and regulatory frameworks globally.
3. **Apply concepts of exchange rate determination and foreign exchange risk management** to real-world international finance scenarios.
4. **Assess and manage international investment and financing decisions**, including FDI strategy, international capital budgeting, and trade finance mechanisms.
5. **Critically evaluate the integration of AI and emerging technologies in finance**, and analyze their strategic, ethical, and operational implications in global financial management.

Unit 1: Basics of Financial Management: Introduction to Financial Management: Objectives, functions, and scope of financial management-.Financial Statement Analysis: Techniques for analyzing financial statements and evaluating a company's financial performance-Time Value of Money: Principles of present value, future value, and discounted cash flow analysis-Risk and Return: Understanding risk-return trade-offs and the principles of portfolio management-Cost of Capital: Determining the cost of equity, debt, and weighted average cost of capital (WACC).

Unit 2: Financial Markets and Institutions: Overview of Financial Markets: Types of financial markets (money market, capital market) and their functions Financial Instruments: Analysis of stocks, bonds, derivatives, and other financial instruments-Financial Institutions: Roles and functions of banks, investment banks, insurance companies, and other financial intermediaries-.Regulatory Framework: Understanding financial regulations and regulatory bodies- governing global financial markets-Globalization of Financial Markets: Implications of globalization on financial markets and institutions.

Unit 3: International Financial Environment: Foreign Exchange Market: Structure, participants, and factors influencing exchange rates-Exchange Rate Determination: Theories of exchange rate determination (purchasing power parity, interest rate parity, etc.)-Foreign Exchange Risk Management: Techniques for managing exposure to foreign exchange risk (hedging, forward

contracts, options, etc.)-Country Risk Analysis: Assessing political, economic, and regulatory risks associated with international investments-Multinational Working Capital Management: Managing cash, receivables, payables, and inventory in a multinational context.

Unit 4: International Financial Management: Foreign Direct Investment (FDI): Analysis of FDI strategies, motives, and entry modes-International Capital Budgeting: Evaluating foreign investment opportunities using techniques like NPV, IRR, and real options analysis-International Financing Decisions: Assessing optimal capital structure and financing options for multinational corporations-International Trade Finance: Financing international trade transactions, including letters of credit, documentary collections, and trade finance instruments-Transfer Pricing and Tax Management: Strategies for managing transfer pricing and minimizing tax liabilities in cross-border transactions.

Unit 5: Recent Developments and Integration of AI in International Financial Management: Emerging Trends in International Finance: Analysis of recent developments such as fintech, block chain, and sustainable finance-.Artificial Intelligence (AI) in Finance: Applications of AI in financial analysis, risk management, algorithmic trading, and regulatory compliance-Ethical and Regulatory Implications: Addressing ethical concerns and regulatory challenges associated with AI adoption in finance-Case Studies and Industry Applications: Examination of real-world examples showcasing the integration of AI in international financial management practices-Future Directions and Industry Requirements: Anticipating future trends and industry demands in the context of technological advancement.

Reference Books:

1. *Principles of Corporate Finance*, **Authors:** Richard A. Brealey, Stewart C. Myers, Franklin Allen, **Publisher:** McGraw-Hill Education
2. *Financial Management: Theory and Practice*, **Author:** Eugene F. Brigham & Michael C. Ehrhardt, **Publisher:** Cengage Learning
3. *International Financial Management*, **Authors:** Cheol Eun& Bruce Resnick, **Publisher:** McGraw-Hill Education
- Relevance:**
4. *Global Financial Markets and Instruments*, **Author:** Frank J. Fabozzi **Publisher:** Wiley
5. *Financial Institutions and Markets*, Authors: L. M. Bhole & Jitendra Mahakud, **Publisher:** McGraw-Hill Education
6. *Essentials of Investments* Authors: Zvi Bodie, Alex Kane, Alan J. Marcus **Publisher:** McGraw-Hill
7. *Foreign Exchange Markets: Understanding Derivatives and Other Instruments* **Author:** Alan Hicks, **Publisher:** Pearson
8. *International Trade Finance*. Authors: Tarsem Bhogal & Arvind Bhalla, **Publisher:** Oxford University Press
9. *FinTech and Artificial Intelligence in Finance* Authors: Tony Boobier / Editors: David Kuo Chuen Lee, Linda Low (for broader AI content) **Publisher:** Wiley / World Scientific Publishing
10. *Blockchain and the Law: The Rule of Code* Authors: Primavera De Filippi & Aaron Wright **Publisher:** Harvard University Press

203IB26: International Human Resource Management:

Course Objectives

1. **To introduce students to the fundamental concepts, evolution, and scope of Human Resource Management**, including core HR functions such as planning, recruitment, training, and performance management.
2. **To develop an understanding of International HRM practices**, emphasizing global staffing, cross-cultural management, compensation, and compliance with international labor laws.
3. **To equip students with knowledge and skills to manage workforce diversity and foster inclusive organizational cultures** that promote equity and leverage multicultural team dynamics.
4. **To explore strategic approaches to global talent management, expatriate management, and global leadership development** within multinational organizations.
5. **To analyze the impact of emerging trends and technologies, particularly AI and HR analytics, on modern HRM practices**, including ethical and legal considerations in an international context.

Course Outcomes

1. **Explain the core functions of HRM and apply techniques such as job analysis, recruitment, and performance management** to real-world organizational contexts.
2. **Assess and manage the challenges of International HRM**, including global staffing strategies, cross-cultural communication, and international compensation systems.
3. **Design strategies for managing diversity and inclusion**, addressing gender equity and fostering inclusive leadership in global workforces.
4. **Develop and implement effective global HRM strategies** that support talent management, expatriate assignments, and leadership development in multinational organizations.
5. **Evaluate and utilize AI applications and HR analytics tools** to enhance recruitment, employee engagement, and strategic decision-making while addressing ethical and legal challenges.

Unit 1: Basics of Human Resource Management: Introduction to HRM: Definition, evolution, and scope of human resource management-HR Planning and Job Analysis: Techniques for forecasting human resource needs and conducting job analysis-Recruitment and Selection: Strategies for sourcing, screening, and selecting employees-Training and Development: Designing and implementing employee training programs for skill enhancement-Performance Management: Methods for assessing and managing employee performance, including performance appraisals and feedback mechanisms.

Unit 2: HRM in a Global Context: Introduction to International HRM: Understanding the differences between domestic and international HRM-Global Staffing: Expatriate management, host-country nationals, and third-country nationals-Cross-Cultural Management: Managing cultural diversity and fostering inclusion in multinational workforces-Compensation and Benefits: Designing international compensation packages and expatriate benefits-Legal and Ethical Issues in International HRM: Compliance with international labor laws, ethical considerations, and corporate social responsibility.

Unit 3: Managing Diversity and Inclusion: Diversity Management: Strategies for promoting diversity and managing diverse workforces-Inclusion and Equity: Creating inclusive work

environments and addressing barriers to inclusion-Gender and Diversity: Addressing gender disparities and promoting gender equality in the workplace-Multicultural Team Dynamics: Managing multicultural teams and leveraging diversity for organizational success-Inclusive Leadership: Developing inclusive leadership skills and behaviors among managers and leaders.

Unit 4: International HRM Strategies: Global Talent Management: Identifying, developing, and retaining talent in a global context-International Performance Management: Adapting performance management systems to global settings-Global Leadership -Development: Developing global leadership competencies and succession planning-Expatriate Management: Preparing, selecting, and supporting expatriates for international assignments-Global HRM Policies and Practices*: Developing and implementing HR policies that align with global business strategies.

Unit 5: Recent Developments and Integration of AI in International HRM: Emerging Trends in HRM: Analysis of recent developments such as remote work, gig economy, and flexible work arrangements-Artificial Intelligence (AI) in HRM: Applications of AI in recruitment, performance management, employee engagement, and HR analytics-Ethical and Legal Considerations: Addressing ethical implications and legal challenges associated with AI adoption in HRM-HR Analytics and Predictive HR: Leveraging data analytics and predictive modeling for strategic HR decision-making-Future Directions and Industry Requirements: Anticipating future trends and industry demands in the context of technological advancements and AI adoption in international HRM.

References:

1. Armstrong, M. *Armstrong's Handbook of Human Resource Management Practice* (15th Edition), Kogan Page, 2020.
2. Dessler, G. *Human Resource Management* (16th Edition), Pearson, 2021.
3. Dowling, P. J., Festing, M., & Engle, A. D. *International Human Resource Management* (7th Edition) Cengage Learning, 2017.
4. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. *Human Resource Management* (10th Edition) Pearson, 2020.
5. Jackson, S. E., & Ruderman, M. *Diversity in Work Teams: Research Paradigms for a Changing Workplace* American Psychological Association, 2021..
6. Collings, D. G., Wood, G., & Szamosi, L. T. *Human Resource Management: A Critical Approach* Routledge, 2018.
7. Brewster, C., Chung, C., & Sparrow, P. *Globalizing Human Resource Management* (2nd Edition) Routledge, 2016.
8. Marler, J. H., & Boudreau, J. W. *Strategic Human Resource Management and Predictive Analytics* Oxford University Press, 2017.
9. Stone, D. L., Deadrick, D. L., Lukaszewski, K., & Johnson, R. *The Influence of Technology on the Future of Human Resource Management* Human Resource Management Review, 2015.
10. Kaufman, B. E. *The Evolution of Strategic HRM through Two Founding Books: A 30th Anniversary Perspective on Development of the Field* Human Resource Management, 2015.

204IB26: Global Production and Operations Management

Course objectives:

1. To enable the students to know about the concepts of production and making planning and forecasting demand.
2. To acquaint the students with the facility location and line balancing concepts and components.
3. To know about the aggregate sales and operation planning.
4. To enable the students to know the project management preparation.
5. To know about the maintenance planning and control.

Learning outcomes:

1. Defined the concepts of production and making planning and forecasting demand.
2. Elucidate about the facility location and line balancing concepts and components.
3. Expound regarding aggregate sales and operation planning.
4. Enumerate the project management preparation.
5. Explain the maintenance planning and control.

Unit I: System concept of production – Types of 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.

Unit II: 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 equipments.

Unit III: 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.

Unit IV: Project management: CPM – PERT – GANTT chart/Time chart – work study-method study- time study – motion study. Quality control :Introduction- need to control quality- definition of a quality system-classification QC techniques- control charts for variables and attribute- Acceptance sampling – Operating characteristic curve – Single sampling plan.

Unit V: 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.

Practical component:

1. Doing practical methods through conducting seminars on concepts of production and making planning and forecasting demand.
2. Students will be participating in various workshops on facility location and line balancing concepts and components.
3. To know about the aggregate sales and operation planning they will participate in national and international conferences.
4. Participate in live projects to know the project management preparation.
5. They will participate in seminars to know the maintenance planning and control

Text Books

1. Paneerselvam.R , Production and Operation management, Prentice Hall, New delhi.
2. Operations management for competitive management, chase, Jacobs & Aquilano, Tata Mcgraw hill,11E

Reference Books:

1. William J.Stevenson: Production/Operations Management, Richard Irwin.
2. Joseph G. Monks: Operation Management – Theory And Problems

205IB26: Business Analytics

Course Objectives:

1. Introduce students to the fundamental concepts, tools, and techniques of business analytics, including data collection, processing, and analysis.
2. Equip students with the skills to use data-driven insights for strategic decision-making in various business contexts.
3. Provide proficiency in statistical and analytical tools such as Excel, R, Python, SAS, and Tableau.
4. Demonstrate the application of business analytics across different industries through case studies and real-world examples.
5. Develop an understanding of advanced analytical techniques, including predictive modeling, machine learning, and optimization.

Course Outcomes:

1. Demonstrate proficiency in using analytical tools and software to collect, analyze, and interpret data.
2. Apply statistical and analytical techniques to solve complex business problems and make informed decisions.
3. Develop data-driven strategies and recommendations to enhance business performance.
4. Create insightful reports and visualizations that effectively communicate analytical findings to diverse audiences.
5. Utilize critical thinking and problem-solving skills to address business challenges using data analytics.

Unit 1: Introduction to Business Analytics and International Business: Fundamentals of Business Analytics-Definition and Scope of Business Analytics-Importance of Business Analytics in Decision Making-Overview of International Business and its Analytical Needs-Data Types, Sources, and Quality in International Business-Types of Data: Structured, Unstructured, Semi-structured-Data Warehousing and Big Data Concepts-Data Sources: Internal and External Sources, Big Data Sources-Data Quality and Preprocessing Techniques-Statistical Analysis for Business Decision Making-Descriptive Statistics: Measures of Central Tendency, Dispersion-Inferential Statistics: Sampling, Confidence Intervals, Regression Analysis-Hypothesis Testing and its Application in Business Analytics

Unit 2: Descriptive Analytics and Data Visualization: Statistical Methods for Descriptive Analytics-Techniques for Summarizing and Describing Data-Statistical Tools for Descriptive Analysis-Data Visualization-Principles of Effective Data Visualization-Data Visualization Techniques and Tools (e.g., Tableau, Power BI)-Interpretation and Communication of Data Insights-Creating Interactive Dashboards and Impactful Reports

Unit 3: Predictive Analytics and Machine Learning: Fundamentals of Predictive Analytics-Predictive Modeling Techniques: Regression, Time Series Analysis-Tools and Software for Predictive Analytics (Python, R)-Introduction to Machine Learning: Supervised vs. Unsupervised Learning-AI and Machine Learning in International Business-Applications of AI and Machine Learning in Market Analysis-Case Studies and Ethical Considerations in AI Applications-

Prescriptive Analytics: Optimization Techniques and Decision Analysis-Tools for Prescriptive Analytics (e.g., Excel Solver)

Unit 4: Big Data and Advanced Analytics: Latest Trends in Business Analytics-Big Data, IoT, Cloud Computing in Business Analytics-Integration of AI in Business Analytics-Text Analytics: Techniques for Text Mining and Sentiment Analysis-Advanced Analytical Techniques-Network Analysis and Predictive Maintenance-AI-driven Big Data Analytics and Real-time Analytics-Ethical and Legal Considerations in Analytics and AI

Unit 5: Applications of Business Analytics in International Business: Market Analysis and Consumer Insights-Market Segmentation and Targeting Strategies-Consumer Behavior Analysis and Pricing Analytics-Supply Chain and Operations Analytics-Optimization in Supply Chain Management-Inventory Management and Risk Management Analytics-Financial Analytics-Financial Forecasting Techniques-Risk Assessment and Management Analytics-Performance Measurement in Financial Context-Strategy and Innovation in Business Analytics-Strategic Planning with Analytics-Innovations and Emerging Technologies in Analytics-Case Studies of Successful Implementation in Business Analytics

Recommended Reading:

- Davenport, T. H., & Harris, J. G. (2017). *Competing on Analytics: Updated, with a New Introduction: The New Science of Winning*. Harvard Business Review Press.
- Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.
- Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. Kogan Page.

206IB26: Research Methodology

Course Description

This course aims to equip MBA (IB) students with the knowledge and skills necessary for conducting rigorous research in management. It focuses on both theoretical and practical aspects of research methodology, preparing students to produce high-quality research papers, project reports, and other academic or professional documents.

Course Objectives:

1. To develop an understanding of the fundamental concepts of research methodology.
2. To provide the tools and techniques necessary for designing and conducting empirical research.
3. To enhance skills in data collection, analysis, interpretation, and reporting.
4. To prepare students for writing publishable research papers and comprehensive project reports.
5. To familiarize students with ethical issues and global standards in research.

Course Outcomes:

1. Formulate and structure a research problem in the field of international business.
2. Design and implement a research project using appropriate methodologies.
3. Collect, analyze, and interpret qualitative and quantitative data.
4. Present research findings effectively in written and oral formats.
5. Develop research papers suitable for publication in peer-reviewed journals.
6. Apply ethical standards and best practices in conducting and reporting research.

Unit 1: Introduction to Research Methodology: Overview of Research: Definitions, objectives, significance, and characteristics of research-Types of Research: Exploratory, descriptive, analytical, and applied research; quantitative and qualitative research-Research Process: Steps in the research process, from identifying a problem to reporting findings-Formulating a Research Problem: Identifying and defining the research problem, developing research questions, and setting objectives.

Unit 2: Research Design and Sampling: Research Design: Concepts, importance, and types of research design (exploratory, descriptive, and experimental)-Hypothesis Development: Formulating testable hypotheses, null and alternative hypotheses-Sampling Techniques: Probability and non-probability sampling methods, sample size determination, and sampling errors-Data Collection Methods: Primary and secondary data collection, tools for data collection, and challenges in data gathering.

Unit 3: Data Analysis and Interpretation: Data Preparation: Data coding, data entry, and data cleaning-Statistical Tools and Techniques: Descriptive statistics, inferential statistics, regression analysis, factor analysis, and ANOVA-Software for Data Analysis: Introduction to statistical software like SPSS, R, or Python-Qualitative Data Analysis: Thematic analysis, content analysis, and grounded theory-Interpretation of Results: Drawing conclusions from data analysis and addressing research questions.

Unit 4: Writing and Presenting Research Report: Research Report Writing: Structure and components of a research report, writing style, and formatting-Referencing and Citation:-APA, MLA, and Chicago styles, plagiarism issues, and ethical writing practices-Preparing Research Papers: Writing abstracts, introductions, literature reviews, methodology, results, discussions, and conclusions-Presentation of Research: Developing effective presentations, visual aids, and public speaking skills for conferences and seminars.

Unit 5: Publishing Research and Ethical Considerations: Publishing in Academic Journals: Understanding the peer-review process, selecting appropriate journals, and responding to reviewers' comments-Research Ethics: Ethical issues in research, informed consent, data privacy, and avoiding conflicts of interest-Plagiarism and Misconduct: Understanding and avoiding plagiarism, consequences of research misconduct.

Recommended Textbooks:

1. Kothari, C. R. "Research Methodology: Methods and Techniques," New Age International.
2. Saunders, M., Lewis, P., & Thornhill, A. "Research Methods for Business Students," Pearson Education.
3. Cooper, D. R., & Schindler, P. S. "Business Research Methods," McGraw-Hill.
Supplementary Readings:
4. Creswell, J. W., & Creswell, J. D. "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches," Sage Publications.
5. Bryman, A., & Bell, E. "Business Research Methods," Oxford University Press.

207IB26: Entrepreneurship and Innovation

This Course provides a clear and concise outline of essential topics in entrepreneurship, aligning with the needs of MBA (IB) students.

Course objectives:

1. To make the student understand about various legal forms of Business organizations.
2. To enable the student in knowing various sources of generating new ideas and preparation of project report in setting up of New Start ups
3. To facilitate the student in knowing various sources of finance in starting up of a business
4. To impart knowledge about various government schemes which provide financial assistance to entrepreneurs/ women entrepreneurs and various benefits offered to them.
5. To sensitize the student about important macroeconomic variable effecting businesses.

Course Outcomes: At the end of the course, students will be able to:

1. Understand the concept of Business and challenges in the world of competition.
2. Apply the Knowledge in generating ideas for New Ventures.
3. Explore various sources of finance and subsidies to entrepreneur/women Entrepreneurs.
4. Evaluate the role of central government and state government in promoting Entrepreneurship.
5. Create and design business plan structure through incubations and understand the influence of macroeconomic factors affecting business.

Unit 1: Legal Forms of Entrepreneurial Business Organizations: Sole Proprietorship: Features and characteristics-Partnership: Formation, characteristics, advantages, and disadvantages. Cooperative Organizations: Management and operational aspects. Companies: Definition, nature, and types-Characteristics and procedure for starting a company-Important documents: Memorandum of Association (MOA), Articles of Association (AOA), and Prospectus-Legal requirements for company establishment-Raising capital: Short-term and long-term options-Board of Directors: Powers, functions, and meetings of shareholders-MSME (Micro, Small, and Medium Enterprises): Establishment procedures and registration process-Setting up export organizations.

Unit 2: Innovation and Entrepreneurship: Concept of Entrepreneurship: Nature, significance, and common myths-Characteristics of successful entrepreneurs and their role in economic development-Development of Entrepreneurship: Steps in entrepreneurship development-Idea generation: Process, techniques, and screening-Creativity and Innovation:Imagination and creativity in entrepreneurship-Creative thinking processes and developing creativity-Innovation process: Types, sources, myths, and principles.

Unit 3: Entrepreneurship and Incubation: Opportunity Recognition and Feasibility Analysis: Steps for identifying opportunities-Trend spotting and the creative process-Feasibility analysis: Market, technical/operational, financial, and competitor analysis-Preparing and presenting project reports and business plans-Appraisal techniques for project reports-Incubation-Process and benefits of incubation for startups.

Unit 4: Institutional Support for Small Business: Institutional Finance: Central and state-level schemes for small businesses and startups-Central Level Institutions: National Bank for Agriculture and Rural Development (NABARD)-Commercial Banks-Small Industries Development Bank of India (SIDBI)-National Small Industries Corporation (NSIC)-Khadi and Village Industries Commission (KVIC)-Small Industries Development Organization (SIDO)-MUDRA, Stand Up India, Startup India-State Level Institutions:State Financial Corporations (SFC)-State Industrial Development Corporations (SIDCO)-District Industries Centres (DICs)-Additional Support: Policy support for women entrepreneurs-Supporting schemes for exporters: ECGC-Schemes for entrepreneurship and skill development.

Unit 5: Macro Economic Environment Affecting Business: Overview of Indian Economy: Basic structure and policies-Economic Policies: Agricultural, industrial, monetary, and fiscal policies-Trade and EXIM policies-NITI Aayog: Objectives, structure, and functions-Economic Analysis: Economic Survey and Union Budget-Current status of India's foreign trade, Balance of Payments (BOP), and foreign exchange reserves.

Reference Books:

1. Bruce R Barringer , R Duane Ireland , “Entrepreneurship - successfully launching new ventures, Pearson, New Delhi 2006
2. Donald F Kuratko and Richard M Hodgetts , “Entrepreneurship in the new Millennium” Cengage publications India Edition 2011.
2. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
- 3 S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
- 4 Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,Millenium Edition.
5. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
- 6 P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Lerning.
- 7 David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
- 8 E – Book, MSME at a glance – English version, Ministry of MSME.
- 9 JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications

2nd YEAR – 3rd SEMESTER SYLLABUS

301IB26: Global Logistics and Supply Chain Management

COURSE OBJECTIVES:

- ▲ To acquaint the students with the concepts and elements of the global logistic system and to enabling them to learn value chain and production efficiency.
- ▲ To acquaint the students with the shipping industry, to know the various types of shipping systems and shipping intermediaries.
- ▲ To know about the various air transports, system modules, distribution and transportation methods which are used in international trade.
- ▲ To familiarize students with the scope and importance of the supply chain and design various types of network channels.
- ▲ To know how to forecast the future planning in supply chain management. To know how to coordinate in supply chain management.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

- 1 Defined concepts and elements of the logistics system.
- 2 Explain about various types of shipping systems and shipping intermediaries.
- 3 Express regarding various air transports, system modules, and distribution and transportation methods.
- 4 Enumerate the basic concepts like scope and importance of the supply chain and student can able to design the networking channels.
- 5 Understanding the forecasting system in supply chain management. Students can able to forecast the future predictions.

Unit I: Introduction to Global Logistics Management: Overview of Logistics Management-Definition, Scope, Importance, and Recent Trends in Logistics-Evolution of Global Logistics-Role of Logistics in Supply Chain Management-Elements of Logistics-Strategic Network Design in Logistics-Types of Logistics (e.g., inbound, outbound, reverse logistics)-Key Concepts and Terminologies in Global Logistics-Importance of Global Logistics in International Trade and Commerce

Unit II: Global Logistics Operations: Shipping Industry and Modes of Transportation.-Types of Ships and Shipping Systems (Liner, Tramp, Chartering)-Baltic Freight Systems and Shipping Intermediaries (Agents, Forwarders, Brokers)-Containerization and Intermodal Transportation (ICDs, CFS)-International Transportation Modes-Air Transport: Air Cargo, Air Freight, Multimodal Transportation-Sea Transport: Cargo Handling and Port Operations-Road and Rail Transport in Global Logistics-Warehousing, Distribution, and Inventory Management-Warehousing Strategies in Global Contexts-Inventory Management and Control Across Borders-Global Logistics Information Systems and Technologies

Unit III: Global Supply Chain Management: Definition, Scope, Importance, and Drivers of Supply Chain Management-Metrics for Measuring Supply Chain Performance-Global Supply Chain Network Design and Configuration-Global Supply Chain Strategies-Strategic Alliances and Partnerships-Risk Management and Resilience in Global Supply Chains-Sustainability and Ethical Considerations-Global Supply Chain Pricing and Transportation Decisions-Pricing Strategies in Global Supply Chains-Transportation Decision Making in Supply Chain Management

Unit IV: Global Sourcing, Procurement, and IT in Supply Chain Management: Forecasting and Planning in Supply Chain Management-Methods and Techniques for Demand Forecasting-Planning Approaches in Global Supply Chains-Global Sourcing and Procurement-Strategic Sourcing Decisions in Global Contexts-Supplier Selection, Evaluation, and Relationship Management-Negotiation Strategies and Contract Management-Role of IT and Coordination in Supply Chain Management-E-procurement and IT Applications in Supply Chains-Coordination Strategies in Global Supply Chains

Unit V: Recent Developments and Integration of AI in Global Logistics and Supply Chain Management: Role of Artificial Intelligence (AI) and Machine Learning in Logistics and Supply Chain-Applications in Demand Forecasting, Route Optimization, and Inventory Management-Blockchain Technology for Supply Chain Transparency and Traceability-Sustainable Logistics Practices and Green Supply Chain Initiatives-Environmental Initiatives in Global Logistics-Emerging Trends and Challenges in Global Logistics and Supply Chain Management.

TEXT BOOKS:

- 1) Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi, 2006.

REFERENCE BOOKS:

- 1) Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.GrawHill,New Delhi.
- 2) David Stewart,”International Supply chain Management”, Cengage publications,2008.
- 3) Reji Ismail,“Logistics Management” Excel Books, 2008.

302IB26:International Strategic Management

Course Objectives:

1. To expose students to various perspectives and concepts in the field of international Strategic Management
2. To understand the principles of strategy formulation, implementation and control in MNCs by using value chain analysis.
3. To help students develop skills for applying these concepts to the solution of business Problems.
4. To help students master the analytical tools of strategic choices and various generic competitive strategies.
5. To create the awareness on international strategies like multi domestic Transnational and international strategies

Course Outcomes:

- 1 Develop and prepare organizational strategies that will be effective for the current multinational business environment
- 2 Devise strategic approaches to managing a business successfully by using various corporate strategic choices like CIT,CASCSDE and portfolio models in a global context.
- 3 Enable to understand the value chain analysis and balanced score card for reaching strategic goals in international business.
- 4 Develop and prepare organizational strategies that will be effective for the current global business environment
- 5 Devise strategic approaches to managing a business successfully in a global context.

Unit I: Strategic Management: Strategic Management: Concept, Characteristics, and Dimensions-Definition and Scope of Strategic Management-Characteristics of Strategic Management-Dimensions of Strategic Management-Emergence of International Strategic Management (ISM)-Importance and Scope of ISM-Types of Strategies: Corporate, Business, and Functional-Process of International Strategic Management-International Strategic Management Models-Factors Affecting International Strategic Management-Corporate Global Strategy and its Impact-Environmental Factors in ISM.

Unit II: International Strategic Planning and Environmental Analysis: International Strategic Planning-Strategic Planning Process in International Context-Decision Making in International Strategy-Environmental Appraisal and Environmental Scanning-External Analysis-Industry Analysis and Competitive Analysis-Global Environmental Analysis-Competitive Dynamics in Global Industries-Internal Analysis-Corporate Capability Analysis-Diagnosing Industry Potential-Building Global Market Participation

Unit III: Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP)-BCG Matrix and TOWS Matrix Analysis-Corporate Level Strategies: Growth, Stability, Renewal-Corporate Portfolio Analysis: GE Matrix-Core Competencies and Strategic Frameworks-McKinsey's 7S Framework-Significance of Core Competence in Strategy Making-SWOT Analysis and Value Chain Analysis-Balanced Scorecard-Importance of Value Chain Analysis in Strategy Formulation-Using Balanced Scorecard to Link Actions with Strategic Goals

Unit IV: Strategy Implementation and Evaluation: Issues in Strategy Implementation-Model of Strategic Implementation-Setting Corporate Objectives in MNCs-External and Internal Forces Affecting Corporate Objectives-Strategic Alternatives-Stability Strategy, Growth Strategy, and Diversification Strategy-Merger, Acquisitions, and Retrenchment Strategies

Unit V: Corporate Strategy Models and Implementation: CIT, CASCADE, and Portfolio Models-Formulating Generic Competitive Strategies-Strategy and Organizational Structure Alignment-Strategic and Operational Control Mechanisms

Text Books:

1. John A. Pearce & Richard B Robinson. Strategic Management AITBS Publication.
- 1) Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi.
- 2) Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
- 3) Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
- 4) Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi.

303IB26:Project Management

This course offers a comprehensive curriculum that prepares students for project management roles across various sectors, including software industries, by providing a solid foundation in project management principles and practices in global business contexts.

Course Objectives:

1. To introduce students to the fundamentals of project management theory and practice.
2. To develop students' proficiency in project planning, execution, monitoring, and control.
3. To provide students with hands-on experience in applying project management tools and techniques across different industries.
4. To enhance students' ability to manage diverse teams and stakeholders in international project environments.
5. To prepare students for leadership roles in project management across various sectors, including software industries.

Course Outcomes :

1. To introduce students to the fundamentals of project management theory and practice.
2. To develop students' proficiency in project planning, execution, monitoring, and control.
3. To provide students with hands-on experience in applying project management tools and techniques across different industries.
4. To enhance students' ability to manage diverse teams and stakeholders in international project environments.
5. To prepare students for leadership roles in project management across various sectors, including software industries.

Unit 1: Introduction to Project Management

- Overview of Project Management
- Project Lifecycle and Methodologies (Waterfall, Agile, Hybrid)
- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management

Unit 2: Stakeholder Management and Communication

- Stakeholder Identification and Analysis
- Stakeholder Engagement Strategies
- Communication Planning and Management
- Conflict Resolution and Negotiation
- Cultural Intelligence in Stakeholder Management
- Managing Virtual Teams and Remote Stakeholders
- Project Leadership and Team Dynamics

Unit 3: Risk Management and Resource Allocation

- Risk Identification and Assessment
- Risk Response Planning
- Risk Monitoring and Control
- Procurement Management
- Resource Estimation and Allocation
- Human Resource Management
- Vendor Management and Outsourcing

Unit 4: Project Monitoring, Control, and Performance Measurement

- Project Monitoring Techniques (Earned Value Management, Critical Path Method)
- Change Management and Configuration Management
- Performance Reporting and Dashboards
- Project Audits and Reviews
- Continuous Improvement Practices
- Project Closure and Post-Implementation Review
- Legal and Ethical Considerations in Project Management

Unit 5: Industry-Specific Project Management

- Project Management in Software Industries
- Construction Project Management
- Healthcare Project Management
- Financial Services Project Management
- Manufacturing Project Management
- Renewable Energy Project Management
- Retail and Supply Chain Project Management
- Case Studies and Best Practices Across Industries

Recommended Textbooks:

1. "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" by Project Management Institute
2. "Project Management for Dummies" by Stanley E. Portny
3. "Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland
4. "Effective Project Management: Traditional, Agile, Extreme" by Robert K. Wysocki

304IB26: International Business Negotiations

Course Objectives:

1. Understand the foundations and strategies of negotiations in international business contexts.
2. Analyze the cultural, legal, and ethical dimensions impacting cross-border negotiations.
3. Develop negotiation strategies tailored to diverse international markets.
4. Apply negotiation skills through role-plays, simulations, and case studies.
5. Examine recent trends, technologies, and global shifts influencing international business negotiations.

Course Outcomes:

- 1: Explain the theoretical underpinnings and practical elements of international business negotiations.
- 2: Analyze the influence of cross-cultural and institutional factors on negotiation strategies.
- 3: Design and implement effective negotiation strategies in diverse international contexts.
- 4: Demonstrate negotiation skills through simulations and group exercises.
- 5: Evaluate current trends, technologies, and innovations shaping global negotiation practices.

Unit-1: Foundations of International Business Negotiations: Introduction to negotiation and types (distributive vs integrative)-Framework for international business negotiations-Stages and principles of negotiation process-Differences between domestic and international negotiations-Role of power, time, and information in negotiations-General Guidelines for negotiating international business.

Unit-2: Cross-Cultural Negotiation Dynamics: Impact of culture on negotiations (Hofstede, Trompenaars models)-cross culture communication: Issues and Implications-Communication styles: high-context vs low-context cultures-Non-verbal communication in cross-border contexts-Cultural intelligence and emotional intelligence in negotiations-Managing cultural conflicts and misunderstandings.

Unit-3: Strategic and Legal Aspects of International Negotiations: Preparation and planning for international deas-BATNA, ZOPA, anchoring techniques-Legal frameworks in international contracts-Ethics in international negotiations-Governmental, legal, and institutional influences

Unit-4: Sector-Specific Negotiation Practices and Case Studies: Negotiations in international trade, mergers & acquisitions, joint ventures, and supply chains-Negotiating sales, export transaction and agency agreements-Negotiating licensing agreements -Project negotiations -Sector-specific challenges: tech, Pharma, energy, FMCG-Case studies: WTO negotiations, -AFTA/USMCA, cross-border M&As-Lessons from successful and failed international negotiations-Ethics in negotiations -Best practices in negotiations: Business Etiquette, Assertive skills, Personality and negotiation skills.

Unit-5: Latest Trends and Developments in International Business Negotiations: Digital tools and virtual negotiation platforms (Zoom, Teams, AI assistants)-AI and data Analytics in negotiation preparation and strategy-The rise of ESG (Environmental, Social, Governance) factors in negotiation-Geopolitical influences: sanctions, trade wars, and regulatory shifts-Negotiating in uncertain and crisis-prone environments (e.g., post-COVID, climate crises)-Trends in negotiation training: gamification, VR, and simulation-based learning

Recommended Textbooks:

1. **Lewicki, R. J., Barry, B., & Saunders, D. M.** (2021). *Negotiation* (8th ed.). McGraw-Hill Education.
2. **Ghauri, P. N., & Usunier, J. C.** (2021). *International Business Negotiations* (3rd ed.). Emerald Publishing.
3. **Fisher, R., Ury, W., & Patton, B.** (2011). *Getting to Yes: Negotiating Agreement Without Giving In.* Penguin Books.
4. **Salacuse, J. W.** (2017). *Negotiating Life: Secrets for Everyday Diplomacy and Deal Making.* Palgrave Macmillan.
5. **Brett, J. M.** (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries* (3rd ed.). Jossey-Bass.
6. Articles from **Harvard Business Review**, **Journal of International Business Studies**, and **Negotiation Journal** for Unit 5.

305IB26: Investment Management

Description: This syllabus is structured to provide a comprehensive understanding of security analysis and portfolio management, incorporating fundamental and technical analysis techniques, portfolio management strategies, and addressing current trends in global financial markets and AI applications in finance.

Course Objectives:

1. To explore the student with Risk and Return associated in Investment
2. To understand various investment products and there features.
3. To learn Fundamental and technical analysis used in-stock selection
4. To know modern portfolio theories and significance of beta in portfolio construction.
5. To learn portfolio management and investment timing.

Course Outcomes: Upon successful completion of this course, the student will be able to

- 1 Understand the significance of risk, return and liquidity at the time of equity investment.
- 2 Students will be aware of tools and techniques of fundamental analysis
- 3 Students can use technical analysis for stock market operations
- 4 After learning this course student can construct a portfolio with diversified stocks
- 5 Students can understand the recent trends in stock market operations and applications of AI

Unit 1: Basics of Investment Management: Nature and Scope of Investment Decisions - Definition , scope and significance of investment management -**Steps in Investment decision process- Investment environment : Financial instruments, financial intermediaries and financial markets -Financial Markets**-Types of financial markets: Money market, capital market, primary and secondary markets , Stock markets in India.-Market participants and their roles (investors, issuers, intermediaries)-Market efficiency and its implications-**Financial Instruments**-Types of financial instruments: Equity, debt, derivatives-Characteristics and features of each type of instrument-Risk-return trade-off associated with different instruments-**Regulatory Bodies in India**-Regulation of securities market in India - SEBI (Securities and Exchange Board of India): Role, functions, and regulations-Securities Contracts (Regulation) Act 1956-Components of Investment risk : Systematic risk and unsystematic risk.

Unit 2: Tools and Techniques of Fundamental Analysis-**Introduction to Fundamental Analysis**-Differences between fundamental analysis and other approaches (technical analysis, quantitative analysis)-Three step valuation process : EIC analysis-General Valuation frame work : basic valuation model – value price relation – dynamic valuation process -Valuation of fixed income securities-Valuation of preferential shares-Valuation of equity shares -Tools of Fundamental Analysis-Financial statement analysis: Balance sheet, income statement, cash flow statement-Ratio analysis: Liquidity ratios, profitability ratios, solvency ratios-Economic analysis: Industry analysis, macroeconomic factors impacting investments-Valuation Techniques-Discounted cash flow (DCF) analysis-Relative valuation methods: Price-to-earnings ratio, price-to-book ratio-Economy and Industry analysis-Company analysis : different measures of Value - Holding period value – quantitative analysis- EPS forecasting - Qualitative analysis.

Unit 3: Tools and Techniques of Technical Analysis: Introduction to Technical Analysis-Definition, assumptions, and principles of technical analysis-Role of technical analysis in investment decision-making-Origin and development of Technical analysis : Dow Theory -**Chart Patterns and Indicators**-Chart patterns: Support and resistance levels, trends, moving averages-Technical indicators: RSI (Relative Strength Index), MACD (Moving Average Convergence Divergence), Bollinger Bands-**Candlestick Patterns**-Interpretation and use of common candlestick patterns in technical analysis-Patterns indicating trend reversals, continuation, and indecision.

Unit 4: Essential Topics in Portfolio Management: Portfolio analysis-Risk return of individual assets -Risk return of portfolio -Diversification of risk -Section of Optimal portfolio -Finding efficient set -Markovitz model : Modern portfolio theory and efficient frontier-Single – Index Model - Estimating Beta -Other portfolio selection models -Capital market theory : CAPM – APT -Portfolio revision: Portfolio revision Strategies -Formula Plans -**Portfolio Performance Evaluation**-Risk-adjusted performance measures: Sharpe ratio, Treynor ratio, Jensen's alpha-Portfolio rebalancing and monitoring techniques.

Unit 5: Recent Trends and Emerging Issues in International Financial Markets and Applications of AI: **Global Financial Markets**-Overview of international financial markets: Foreign exchange markets, global bond markets, emerging markets-Cross-border investments and regulatory challenges-**Recent Trends**-Impact of globalization and technological advancements on financial markets-Sustainable investing and ESG (Environmental, Social, and Governance) considerations-**Applications of AI in Finance**-AI and machine learning applications in investment management-Robo-advisors, algorithmic trading, and high-frequency trading-Ethical implications and regulatory considerations of AI in finance.

Recommended Texts Books:

- Bodie, Kane, and Marcus. "Investments."
- Reilly and Brown. "Investment Analysis and Portfolio Management."
- Websites of regulatory bodies (SEBI, RBI), financial newspapers (Economic Times, Financial Express), and academic journals. Security Analysis: Principles and Techniques" by Benjamin Graham and David Dodd Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus Portfolio Management: Theory and Practice" by Frank J. Fabozzi and Harry M. Markowitz

306IB26: Financial Risk Management

This course is designed to provide students with a comprehensive understanding of financial risk management, equipping them with the skills to excel in international business environments

Course Objectives:

1. To equip students with a deep understanding of financial risks in an international business environment.
2. To develop analytical skills necessary for identifying, assessing, and managing different types of financial risks.
3. To familiarize students with the latest tools, techniques, and frameworks used in financial risk management globally.
4. To enable students to design and implement effective risk management strategies in multinational corporations.
5. To foster critical thinking and decision-making skills in managing financial risks in complex global markets.

Course Outcomes:

1. Identify and evaluate various types of financial risks encountered in international business.
2. Apply risk management techniques, including hedging, derivatives, and insurance, to mitigate financial risks.
3. Analyze and interpret financial risk reports and make informed decisions based on quantitative data.
4. Design comprehensive financial risk management strategies tailored to global business operations.
5. Demonstrate the ability to use modern risk management tools and software in a professional setting.

Unit 1: Introduction to Financial Risk Management: Concept of Risk: Definitions, types, and sources of financial risk in international business.-Risk Management Frameworks: Overview of the COSO, ISO 31000, and Basel frameworks.-Risk Identification: Techniques for identifying financial risks in global markets.-Risk Assessment: Qualitative and quantitative risk assessment methods.-Case Studies: Analysis of real-world risk management scenarios in multinational corporations.

Unit 2: Market Risk Management: Market Risk: Understanding interest rate risk, currency risk, and equity risk.-Value at Risk (VaR): Calculation and application of VaR in risk management.-Hedging Techniques: Use of forwards, futures, options, and swaps to manage market risk.-Scenario Analysis and Stress Testing: Tools for assessing the impact of adverse market conditions.-Case Studies: Examples of market risk management in global financial institutions.

Unit 3: Credit Risk Management: Credit Risk: Understanding credit risk in global operations, including sovereign risk.-Credit Risk Models: Overview of models like CreditMetrics, KMV, and CreditRisk.-Credit Derivatives: Use of credit default swaps (CDS) and collateralized debt obligations (CDOs).-Credit Rating Agencies: Role and impact of agencies like Moody's, S&P, and Fitch in credit risk management.-Case Studies: Analysis of credit risk management in multinational corporations and financial crises.

Unit 4: Operational Risk Management: Operational Risk: Definition, sources, and impact on global business operations-Risk Control: Strategies for managing operational risk, including internal controls and audits-Business Continuity Planning (BCP): Designing BCP and disaster recovery plans-Regulatory Frameworks: Compliance with international standards like Basel II and III-Case Studies: Examination of operational risk incidents and their management in global businesses.

Unit 5: Integrated Risk Management: Enterprise Risk Management (ERM): Holistic approach to managing risk across an organization.-Risk Management Information Systems (RMIS): Use of technology in managing and reporting risks-Global Risk Management Standards: Comparison of global standards and best practices in financial risk management-Ethics and Governance: Role of corporate governance and ethical considerations in risk management-Case Studies: Implementation of integrated risk management strategies in multinational corporations.

Recommended Textbooks:

1. "Risk Management and Financial Institutions" by John C. Hull, Wiley Finance.
2. "Financial Risk Manager Handbook" by Philippe Jorion, Wiley Finance.

3. "Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk" by Steve L. Allen, Wiley.
4. "Value at Risk: The New Benchmark for Managing Financial Risk" by Philippe Jorion, McGraw-Hill.
5. "Operational Risk Management: Best Practices in the Financial Services Industry" by Ariane Chapelle, Wiley.

Reference Material:

1. "The Essentials of Risk Management" by Michel Crouhy, Dan Galai, and Robert Mark, McGraw-Hill.
2. "Financial Risk Management for Dummies" by Aaron Brown, Wiley.
3. "Derivatives and Risk Management" by Sundaram Janaki Ramanan, Pearson.
4. Basel III guidelines and reports by the Bank for International Settlements (BIS).
5. Research papers and articles from journals like the Journal of Risk and Insurance, and the Journal of Financial Risk Management.

307IB26:Digital and Social Media Marketing

COURSE OBJECTIVES:

1. To understand the digital marketing, advertisement and marketing theories and opportunities and threads.
2. To acquaint the students with the general social media marketing in promotion mix.
3. To know about the search engine advertisement and to know the how to make planning and targeting and budgeting.
4. To enable the students to know the inbound and out bound markets.
5. To know the e-payments and securities in digital marketing.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

- 1 Explain the digital marketing, advertisement and marketing theories and opportunities and threads.
- 2 Enumerate about the general social media marketing in promotion mix.
- 3 Defined regarding search engine advertisement and to know the how to make planning and targeting and budgeting.
- 4 Elucidate the inbound and out bound markets.
- 5 Explain the e-payments and securities in digital marketing.

Unit I: Introduction to Digital Marketing: Overview and Significance of Digital Marketing-Evolution and Scope of Digital Marketing-Importance of Digital Marketing in Contemporary Business-Marketing Strategies for Digital Platforms-Digital Advertising Strategies-Opportunities and Risks in Digital Advertising-Latest Practices and Trends in Digital Marketing-Digital Advertising Strategies: Display Ads, Video Ads, Native Ads.

Unit II: Social Media Marketing: Types and Forms of Social Media-Platforms (Facebook, Instagram, Twitter, LinkedIn, TikTok, etc.)-Role of Social Media in Product Promotion-Types of Social Media Marketing Campaigns-Social Media Consumers and Targeting-Segmentation and Targeting Strategies-Consumer Motives and Attitudes Influencing Social Media Activities-Latest Trends in Social Media Advertising and Campaigns

Unit III: Social and Search Engine Advertising: Social Listening and Engagement-Importance of Social Listening in Digital Marketing-Planning, Targeting, and Budgeting for Social Media Ads-Lead Generation and Audience Aggregation Strategies-Mobile and Search Engine Optimization (SEO)-Trends in Mobile Social Media Usage-Basics of Search Engine Optimization (SEO)-Techniques for Improving Search Engine Rankings

Unit IV: Content Marketing and Inbound Strategies: Inbound vs. Outbound Marketing-Role and Impact of Content Marketing in Digital Era-Relationship between Content and Brand Identity-Use of Marketing Analytical Tools in Digital Campaigns-Email Marketing and Segmentation-Types and Tools for Email

Marketing Campaigns-Measures for Effective Email Campaigns-Segmentation, Targeting, and Positioning Strategies

Unit V: E-Payments and Security in Digital Marketing: Role and Technologies of E-Payments-Importance of E-Payments in Digital Marketing-E-Payment Systems and Methods-Micro-Payments and Pay-Per-Click (PPC) Strategies-Internet Security and Legal Considerations-Protocols and Measures for Internet Security-Ethical and Legal Issues in Digital Marketing-Consumer Privacy and Data Protection Regulations

TEXT BOOKS:

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

REFERENCE BOOKS:

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

308IB26: Services and Retail Marketing

COURSE OBJECTIVES:

1. To Understand the concept and importance of services marketing, including the definition and characteristics of services,
2. To Explore relationship marketing in services, encompassing the levels and dimensions of customer relationships,
3. To Examine the meaning, scope, and evolution of retail marketing, covering the definition and evolution of retailing, types of retail stores, trends in retail marketing
4. To Analyze consumer behavior in retail marketing, focusing on understanding customer psychology in the retail context
5. To investigate the retailing industry in the global market, including formats, issues, and challenges, particularly within the Indian organized retail market context with respect to FDI regulations.

COURSE OUTCOMES:

After completion of this subject the student shall be able to

1. Demonstrate a comprehensive understanding of services marketing, including the unique characteristics of services,
2. Evaluate and apply relationship marketing strategies across diverse service sectors,
3. Analyze the evolution and current scope of retail marketing, distinguishing between product and service retailing strategies, globally.
4. Analyze the evolution and current scope of retail marketing, distinguishing between products globally.
5. Students will become familiar with current trend in retail and services marketing and applications of AI

Unit I: Introduction to Services Marketing: Concept and Importance of Services Marketing-Definition and Characteristics of Services-Growth and Importance of the Service Sector-Designing and Blueprinting Services-Dimensions and Models of Services Marketing-Various Models and Frameworks in Services Marketing-Services Marketing Mix: The 7 Ps (Product, Price, Promotion, Place, People, Process, And Physical Evidence) of services marketing.

Unit II: Services Marketing: Relationship Marketing in Services-Levels and Dimensions of Customer Relationships-Objectives and Importance of Relationship Marketing-Application in Different Service Sectors (Financial, Health, Hospitality, Communication, IT, Insurance, Banking)-Service Quality and Strategic Issues-Service Quality Models (Service Quality Gap Models)-Segmentation, Targeting, and Positioning in Global Service Markets-Strategic Challenges and Considerations in Service Marketing.

Unit III: Retail Marketing: Meaning, Scope, and Evolution of Retail Marketing-Definition and Evolution of Retailing-Types of Retail Stores and Trends in Retail Marketing-Product Retailing vs. Service Retailing-Retail Marketing Environment and Operations-Environmental Issues in Retailing (Global and Indian Context)-Branding in Retail Marketing-Retail Store Operations: Location Strategy, Layout Design, Visual Merchandising, Vendor Relationships-HR and Legal Compliances in Retailing-Application of Technology in Retail Industry-Retail Organization Structure and HR Management-Legal and Regulatory Compliance in Retail Operations

Unit IV: Understanding Retail Consumer :Consumer Behavior in Retail Marketing-Understanding Customer Psychology in Retail Context-Training Needs and Development of Retail Personnel-Pricing Strategies and Supply Chain Management in Retailing- **Pricing Strategies in Retailing:** Pricing Strategies: Everyday Pricing, Competitive-Based Pricing, Price Skimming, Market-Oriented Pricing-Supply Chain Management (SCM) and IT Applications in Retail-Challenges and Role of SCM in Retail Industry.

Unit V: Global Retailing and Emerging Trends: Retailing Industry in the Global Market-Formats, Issues, and Challenges in the Global Retail Market-Indian Organized Retail Market: FDI

Regulations and Case Studies-Application of Artificial Intelligence (AI) in Retailing- Rapid Growth of E-commerce & Quick Commerce- Omni channel Retailing- Rise of Direct-to-Consumer (D2C) Brands- personalization and AI driven retailing- Retail Tech & Smart Stores- Sustainable & Ethical Retailing

Text Books

1. Levy & Weitz Retail Management, (TMH),
2. Dunne Retailing, (Dryden Publications),

Reference Books:

1. Ron Hasty, James Reardon Retail Management, (Mcgraw Hill),
2. Berman & Evans, Retail Management
3. Swapna Pradhan, Retail Management.

309IB26: Human Resource Development

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.
3. To describe appropriate implementation, monitoring and assessment procedures of HRD practice in global organizations.
4. To understand and explore the review process of evaluating the organizational HRD strategies.
5. To explore the designing of HRD models and Global Restrictions on certain Countries by the hiring Country, etc.

Course Outcomes:

- 1 Sensitizing students towards developing employees for achieving personal and organizational goals. It will make understand the concept of HRD Matrix and HRD interventions.
- 2 It will give a holistic perspective of the organization keeping 'human' in the centre. It enables students to design texture of the organization around human.
- 3 It makes students to learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc.
- 4 A simulated situation is created through case method of learning to empower students to appreciate dilemmas of real life.
- 5 It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development

Unit I: Foundations of HRD: Evolution and Concept of HRD-Historical Development and Evolution of HRD-Definition and Scope of HRD-Role of HRD in Enhancing Organizational Performance-HRD Models and Frameworks-Theoretical Frameworks in HRD (e.g., Systems Theory, Social Learning Theory)-Strategic Human Resource Development (SHRD)-HRD and Organizational Culture: Impact and Alignment-HRD Objectives and Processes-Philosophy of HRD-Creating an HRD Climate-HRD Process: Needs Assessment, Design, Implementation, and Evaluation-Evaluation Models in HRD-Kirkpatrick's Four Levels of Evaluation-Phillips ROI Model (Return on Investment)-CIPP Model (Context, Input, Process, Product)-Impact and Future Trends in HRD-Impact of HRD on Organizational Performance-Future Trends in HRD: Agile HRD, Digital HRD, Sustainable HRD.

Unit II: HRD Needs Assessment and Planning: Observing and Assessing HRD Needs-Methods for Assessing HRD Needs: Task Analysis, Person Analysis, Organization Analysis-Planning and Designing HRD Interventions-Global Perspectives in HRD-Bringing Learning to Life: Experiential Learning Theory-Strategies for Designing and Developing Performance Support Systems.

Unit III: Training and Development: Training Needs Assessment-Task Analysis, Person Analysis, and Organization Analysis Techniques-Designing Effective Training Programs-Employee Development-Career Planning, Mentoring, and Coaching Programs-Evaluation of Training and Development Initiatives-Technology in Training-E-Learning, Mobile Learning, and Virtual Reality Applications in Training-Quality Review and Evaluation of HRD Programs

Unit IV: HRD Practices and Management: Role of HRD Managers in MNCs-Challenges and Strategies in International HRD Management-Linking Performance Appraisal with Training and Development-Modern Tools and Techniques in HRD-Innovative Approaches in HRD Practices-Role of Technology in Implementing HRD Initiatives

Unit V: Future Directions and Global Considerations: Quality Review and Evaluation of HRD-Strategies for Continuous Improvement in HRD Practices-Designing Future HRD Models-Global Considerations in HRD-Restrictions on Hiring from Certain Countries-Application of Artificial Intelligence (AI) in HRD Practices

TEXT BOOK:

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

REFERENCE BOOKS:

- 1) TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
- 2) Nedlar, Corporate HRD PracticeAmerican Society for Training and Development – Publications

310IB26: Performance Management

Course Objectives:

1. Explore performance management's role in supporting global strategic objectives.
2. Enhance performance through leadership and direction in high-performance organizations.
3. Examine performance management system designs to transform organizational outcomes.
4. Identify skills for fair, ethical performance reviews that enhance organizational performance.
5. Performance.
6. Equip learners with critical skills for performance reviews emphasizing learning and accountability.

Course Outcomes:

- 1 Highlight the importance of employee involvement and effective communication for achieving performance goals, recognizing achievements, and resolving issues at all levels.
- 2 Plan effective performance management policies to enhance organizational and employee performance.
- 3 Justify the use of appropriate performance management techniques, rewards, and sanctions to improve performance.
- 4 Demonstrate necessary communication skills for managing achievements and underperformance.
- 5 Critically evaluate performance management effectiveness using diverse methods and techniques.

Unit I: Introduction to Performance Appraisal and Management: Performance Appraisal: Introduction and Historical Overview-Definition, Characteristics, and Evolution of Performance Appraisal-Guiding Principles in Performance Management-Tools and Methods Used in Performance Appraisal-Performance Management in Multinational Corporations (MNCs)-Importance and Outcomes of Performance Management-Designing Performance Management Systems in MNCs-Aims and Role of Performance Management from a Global Perspective-Approaches to Performance Management Systems

Unit II: Performance Management Process: Corporate Strategy and Performance Management-Linkage Between Corporate Strategy and Performance Management-Key Result Areas (KRA) and Key Performance Indicators (KPI)-Agreement on Performance Expectations and Goal Setting-Managing Performance-Reviewing Performance and Identifying Performance Gaps-Developing Performance Through Feedback and Coaching-Rewarding and Recognizing Performance Achievements-Designing and Developing Performance Management Systems in MNCs-Analyzing, Measuring Results, and Behavior in Performance Management.

Unit III: Administration of Performance Management: Personal Development Plans and Global Manager Transfers-Tools and Formats for Performance Management- Performance Management Cycle: Planning, Monitoring, and Reviewing-Communication Processes and Follow-ups in Performance Management-Performance Development Interventions-Roles of HR Department, Line Managers, Employees, and Top Management in Performance Management

Unit IV: Performance Appraisal Process: Components of Performance Appraisal-Evaluating Results, Processes, or Both in Performance Appraisal-Benchmarking and Setting Performance Standards-Conducting Performance Appraisal Interviews-Preparation and Guidelines for Performance Appraisal Interviews-Dos and Don'ts in Performance Appraisal Interviews-Various Appraisers: Immediate Supervisor, Peer, Subordinate, Rating Committee, Self, 360-Degree Feedback, Client Feedback

Unit V: Methods and System Designs in Performance Appraisal: Methods of Performance Appraisal- Graphic Rating Scale, Alternation Ranking Method, Paired Comparison, Force Distribution Method, Critical Incident Method, Behaviorally Anchored Rating Scale (BARS), Management by Objectives (MBO), 360-Degree Appraisal, Customer Feedback Systems-Balanced Scorecard Approach in Performance Management.

TEXT BOOKS:

- 1) Performance Management, Herman Aguinis, Pearson Education, 2007.
- 2) The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill.
- 3) Performance Management System, RK Sahu, Excel Books.

REFERENCE BOOKS:

- 1) Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition
- 2) Human Resources Management – Gary Dessler & Biju Varkkey, 11th Edition.
- 3) Performance Management, MACMILAN, India Prem Chandra
- 4) Performance Management and Appraisal system, ‘HR Tool for Global Competitiveness’, Response Book – SAGE, T.V. Rao,
- 5) Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.
- 6) Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao,Et all, Excel Books.

311IB26: Procurement, Storage and Warehouse Management

Course Objectives

1. To introduce students to the key concepts of sourcing versus procurement, procurement cycles, principles, and the strategic role of purchasing in organizations.
2. To equip students with techniques for supplier research, vendor evaluation, negotiation, and the use of IT tools in global sourcing and procurement processes.
3. To familiarize students with warehouse types, functions, management processes, cost considerations, and the role of warehouse managers in efficient inventory handling.
4. To provide insight into inventory classification, stock control methods, warehouse management systems (WMS), automated storage/retrieval technologies, and layout optimization.
5. To emphasize the importance of warehouse safety, risk assessment, health regulations, and sustainable management practices in material handling and storage.

Course Outcomes

1. **Differentiate between sourcing and procurement and explain the procurement cycle and purchasing principles.**
2. **Conduct market analysis, prepare requests for proposals, evaluate suppliers, and apply negotiation strategies effectively in procurement decisions.**
3. **Describe warehouse operations, including receiving, storage, picking, dispatch, and evaluate warehouse costs and management techniques.**
4. **Implement inventory classification and control systems, utilize Warehouse Management Systems, and design efficient warehouse layouts.**
5. **Identify warehouse safety hazards, apply relevant safety regulations, and develop sustainable material handling and waste management practices.**

Unit-1: Introduction to Sourcing- Sourcing v/s Procurement- Objectives of Procurement System, Principles of Procurement, value-added role of procurement- Procurement Cycle, Procurement Planning-Purchasing Mix: Six Rights, Selecting the right supplier, Supplier -appraisal/vendor capability, bidding process. Purchasing: Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Placing Orders, Budgets and Expense Allocation.

Unit-2: Market Analysis and Supplier Research, Identifying Prime Sources of Suppliers-Request for Proposal, Different Methods of Buying, Fundamental Steps of the Buying Process, Terms and Condition of Purchase, Buying Documentation, Negotiation in Procurement, Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions-Overview of Global Purchasing. Vendor Selection Process, Evaluation of Existing Vendors, Developing Vendor Performance Measures, New Vendor Development Process- JIT and TQM in Sourcing, Key Supplier Account Management, Vendor Relationship Development, Vendor Monitoring, Promoting SME suppliers. Case Studies and Latest Updates.

Unit 3 : Introduction to Warehousing Concepts -Role of warehouse-types of warehouse- warehouse location- Need for warehousing- -Warehouse functions- Role of warehouse manager-Warehouse process: e-commerce warehouse- Receiving and put away- Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking - Quality control - Put-away - Pick preparation - Pick area layout – Picking strategies and equipment -order picking methods - Warehouse processes- Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch- Warehouse Cost- Types of Costs in Warehousing, Return on Investment, Traditional vs Activity Based Costing, Logistics Charging Methods,

Unit-4: Storage Management system – Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS-the process implementation-cloud computing- Warehouse Layout-Data collection-space calculation-aisle width- finding additional space.

Storage and Warehousing Information system -Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement Automated Storage/ Retrieval System (AS/RS)-specialised equipment- Technical advancements- Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing- Information System (WIS)- Performance management- outsourcing decisions.

Unit-5: Material Handling and Warehouse safety Material handling- Product movement- concept- costs- product load activity—dispatch activity unload activity-control device-impact of the computer technology automatic identification-issues and trends in product transport—Packaging - Pallet - Stretch wraps - Cartons – Labelling- Health and safety- Risk assessment - Layout and design - Fire safety- Slips and trips – Manual handling - Working at height - Vehicles - Forklift trucks – Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment- Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management.

Suggested Readings

1. Sollish, F. and Semanch, J. Strategic Global Sourcing: Best Practices, Wiley Publications
2. Chopra and Miendl, Supply Chain Management: Strategy, planning and operation, Pearson Books
3. by Sherry R. Gordon, Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results.
4. B S Sahay, Emerging Issues in Supply Chain Management (McMillan)
5. Alan Harrison, Logistics Management and Strategy (Pearson).

312IB26:Port and Airport Management for Logistics

Course Objectives

1. To familiarize students with different types of ports, their layout, organizational structures, and key operational and administrative functions.
2. To develop knowledge of port management services, terminal operations, cargo handling, containerization, and the roles of various port stakeholders.
3. To examine phases of port development, types of ownership and administration, relevant governing bodies, port reform, and technological impacts on ports.
4. To introduce students to air transport systems, cargo shipment procedures, airside and landside operations, and the strategic planning involved in air cargo management.
5. To provide comprehensive knowledge of air freight handling, documentation (including Air Way Bill), special cargo considerations, and communication protocols in air cargo logistics.

Course Outcomes

1. **Describe port types, layouts, functions, and the roles of key port stakeholders in managing port operations.**
2. **Explain port management processes including terminal operations, cargo handling, containerization, and relevant documentation.**
3. **Evaluate port ownership structures, governance models, reforms, and the influence of technology on port development and administration.**
4. **Illustrate the air cargo transport system, operational procedures, cargo planning, and key performance measures within air cargo logistics.**
5. **Demonstrate knowledge of air freight forwarding, air cargo documentation, handling of special cargo, and compliance with regulations in air cargo shipment.**

Unit I: Port Structure and Functions: Definition - Types and Layout of the Ports – Organizational Structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity administrative functions - Operational functions. Main services: Services and facilities for ships- Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores.

Unit II: Port Management and port operations: Port Management Services, Numbers of Ports in India, Terminal Operators, Terminal Manager, Vessels Planning, Marine Terminal Operator (MTO) Agreements, Berths, Facilities and Equipment, Shipyards, Port Agents. Shipment Procedures, Role of Clearing and Forwarding Agent, Cargo management Containerization, Shipping Documents and Terms Used in Shipping, Quality and Pre-Shipment Inspection Case Studies and Latest Updates- Berths and Terminals - Berth Facilities and Equipment - ship Operation – Pre shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

Unit III: Port Administration Ownership and Management Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port- Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall

of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

UNIT V: Air Cargo management and shipment in Air: Air Transport System and its Functions- Airside, Terminal Area, Landside Operations, International Air Routes- Process Flow in Air Cargo.- Strategies and Planning, Audits, Segmentation, SWOT, Management Control, Consignee Controlled Cargo, Sales leads, Routing Instructions, Customer service, Future trends, Advices, Booking, SLI, Labelling , Volume/Weight Ratio , Shipment Planning , TACT , Air Cargo Rates and Charges, Cargo operations, Customs clearance.

UNIT-5: Air Cargo Shipment: Air Freight – IATA – Cargo Handling at Goods at Air Port – Information Management of Air Cargo – System and Modules – Distribution of Goods. Air Freight Forwarding: Air freight Exports and Imports, Special Cargoes, Consolidation, Documentation, Air Way Bill (AWB), Communication in Air Cargo, Handling COD shipments, POD, Conditions of contract, Provisions for Dangerous or Hazardous Goods.

Suggested Readings

1. PATRICK M.ALDERTON. 2008, Port Management and Operations. Information Law Category, U.K
2. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
3. MARIA G.BURNS. 2014., Port Management and Operations. CRS Press, U.K.
4. ALAN E.BRANCH. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
5. DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.

2nd YEAR – 4th SEMESTER SYLLABUS

401IB26:Global Business Ethics and Corporate Governance

Course Objectives:

1. Understand corporate legal obligations and regulatory frameworks worldwide, with a focus on India.
2. Develop a comprehensive grasp of Corporate Governance theories, models, and terminology.
3. Compare legislative frameworks across different countries.
4. Analyze causes of corporate failures and address litigation risks in governance.
5. Apply ethical theories to resolve business ethical dilemmas effectively.

Course Outcomes:

1. Explain ethical concepts, models, and theories in organizational contexts, including social responsibility.
2. Discuss the global ethics code in organizational decision-making processes.
3. Analyze ethical dilemmas and cultural challenges in organizations, emphasizing social responsibility.
4. Understand corporate governance overview, encompassing financial, managerial, and operational decisions.
5. Explore ethical issues related to the environment, corruption, gender ethics, and sexual harassment.

Unit I: Foundations of Business Ethics: Nature and Purpose of Ethics-Definition and Scope of Ethics-Importance of Business Ethics-Professional Ethics and Transcultural Human Values in Business-Codes of Ethics and Ethical Principles-Principles of Ethics in Business-Relevance of Ethical Values in Management-Ethical Dimensions in Marketing, Accounting, Finance, and Business Operations-Ethical Values for Global Managers-Need for Ethical Values in a Global Context-Challenges and Responsibilities of Global Managers in Ethical Decision Making

Unit II: Ethical Decision Making and Organizational Ethics: Ethical Dilemmas and Ethical Reasoning-Process of Ethical Decision Making-Benefits of Managing Ethics in the Workplace-Ethical and Social Implications of Business Practices-Organizational Ethics Development-Organizational Culture and its Impact on Ethics-Tools and Systems for Ethical Management-Guidelines for Developing a Code of Ethics-Value-Based Leadership and Management

Unit III: Ethical Issues in Business Operations: Work Ethics and Ethical Work Culture-Work Ethics and its Impact on Organizational Behavior-Business Ethics in the Context of Corporate Governance-Environmental Ethics and Management-Ethical Considerations in Environmental Management-Environmental Laws and Business Compliance-Sustainable Business Practices and Environmental Responsibility.

Unit IV: Corporate Governance: Meaning and Evolution of Corporate Governance-Definition and Objectives of Corporate Governance-Codes and Standards of Corporate Governance-Corporate Governance Mechanisms-Role and Composition of Board of Directors-Fiduciary Duties and Responsibilities of Directors-Types of Directors: Promoter, Nominee, Shareholder, Independent-Corporate Social Responsibility (CSR)-Stakeholder Protection and CSR Initiatives-Changing Role

of Corporate Boards in Modern Times-Legal Framework and Regulatory Compliance in Corporate Governance.

Unit V: Ethical Issues in Corporate Governance and Management: Ethical Challenges in Corporate Governance-Ethical Practices in Indian Ethos and Management Principles-Role of Spiritual and Philosophical Frameworks (e.g., Gita, Karma Yoga)-Quality of Work Life and Strategies for Work-Life Balance

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.
2. Chakraborty,S.K., Management by Values, Oxford University press
3. Balasubramanian, R, Corporate Governance, IIM Bangalore.
4. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill.
5. Bhatia, S.K., Business Ethics and Corporate Governance.
6. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi 7.

402IB26:Foreign Exchange Risk Management

COURSE OBJECTIVES:

1. Study foreign trade and sources of foreign exchange
2. Study different exchange rate systems
3. To know the regulatory framework for exchange control in India
4. Understanding of Spot, Forward and cross rates
5. To familiarize risk associated with exchange dealing and how to manage it.

COURSE OUTCOMES: Upon successful completion of this course, the student will be able to

- 1 Will understand different commodity's that are imported and exported to various countries.
- 2 Students will understand different exchange rate systems and the need for change into a floating exchange rate system.
- 3 Students will be familiar with the regulatory framework to be followed for working in exchange rate markets.
- 4 Students can calculate cross rates and forecast future exchange rates based on the learning of exchange arithmetic's.
- 5 Students can apply various derivative products for managing exchange rate risk in foreign exchange dealing.

UNIT – I: Framework of Foreign Exchange: Foreign exchange-sources and uses - foreign trade and foreign exchange - balance of payments of India-Structure and participants of the foreign exchange market- Functions of foreign exchange markets- Exchange rate systems: fixed floating, and managed float- Types of exchange rates: spot, forward, cross rates

UNIT- II: International Exchange Systems: Fixed and Floating Exchange Rates - Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis- Purchasing Power Parity (PPP)- Interest Rate Parity (IRP)- Fisher Effect- Demand and supply factors in exchange rate determination- Techniques of forecasting exchange rates (technical and fundamental analysis)

UNIT-III: Administration of Foreign Exchange: History of Exchange Control in India – Foreign Exchange Management Act, 1999 – Administrative Set -Up-Organization of an Authorized Dealer – Foreign Exchange Markets. -RBI guidelines on foreign exchange transactions- Role of FEDAI, BIS, IMF, and WTO- Global practices and compliance in forex transactions

UNIT –IV: Risk Management: Exchange Dealings- Types of exposures: transaction, translation, and economic exposure- Futures and options – Exchange Risk: Transaction Exposure – Exchange Risk: Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk-

Internal hedging techniques: netting, leading and lagging, invoicing- External -hedging instruments: forwards, futures, options, swaps- Hedging strategies for multinational corporations

UNIT-V: Trends, Tools, Technology, arithmetic's in Foreign Exchange AI and ML applications in forex prediction and analytics- Block chain in cross-border payments and forex settlements- Use of APIs in forex trading- Introduction to platforms like: Reuters Eikon / Refinitiv, Bloomberg Terminal, MetaTrader 4/5, OANDA FXTrade, SAP Treasury & Risk Management- Cryptocurrency and Central Bank Digital Currencies (CBDCs)- FinTech and algorithmic trading in forex markets- Exchange Arithmetics: Ready or Spot Exchange Rates-Ready rates Based on cross Rates – Forward Exchange Contracts – Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals - Execution of Forward Contract – Cancellation / Extension of Forward Contract

PRACTICAL COMPONENTS:

- 1) Familiarize students with online trading terminals used for foreign exchange rate dealing
- 2) Conducting workshops on setting up an authorized dealer
- 3) Giving case studies on risk management for minimizing risk in currency dealing with importers and exporters.

RECOMMENDED BOOKS:

- 1) David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes,
- 2) Market and Money, Harcourt Brace Jovanovion, 1993
- 3) H.P Bhardwaj: Foreign Exchange Handbook, Wheeler publishing, 1994.
- 4) Treasury and Risk Management in Banks – 11 BF Taxmann- 2006.
- 5) Bibek Debroy: The Convertible Rupee & How to Profit from it, Global Business Press
- 6) C. Jeevanandam: Foreign Exchange, New Delhi, Sultan Chand & Sons 1994.
- 7) A Guide to Forex Dealing and Operating, Published by State Bank of Hyderabad, 1993.

403IB26:WTO and Trade Related Issues

COURSE OBJECTIVES:

1. To understand the students with the concepts and elements of GATT & WTO and to enabling them to learn tariff cuts and bindings.
2. To focus the students with the general eliminations of quantitative restrictions, to know the how to make agreement on agricultural, sanitary applications.
3. To know about the agreements on implementation of anti-dumping agreement.
4. To familiarize students with the trade related aspects of intellectual property right and how to make agreement on trade investment measures and barriers to trade.
5. To know the safeguard agreement on textile, clothing and service trade.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

- 1 Enumerate concepts and elements of the GATT and WTO.
- 2 Express about general eliminations of quantitative restrictions.
- 3 Explain regarding anti-dumping agreement.
- 4 Elucidate the trade related aspects such as intellectual property rights and investment measures and barriers to trade.
- 5 Expound the safeguard agreements on textiles and clothing trade services.

UNIT-I: Introduction to WTO:GATT to WTO: Brief out line of GATT from 1947 and subsequent rounds of negotiations – Tokyo Round and Uruguay Round negotiations – Formation of WTO and basic principles of WTO –Objectives and structure of WTO- Tariff cuts and Bindings; Ministerial Conference: Singapore, Geneva, Seattle, Doha and Cancun Conferences.- Most Favored Nation (MFN) and National Treatment principles.

UNIT-II: General Elimination of Quantitative Restrictions - Agreement on Agriculture Agreement on the Application of Sanitary and Phytosanitary Measures-Agreement on Agriculture (AoA)- General Agreement on Trade in Services (GATS)- Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)- Trade facilitation and tariff reduction- Regionalism vs Multilateralism

UNIT-III: Dispute Settlement Mechanism and Trade Negotiations: WTO dispute settlement process- Landmark WTO dispute cases- Trade negotiations: Uruguay Round, Doha Round, Bali Package- Role of developing countries in WTO negotiations- Agreement on Implementations of Anti – dumping Agreement-Agreement on Subsidies and Countervailing Measures.

UNIT-IV: WTO and Contemporary Trade-Related Issues: Trade and environment- Trade and labor standards- E-commerce and digital trade- WTO and subsidies, dumping, safeguard measures- Special and Differential Treatment (SDT) for developing nations- Trade-Related Aspects of Intellectual Property Rights - Agreement on Trade- Related Investment Measures – Agreement on Technical Barriers to Trade- Agreement on Safeguards – Agreement on Textiles and Clothing – General Agreement on Trade in Services.

UNIT-V: Trends and WTO Initiatives for Improving Global Trade: WTO reforms and modernization initiatives- Trade and Sustainable Development Goals (SDGs)- Digital trade and the Joint Statement Initiative (JSI)- COVID-19, vaccine equity, and trade facilitation- WTO's response to global supply chain disruptions- Climate-related trade policy and carbon border adjustments- E-commerce, AI, and technology in trade governance

Reference Books:

4. **Peter Van den Bossche & Werner Zdouc;** **Title:** *The Law and Policy of the World Trade Organization: Text, Cases and Materials*; **Publisher:** Cambridge University Press
5. **Bhagirath Lal Das;** **Title:** *The WTO Agreements: Deficiencies, Imbalances and Required Changes*; **Publisher:** Zed Books
5. **John H. Jackson;** **Title:** *The World Trade Organization: Constitution and Jurisprudence* **Publisher:** Royal Institute of International Affairs
6. **Matsushita, Schoenbaum, Mavroidis & Hahn;** **Title:** *The World Trade Organization: Law, Practice, and Policy*; **Publisher:** Oxford University Press
7. **Bernard M. Hoekman & Michel M. Kostecki;** **Title:** *The Political Economy of the World Trading System*; **Publisher:** Oxford University Press
8. **Michael J. Trebilcock & Robert Howse;** **Title:** *The Regulation of International Trade* **Publisher:** Routledge;
9. **Amrita Narlikar;** **Title:** *The World Trade Organization: A Very Short Introduction* **Publisher:** Oxford University Press

Key Online and Institutional Resources:

- **World Trade Organization (WTO)-** *Official Website:* <https://www.wto.org>
- **WTO iLibrary,** *URL:* <https://www.wto-ilibrary.org>
- **United Nations Conference on Trade and Development (UNCTAD)-** *URL:* <https://unctad.org>
- **OECD – Trade and Agriculture Directorate-** *URL:* <https://www.oecd.org/trade>

404IB26: International Trade Procedures and Documentation

Course Objectives:

1. To familiarize students with the process of international and domestic trade procedures.
2. To form a base of policy framework in International Trading with special emphasis on India.
3. To apprise them of the documentation procedures and its sanctity in Intl' Business.
4. To familiarize students with the process of international customs clearance operations.
5. To form a base of policy framework in international trade with special emphasis on Indian Customs.

COURSE OUTCOMES:

- 1 Explain the concepts in trade documentation in international business with respect to foreign trade.
- 2 Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.
- 3 Analyze the principle of international trade and strategies adopted by firms to expand globally.
- 4 Analyze the principle of international business and strategies adopted by firms to for exporting products globally.
- 5 Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.

Unit I: International Trade Overview: Need and Importance of International Trade-Drivers and Benefits of International Trade -Recent Trends in World Trade and Leading Players-India's Position in Global Merchandise Trade and Services-India's Foreign Trade-Composition of India's Exports and Imports-India's Role in International Trade-Overview of India's Foreign Trade Policy-Highlights of India's Latest EXIM Policy-Export-Import Dynamics-Meaning and Importance of Exports and Imports-Role of Exports and Imports in National Economy-Deemed Exports and its Significance-India's Trade Agreements, Tariffs, and Non-Tariff Barriers

Unit II: Export Management: Starting an Export Organization-Steps to Establish an Export Firm-Selection of Export Product and Market-Buyer Selection and Market Entry Strategies-Export Procedures and Documentation-Registration Procedures: Sales Tax, Central Excise, Boards, and Councils-EXIM Code Number and Export Contract Elements-Global Rules: UCP 600 of ICC, INCOTERMS, and Terms of Payment-Letter of Credit (LC) and Payment Settlement Mechanisms

Unit III: Export Documentation: Types of Export Documents-Primary, Regulatory, Transport, Negotiation, and Insurance Documents-Use of E-Databases and Electronic Documents-Customs Clearance Procedures for Export-Export Documentation Systems-Role of EDI in Export Documentation-Software and Tools for Export Documentation Management

Unit IV: Export Finance and Risk Management: Sources of Export Finance-Pre-shipment and Post-shipment Finance-Factoring, Insurance, and Export Credit Guarantees-Role of Commercial Banks, EXIM

Bank, ECGC, and Others-Export Promotion Schemes and Incentives-Government Export Promotion Schemes-Export Credit Insurance and Risk Management Techniques.

Unit V: Import Procedures and Documentation: Global Sourcing and Types of Global Procurement-Tendering, Negotiation, and Contract Management-Customs Regulations and Import Clearance Formalities-Types of Import Licenses and Duty Exemption Schemes-Import Documentation and Risk Management-Export Promotion Capital Goods (EPCG) Scheme-Import Formalities for 100% EOUs and SEZs-Import Risk Assessment and Mitigation Strategies

TEXT BOOKS:

- 1) Aseem Kumar "Export and Import Management", Excel Books, 2007
- 2) David Stewart, "International Supply chain Management", Cengage publications, 2008

REFERENCE BOOKS:

- 1) Jeeva
- 2) nandam C "Foreign Exchange: Practices Concepts and control" Sultan chand Publications, 2002.
- 3) Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
- 4) Export and Import Manual, Nabhi Publications, New Delhi.
- 5) World Development Indicator, World Bank Publication.

405IB26: Financial Technologies

This syllabus and course structure aim to provide students with a comprehensive understanding of the rapidly evolving field of financial technologies, equipping them with knowledge and skills to navigate the complexities of fintech innovation, regulation, and application in global business contexts

Course Objectives

1. Understand the fundamental concepts and evolution of fintech and its impact on financial services.
2. Explore advanced technologies such as blockchain, AI, and data analytics and their applications in fintech.
3. Analyze regulatory frameworks and compliance requirements specific to the fintech industry.
4. Evaluate innovations in digital payments, mobile banking, and their implications for the future of finance.
5. Develop critical thinking skills to assess ethical and governance issues in fintech innovation and implementation.

Course Outcomes:

1. Demonstrate comprehensive knowledge of fintech technologies and their business applications.
2. Apply data analytics tools to solve financial problems and make informed decisions.
3. Evaluate regulatory challenges and develop compliance strategies for fintech ventures.
4. Critically analyze trends in digital payments and mobile banking and predict future developments.
5. Discuss ethical considerations and governance frameworks in fintech innovation and implementation.

Unit 1: Introduction to Fintech: Evolution of Fintech: From traditional finance to fintech disruption-Key Technologies in Fintech: Block chain, AI, Machine Learning, IoT-Impact of Fintech on Traditional Financial Services-Case studies of successful fintech implementations-KeyTechnologiesDrivingFinTechInnovation - FinTech Ecosystem and Rise of Fintech companies in India-Government's role in the development of Fintech - Restrictions and regulations -Managing FinTech startups.

Unit 2: Block chain and Crypto currencies: Understanding Block chain Technology-Crypto currencies: Bit coin, Ethereum, and beyond-Smart Contracts and Decentralized Finance (DeFi)-Applications of Block chain in Fintech: Payments, Supply Chain, Identity Management-Digital Disruption in Financial Services-The changing role of SMAC for financial services-Digital payment solutions and cross-border remittance platforms-Block chain Technology: Definition and Key Concepts -Block chain 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

Unit 3: Data Analytics for Fintech: Importance of Data in Fintech Innovation-Data Collection and Sources in Fintech-Data Analysis Techniques: Python, R, SQL-Data Interpretation and Decision Making in Fintech-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

Unit 4: Fintech Regulation and Compliance: Regulatory Frameworks in Fintech: Global and Indian Perspectives-Regulatory Environment and Challenges: Regulatory Technology (RegTech) and Compliance

Automation; Regulatory Sandboxes: Global and India – Role of Fintech in Financial inclusion-Compliance Requirements for Fintech Startups and Established Players-Legal Challenges and Issues in Fintech: Privacy, Consumer Protection, Cyber security-Case studies on regulatory responses and compliance strategies

Unit 5: Digital Payments, Mobile Banking, and Future Trends: Evolution of Digital Payment Systems-Mobile Wallets and P2P Lending Platforms-Future Trends: Open Banking, API Economy, Neo banks-Risk Management and Future Trends in FinTech –Types of Risks and challenges faced by FinTech companies: Operational, cyber security, credit, and regulatory risks -Impact of regulations on Fintech-Case studies on disruptive innovations in digital payments and mobile banking

Prescribed Textbooks and Reference Books

1. Textbooks:

- Yermack, D. (2017). *Blockchain and Financial Market Innovation*. National Bureau of Economic Research.
- Arner, D. W., Barberis, J. N., & Buckley, R. P. (Eds.). (2019). *The RegTech Book: The Legal and Regulatory Aspects of RegTech, Fintech and the Role of Tech in Regulating the Digital World*. Wiley.
- TheFINTECHBook,SusanneChishtiandJanosBarberis, Wiley,2016
- MarkJ.Bennett,DirkL.Hugen,(2016),FinancialAnalyticswithR:BuildingaLaptop Laboratory for Data Science, Amazon Asia-Pacific Holdings Private Limited.
- MarcosLópezdePrado,(2018),AdvancesinFinancialMachineLearning,.
- ParamJeet,PrasanthVats,(2017),LearningQuantitativeFinancewithR,Packt Publishing

2. Reference Books:

- Tapscott, D., & Tapscott, A. (2016). *Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies is Changing the World*. Portfolio.
- Choudhury, B. (2020). *Fintech: The New DNA of Financial Services*. Cambridge University Press.

3. Additional Reading Materials:

- Articles from Harvard Business Review, MIT Sloan Management Review, and other academic journals focusing on fintech and financial technologies.
- Regulatory guidelines and reports from global financial authorities (e.g., SEC, FINMA, FCA).
- Case studies from leading fintech companies and startups showcasing innovative applications of fintech technologies.

406IB26: Corporate Valuation and Mergers & Acquisitions

Course Objectives:

1. To provide students with a comprehensive understanding of corporate valuation techniques and their application in Mergers & Acquisitions (M&A).
2. To equip students with the skills to analyze and value businesses, including startups, mature companies, and distressed assets.
3. To develop an in-depth understanding of the M&A process, including strategic, financial, and legal aspects.
4. To enable students to assess and manage the risks and opportunities associated with M&A transactions in a global context.
5. To prepare students to execute and advise on complex M&A deals, leveraging global best practices.

Course Outcomes:

By the end of this course, students will be able to:

1. Perform detailed corporate valuations using various methodologies, including DCF, comparables, and precedent transactions.
2. Analyze the strategic rationale behind M&A transactions and assess their impact on shareholder value.
3. Understand and apply the legal, regulatory, and tax considerations in M&A transactions across different jurisdictions.
4. Develop and critique deal structures, financing strategies, and negotiation tactics in M&A.
5. Demonstrate the ability to manage post-merger integration and assess the success of M&A transactions.

Unit 1: Introduction to Corporate Valuation: Fundamentals of Valuation: Understanding the purpose and methods of valuation in corporate finance.-Discounted Cash Flow (DCF) Valuation: Detailed exploration of free cash flow, discount rates, and terminal value calculations.-Relative Valuation: Using multiples such as P/E, EV/EBITDA, and others for comparable company analysis.-Precedent Transactions Analysis: Valuation based on historical M&A deals.-Case Studies: Application of various valuation methods in different industries and geographies.

Unit 2: Mergers and Acquisitions - Strategic and Financial Analysis: Types of M&A Transactions: Horizontal, vertical, and conglomerate mergers- Strategic Rationale for M&A: Synergies, market expansion, diversification, and acquiring technology.-Financial Analysis of M&A: Impact on earnings, cash flow, and balance sheet; accretion/dilution analysis.-Valuation in M&A: Premiums paid in M&A deals, control versus minority valuation, and valuation in distressed M&A.-Case Studies: Examination of high-profile M&A transactions and their outcomes.

Unit 3: M&A Process and Deal Structuring: M&A Process Overview: Steps from target identification to deal closing.-Due Diligence: Financial, operational, legal, and cultural due diligence in M&A.-Deal Structuring: Cash vs. stock deals, leveraged buyouts (LBOs), and earnouts.-Negotiation Strategies: Tactics for negotiating M&A deals, including bid strategies and counteroffers.-Case Studies: Analysis of deal structuring and negotiation in successful and failed M&A transactions.

Unit 4: Legal, Regulatory, and Tax Considerations in M&A: Legal Framework: Understanding mergers and acquisition laws across major jurisdictions.-Antitrust and Competition Law: Regulatory scrutiny and approvals in cross-border M&A.-Tax Implications: Tax planning and structuring to optimize M&A transactions.-Cross-Border M&A: Special considerations in international M&A, including currency risk and political risk.-Case Studies: Exploration of legal and regulatory challenges in global M&A deals.

Unit 5: Post-Merger Integration and Measuring Success: Integration Planning: Combining operations, cultures, and systems in M&A.-Change Management: Strategies for managing people and processes during integration-Performance Measurement: Evaluating the success of M&A deals through financial and operational metrics.-Common Pitfalls in M&A: Identifying and mitigating risks in the integration phase.-Case Studies: Real-world examples of successful and failed post-merger integrations.

Recommended Textbooks:

1. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company Inc., Tim Koller, Marc Goedhart, and David Wessels, Wiley.
2. "Mergers, Acquisitions, and Other Restructuring Activities" by Donald DePamphilis, Academic Press.
3. "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by Aswath Damodaran, Wiley Finance.
4. "Mergers & Acquisitions from A to Z" by Andrew J. Sherman, AMACOM.
5. "The Art of M&A, Fifth Edition: A Merger Acquisition Buyout Guide" by Alexandra Reed Lajoux and J. Fred Weston, McGraw-Hill.

Reference Material:

1. "Corporate Valuation for Portfolio Investment: Analyzing Assets, Earnings, Cash Flow, Stock Price, Governance, and Special Situations" by Robert A. G. Monks and Alexandra Reed Lajoux, Wiley.
2. "Applied Mergers and Acquisitions" by Robert F. Bruner, Wiley.
3. "Mergers and Acquisitions: Law, Theory, and Practice" by Claire Hill, Brian JM Quinn, and Steven Davidoff Solomon, West Academic Publishing.
4. "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Paul Pignataro, Wiley Finance.
5. Research papers and articles from journals like the Journal of Corporate Finance, and the Mergers & Acquisitions Review.

407IB26: Sales Promotion and Brand Management

COURSE OBJECTIVES:

1. To focus the students to know about the sales promotions and promotional strategies.
2. To acquaint the students with the brand concepts and global branding strategies.
3. To know about the classifications of advertisement and marketing mix.
4. To enable the students to know the marketing communications.
5. To familiarize about the advertising agencies and its role and to know how to construct the effective advertisement.

COURSE OUTCOMES: On successful completion of this subject the student will be able to

- 1 Explain the sales promotions and promotional strategies.
- 2 Enumerate about the brand concepts and global branding strategies.
- 3 Expound regarding classifications of advertisement and marketing mix.
- 4 Elucidate the marketing communications.
- 5 Define the advertising agencies and its role

Unit I: Sales Promotion: Nature and Importance of Sales Promotion-Role of Sales Promotion in Marketing-Principles and Objectives of Sales Promotion-Types and Strategies of Sales Promotion-Consumer-Oriented vs. Trade-Oriented Sales Promotion-Sales Force-Oriented Sales Promotion-Cross Promotions and Integrated Marketing Communications-Measuring Effectiveness and Integration with Advertising-Metrics for Evaluating Sales Promotion-Integration Strategies with Advertising Campaigns

Unit II: Tools and Techniques of Sales Promotion: Major Tools of Sales Promotion-Samples, Point of Purchase Displays, Demonstrations-Exhibitions, Fashion Shows, Sales Contests-Lotteries, Gifts, Premiums, Rebates, Patronage Rewards-Developing and Evaluating Sales Promotion Programs-Designing Effective Sales Promotion Campaigns-Analyzing Results and Modifying Strategies

Unit III: Personal Selling and Advertising: Nature, Importance, and Role of Personal Selling-Strengths and Weaknesses of Personal Selling-AIDA Model in Personal Selling-Types and Diversity of Salespersons-Selling Situations and Buyer-Seller Dynamics-Industrial Sales Promotion and Surrogate Selling- **Advertising:** Role and Classification of Advertising-Types of Advertisements and Ethical Considerations-Advertising vs. Other Promotional Techniques-Advertising Management and Strategy-Advertising Agency Roles and Functions-Creativity, Budgeting, Message Design, and Media Planning-Evaluating Advertising Effectiveness and Media Strategies

Unit IV: Brand Management: Definition and Concepts of Brand Management- Brand Equity-Brand Identity, Positioning-Building and Managing Brands- -Brand Extension, Co-Branding, and Brand Value.- Brand vs. product vs. service branding- Significance of branding in the global market- Brand Equity and Value- Concept of brand equity

(Aaker, Keller models)-Measuring brand equity-Brand valuation approaches (Interbrand, BrandZ)-Impact of brand equity on global expansion-Brand Positioning and Differentiation-Creating and communicating brand positioning-Positioning strategies for international markets- Global Brand Strategies-Standardization vs. adaptation-Local brands vs. global brands- Role of Social Media in Brand Marketing.

Unit V: Brand Communication, Growth, and Sustainability: Brand Communication and Promotion-Integrated brand communication strategy-Advertising and digital marketing in branding-Brand storytelling and content strategy- Brand Experience and Customer Engagement-Brand touch points and customer journey-Experiential branding- Brand Growth and Innovation-Brand extension and new product development-Managing brand crises and reputation-Rebranding and brand revitalization-Legal and Ethical Aspects of Branding.

TEXT BOOKS:

- 1) Keller (2010)“Strategic Brand Management”, Pearson Education,
- 2) Belch &Belch (2009)“Advertising and Sales Promotion”, Tata McGrawHill

REFERENCE BOOKS:

- 1) Advertising & sales promotion by Kazmi & Batra (Excel books)
- 2) Brand Management by YLR Moorthy, vikas publishing 2010

408IB26: Global Consumer Behavior and CRM

Course Objectives:

1. Understand the nature, types, and impact of consumer behavior on marketing strategy.
2. Explore motives, motivations, and their influence on consumer behavior, including perceptions and online buyer behavior.
3. Examine the process and models of consumer decision-making, including organizational buyer behavior.
4. Define CRM, its types, and explore its evolution and significance in international business.
5. Analyze CRM software features, technologies, and emerging trends, focusing on their impact and implementation strategies.

Course Outcome:

1. Understand the impact of consumer behavior on marketing strategy and identify the various approaches and models used in consumer behavior research.
2. Analyze motives, motivations, and their influence on consumer behavior, including perception challenges and cultural influences in online buyer behavior.
3. Explain the process and significance of consumer decision-making, including organizational buyer behavior and its regulatory influences.
4. Define CRM and its types, and evaluate its significance in international business contexts, including strategies for successful implementation.
5. Evaluate CRM software

Unit I: Introduction to Consumer Behavior: Nature, Importance, and Types of Consumer Behavior-Impact of Consumer Behavior on Marketing Strategy-Consumer Decision-Making Process and Models-Approaches and Models of Consumer Behavior-Economic, Learning, Sociological, and Howard-Sheth Model-Pitfalls in Consumer Behavior Research-Consumer Research Process

Unit II: Motivation and Consumer Behavior: Motives and Motivation in Consumer Behavior-Personal and Social Motives-Personality, Values, and Attitudes-Attitude Formation and Models (Try Component, Multi attribute)-Consumer Perception and Online Buyer Behavior-Challenges in Predicting Behavior-Global Consumer Trends and Cultural Influences-Family Influences and Opinion Leadership

Unit III: Consumer Decision Making: Meaning, Importance, and Process of Consumer Decision Making-Problem Recognition and Purchase Decision-Post-Purchase Behavior and Opinion Leadership-Levels and Models of Consumer Decision Making-Organizational Buyer Behavior-Organizational Purchase Process and Decision Making-Organizational Culture and Regulatory Influences

Unit IV: Customer Relationship Management (CRM): Definition, Significance, and Evolution of CRM-Types: Operational, Analytical, Collaborative CRM-CRM in International Business: Challenges and Opportunities-Key Concepts in CRM-Customer Lifetime Value (CLV), Customer Retention, and Loyalty-Successful CRM Implementation Case Studies-Developing CRM Strategy and Implementation Process

Unit V: CRM Tools, Technologies, and Trends: CRM Software Features and Functionality-Role of Data Analytics, Big Data, and AI in CRM-Customer Data Management and Integration-Selecting and Implementing CRM Software-Criteria, Evaluation, and Best Practices-Impact of Technology on CRM Effectiveness-Metrics, ROI Analysis, and Reporting in CRM-Financial and Non-Financial Benefits-Social CRM, Mobile CRM, Personalization Techniques-Emerging Trends in CRM-Gamification, Omni channel CRM- IoT & AI-Powered CRM -Ethical Considerations in CRM

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.

409IB26: Leadership and Capacity Building

Course Objectives:

1. To understand the core concepts of leadership and its impact on organizational success.
2. To develop leadership skills necessary for leading teams and managing change in an international business environment.
3. To explore capacity building strategies and their implementation in global organizations.
4. To examine modern trends and best practices in leadership and capacity building.
5. To foster the ability to analyze and solve complex leadership and organizational problems.

Course Outcomes:

1. Analyze different leadership styles and their effectiveness in various organizational contexts.
2. Develop and implement leadership strategies for enhancing team performance and organizational growth.
3. Evaluate and apply capacity building frameworks in international business settings.
4. Identify and respond to modern trends in leadership and capacity building.
5. Demonstrate leadership and problem-solving skills in real-world business scenarios.

Unit 1: Foundations of Leadership: Concepts of Leadership-Definition, Importance, and Evolution-Trait Theory, Behavioral Theory, Contingency Theory-Transformational and Transactional Leadership-Leadership Styles and Comparisons-Autocratic, Democratic, Laissez-faire, Situational Leadership-Leadership vs. Management: Distinctions and Interconnections-Case Studies: Leadership Analysis in Global Companies

Unit 2: Leadership Skills and Development: Essential Leadership Skills-Communication, Decision Making, Emotional Intelligence-Conflict Resolution-Leadership Development-Strategies, Programs, and Approaches-Importance of Mentoring and Coaching-Self-Assessment and Personal Development Plans-Case Studies: Leadership Development in Multinational Corporations

Unit 3: Capacity Building in Organizations: Concepts of Capacity Building-Definition, Importance, and Frameworks-Organizational Development Strategies and Interventions-Talent Management: Recruitment, Retention, and Development-Training and Development-Methods, Best Practices, and Innovations-Case Studies: Capacity Building Initiatives in Global Enterprises

Unit 4: Modern Trends in Leadership: Digital Leadership-Leading in the Age of Digital Transformation-Inclusive Leadership: Diversity and Inclusion Strategies-Sustainable Leadership: CSR and Environmental Responsibility-Agile and Global Leadership-Adapting to Change and Managing Cross-Cultural Teams-Case Studies: Examples of Modern Leadership Trends.

Unit 5: Strategic Leadership and Change Management: Strategic Leadership in International Business-Importance and Applications-Vision and Mission Development-Communicating Organizational Vision and Mission-Change Management-Models, Strategies, and Implementation-Leadership in Crisis and Change Resilience-Future Trends: Emerging Issues in Leadership

Recommended Reading:

- Northouse, P. G. (2018). *Leadership: Theory and Practice*.
- Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge*.
- Yukl, G. (2019). *Leadership in Organizations*.
- Senge, P. M. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*.
- Goldsmith, M., & Reiter, M. (2018). *How to Be a Great Boss*.

410IB26: Payroll System and Compensation Management

Course Objectives:

1. To understand the fundamentals of payroll management and compensation systems in organizations.
2. To develop the ability to design, administer, and evaluate payroll systems and compensation packages.
3. To analyze legal compliance and ethical considerations in payroll and compensation management.
4. To explore strategic compensation management to motivate and retain employees.
5. To equip students with practical knowledge of payroll software and payroll-related technology.

Course Outcomes:

1. Explain the components and processes involved in payroll systems.
2. Design effective compensation and benefits structures aligned with organizational goals.
3. Ensure compliance with legal and statutory requirements in payroll administration.
4. Evaluate different compensation strategies and their impact on employee motivation.
5. Use technology tools to manage payroll efficiently and accurately.

Unit:1 Introduction to Payroll Systems: Overview and Importance of Payroll Management-Components of Payroll: Basic Pay, Allowances, Deductions-Payroll Process Flow-Payroll Cycle and Timelines-Role of Payroll in HR and Finance Functions-Introduction to Payroll Software and Automation-Legal and Regulatory Framework of Payroll-Statutory Requirements: Provident Fund (PF), Employees' State Insurance (ESI), Professional Tax, Income Tax-Labour Laws Affecting Payroll: Minimum Wages Act, Payment of Wages Act,-Bonus Act-Compliance and Reporting Requirements-Payroll Audits and Controls-Ethical Issues and Confidentiality in Payroll.

Unit: 2 Payroll Management Technology and Future Trends: Payroll Software and ERP Systems Integration-Automation in Payroll Processing-Use of AI and Analytics in Compensation Management-Global Payroll Management Challenges-Emerging Trends: Flexible Benefits, Gig Economy Compensation-Case Studies on Payroll Systems and Compensation Practices

Unit 3: Introduction to Compensation and Reward Management: Definition and Importance-Overview of Compensation and Reward Management-Components: Base Pay, Variable Pay, Benefits, Non-monetary Rewards-Theories: Equity Theory, Expectancy Theory, Reinforcement Theory-Legal and Ethical Considerations **Designing Compensation Systems**-Job Analysis and Job Evaluation- Methods and Application-Pay Structures: Internal and External Equity-Compensation Strategies: Skill-based Pay, Competency-based Pay, Market-based Pay-Designing Executive Compensation Packages.

Unit 4: International Compensation and Benefits: Challenges in International Compensation-Cultural Differences, Economic Conditions, Legal Frameworks-Approaches: Global, Local, Hybrid-Expatriate Compensation: Components and Considerations-Comparative Analysis of Compensation Practices-**Performance-Based Pay and Incentive Systems**-Performance Appraisal Methods-Impact on Compensation Decisions-Individual and Group Incentive Plans-Sales Compensation Plans-Challenges and Best Practices in Linking Pay to Performance

Unit 5: Modern Trends and Innovations in Pay roll system and Compensation Management: Digital Transformation in Compensation Management-Use of Analytics and Big Data-Flexible Benefits and Total Rewards Approach-Trends in Executive Compensation and Corporate Governance-Emerging Trends: Gig Economy, Remote Work Compensation Strategies-Latest Payroll System Tools: ADP Workforce Now, Workday HCM , Gusto, -Latest Compensation Systems: SAP Success Factors Compensation, SAP Success Factors Compensation, Salary.com Comp Analyst, pay scale.

Suggested Books:

1. **Milkovich, George T., Newman, Jerry M., & Gerhart, Barry.***Compensation* (12th Edition). McGraw-Hill Education, 2020.
2. **Armstrong, Michael.***Armstrong's Handbook of Compensation Management Practice* (14th Edition). Kogan Page, 2017.
3. **Bohlander, George, & Snell, Scott.***Principles of Human Resource Management* (17th Edition). Cengage Learning, 2019.
4. **Gupta, C.B.***Human Resource Management*. Sultan Chand & Sons, 2020.
5. **Singh, P., & Singh, S.***Payroll Management and Payroll Accounting*. Taxmann Publications, 2021.

Recommended Readings:

1. "Compensation" by George Milkovich, Jerry Newman, and Barry Gerhart.
2. "Strategic Compensation: A Human Resource Management Approach" by Joseph J. Martocchio.
3. "Total Rewards: Compensating and Recognizing Employees" by Michael Armstrong and Helen Murlis.

411IB26: Maritime Logistics Management

Course Objectives:

1. To understand the global maritime transport industry and its role in international trade.
2. To analyse the operational, regulatory, and strategic dimensions of maritime logistics.
3. To evaluate the roles of ports, shipping companies, freight forwarders, and related stakeholders.
4. To examine modern trends such as digitalization, sustainability, and risk management in maritime logistics.
5. To apply strategic and operational concepts for decision-making in international maritime logistics.

Course Outcomes (COs):

1. CO1: Understand the structure and significance of maritime logistics in international trade.
2. CO2: Analyze the operational and strategic roles of ports and shipping companies.
3. CO3: Apply maritime economics concepts to shipping operations and cost management.
4. CO4: Evaluate legal and regulatory compliance and risk management in maritime logistics.
5. CO5: Examine emerging trends and make strategic decisions in maritime logistics.

UNIT 1: Introduction to Maritime Logistics **Maritime Logistics:** Definition, scope, objectives, and evolution of maritime logistics- Role of maritime transport in international trade- Global shipping routes and trade lanes Types of cargo: bulk, break-bulk, containerized- Players in maritime logistics: shipping lines, NVOCCs, freight forwarders-Concept, objectives, Importance and relevance to global marketing-and Supply chain management- Coastal and Ocean transportation- borne Transport- Global Sea Routes and the trade volume-

UNIT-2: Shipping Operations and Maritime Transport Economics : Shipping transport -Characteristics of shipping transport- Types of Ships- • Shipping company operations and fleet management- Vessel types: container, tanker, bulk carrier, Ro-Ro- Liner vs. tramp shipping- Freight rate mechanisms and chartering (spot, time, voyage)- Cost structure in shipping and economies of scale Container, Roll-on/roll-off (ro-ro) vessels, General cargo ships, Bulk carriers, Tankers, etc.- Busiest Sea routes: East-West and North-South and Intra Region- International Maritime Organization (IMO): Formation and functions-Regulations concerning dangerous and polluting cargoes- Container Shortages and Freight Rate Volatility.

UNIT-3 :Chartering Principles and Practices – Types of Charters- Voyage, Time and Bare Boat charters- Freight Determination and Determinants- Conference System Vs Competitive System- Freight structure and practice – Rate Dynamics- Multi-modal Transport system- Technological Developments in ocean transportation: Size, Tracking, Speed and Security.

UNIT 4: Maritime Law, Regulations, and Risk Management: Carriage of Goods by Sea and Liability- Hague-Visby Rules, Hamburg Rules, Rotterdam Rules- Port State Control and Vessel Compliance- IMO conventions , SOLAS (Safety of Life at Sea), MARPOL (Pollution prevention), ISPS Code (Security) -IMO, SOLAS, MARPOL, ISPS Code- INCOTERMS and bills of lading- Marine insurance and claims- Piracy, security risks, and sanctions- Environmental and safety compliance- Jurisdiction and Dispute Resolution- Port Congestion and Infrastructure Bottlenecks- Shipping Alliances and Consolidation.

UNIT 5: Emerging Trends and Strategic Issues in Maritime Logistics: Digital transformation: Blockchain, IoT, AI in maritime- green shipping and carbon footprint reduction-Decarbonization and alternative fuels-Strategic alliances and mergers in shipping-Geopolitical issues and trade disruptions

References:

1. Stopford, M. (2009). Title: *Maritime Economics* (3rd Edition), Publisher: Routledge
2. Branch, A. E. (2007). Title: *Elements of Shipping* (8th Edition) Publisher: Routledge
3. Song, D. W., & Panayides, P. M. (2015). Title: *Maritime Logistics: A Guide to Contemporary Shipping and Port Management* Publisher: Kogan Page
4. Rodrigue, J.-P. (2020). Title: *The Geography of Transport Systems* (5th Edition) Publisher: Routledge - Free online version available: <https://transportgeography.org>
5. Brooks, M. R., & Pallis, A. A. (2008). Title: *Globalisation, Institutions and Maritime Transport Developments in International Trade*, Publisher: Elsevier
6. Alderton, P. M. (2011). Title: *Reeds Sea Transport: Operation and Economics* (6th Edition) Publisher: Bloomsbury
7. UNCTAD. (Annual). Title: *Review of Maritime Transport* Publisher: United Nations Conference on Trade and Development (UNCTAD). Access: <https://unctad.org>
8. International Maritime Organization (IMO). Title: *International Conventions and Codes* SOLAS (Safety of Life at Sea) MARPOL (Pollution Prevention) ISPS Code (Security) Publisher: IMO

412IB26: Chain Analytics and Applied GIS

Course Objectives

1. To familiarize students with key concepts of supply chain analytics, its tools, frameworks, and its impact on material, money, information, and ownership flows in SCM.
2. To provide students with knowledge of optimization and simulation approaches, modeling software, and practical applications of spreadsheet modeling for supply chain decision-making.
3. To teach students forecasting models such as regression, exponential smoothing, ARIMA, and data-driven inventory optimization, along with network planning and logistics design concepts.
4. To impart foundational knowledge of GIS concepts, data acquisition, major GIS software, and data input methods relevant to spatial data analysis.
5. To develop skills in handling spatial and attribute data, performing queries, classifications, overlays, network and terrain analysis, and applying GIS in business and land information systems.

Course Outcomes

1. Explain the significance of supply chain analytics and utilize relevant tools to analyze material, money, and information flows.
2. Apply mathematical modeling and simulation techniques using spreadsheet tools to optimize supply chain decisions.
3. Develop and interpret predictive forecasting models and design logistics networks using prescriptive analytics approaches.
4. Demonstrate understanding of GIS principles, data acquisition, and software tools for spatial data management.
5. Perform advanced GIS spatial analyses such as buffering, overlay, network and terrain analysis to support decision-making in supply chain contexts.

Unit-1: Importance of Analytics in SCM: Context of today's Supply Chains (SC) analytics, Understanding the Supply Chain Analytics (SCA), Revisions of Basic of Supply Chain Management, Important of Analytics in Supply Chain, relating operations Management with Supply Chain Concepts with SC Analytics, The Importance of Supply Chain Analytics in the Flows Involving Material, Money, Information and Ownership. Framework of Supply Chain Analytics:Supply Chain Analytics Tools, Key Issues in Supply Chain Analytics, What Involves in Supply Chain Analytics, Concept of Descriptive Analytics in a Supply Chain, Bullwhip Effect in SCM, Decision Domains in Supply Chain Analytics, Overview of SAP Supply Chain Analytics modules and its Functionalities. Uses of Spreadsheet / Tableau in Supply chain Analytics.

Unit-2: Modelling and Simulations for Supply Chain Analytics: Introduction to Modelling, Approaches for Optimization and Simulation, Modelling Software, Supply Chain Decisions that Requires Mathematical or Interpretative Modelling. Understanding of Data and its Role in Analytics of a Transportation Problem in a Supply Chain. Managerial Implications of the Results of Analytics. Spreadsheet Modelling for Supply Chain

UNIT-3: Predictive Modelling in Supply Chain: Forecasting for Supply Chain Planning and Management, Review of Multiple Regression and Stepwise Selection of Predictive Variables, Identification of Variables in a Forecasting Model, Exponential Smoothing Forecasting Models, Introduction to ARIMA Modelling, Data

Driven Inventory Optimization. Uses of Spreadsheet for Statistical Analysis (Lab Work). Prescriptive Analytics in SCM:Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain. Performance Optimisation in SCM, Information Technology in SCM.

Unit-4 : Introduction to Applied GIS -Meaning and Definition – Principles – Concepts –Components of GIS, Functions of GIS , Uses of GIS ; Important GIS Vendors – ESRI – ArcGIS, MAPINFO, GEOMEDIA - Open-source GIS-QGIS- Data sources (Open Source for Vector data - glcf, Google Earth, Bing Maps, Bhuvan for Raster data) Data acquisition from data sources – (Topographic, Cartographic, remotely sensed, Census, other records and Surveys). Data input -Scanning, Registration, Digitizing, Editing.

Unit-5:GIS data Applications: Spatial and Attribute data. Data types- spatial, attribute, topology - Spatial data models – Raster and vector – advantages and disadvantages Data conversion. R2V, V2R. shp, dxf etc., Attribute- GIS data analysis – Query(onscreen query, attribute query, spatial query) Classification, reclass, Overlay, Buffer, interpolation Advanced analysis – Network analysis , Terrain analysis, Morphometric analysis- creation of TIN and DEM and multi criteria evaluation (MCE)- GIS Application: GIS as a Decision Support System, GIS for Business solutions, application of GIS in Land Information System and site suitability analysis, probability analysis, Location and Network analysis.

Suggested Readings

1. Sunil Chopra and Peter Meindle, Supply Chain Management (Pearson)
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi,
4. Rahul Saxena & Anand Srinivasan, Business Analytics
5. Lora M. Cecere, Supply Chain Metrics that Matter(Wiley).

Duration of the Programme:

Minimum: Two Academic Years from the year of joining of the course (Four Semesters).
Maximum: Five Academic Years from year of joining of the course for securing First Class or Second Class.

INSTRUCTIONAL DESIGN :

Instructional delivery mechanism:

University has its own faculty for MBA department and all the faculty members will act as resource persons. Counselling session for theory is 12 hours for each course. Our University has blended mode delivery mechanism i.e., ICT and Conventional modes.

Media of delivery mechanisms:

- **Printing:** The study material delivery media include Printing of books which are issued to the students who are enrolled for the programme.
- **conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.
- **Interactive sessions, and Discussion boards:** In distance Education, for each course 12 hours face to face contact between the learners and their tutors and therefore interactive sessions are conducted. The purpose of such interactive session is to answer some of the questions and clarify doubts that may not be possible in other means of communication. This programme provides an opportunity to meet other fellow students. The Counsellors at the study centres are expected to provide guidance to the students. The interactive sessions are conducted during week ends and vacations to enable the working students to attend.
- **Student support services:** Student support services include Internet enabled student support services like e-mails, SMS and even an app is planned. Student feed back mechanism is created and feed back is designed. Student Learning Managemnet Sysyem (LMS) is customized to every student. For every student customized examination management system (EMS) is also created facilitatiog self evaluation, demo tests, model question papers and periodical Internal Assessments.
- **Credit System:** University has adopted Choice Based Credit System (CBSE) under semester mode from 2013. The same has been approved by relevant Statuatory boards in Distance mode also.
- **Admission procedure:**
- **Eligibility Criteria:** The eligibility for admission into this course is admissions are governed by the rules and regulations that are issued by Andhra Pradesh State Council for Higher Education (APSCHE) from time to time. Eligibility is pass in AP-ICET or ANUCDE Entrance Test and pass in any Bachelor Degree with 50% aggregate (45% for BC, SC & ST) (other than BFA & BOL) with Mathematics at 10th or Inter or Degree.
- **Fee Structure:** The total two years programme fee is Rs. 47,700/-.

- **Policy of programme delivery:** Our University has blended mode delivery mechanism i.e., ICT and Conventional modes. In conventional mode printed material is given and also online mode of delivery with learning management system is adopted.
- **Activity planner:** There is an yearly academic plan and as per plan interactive sessions, assignments, examinations etc are conducted to the candidates.
- **Evaluation System:** Periodical progress of learning is evaluated by web based feed back mechanism in the Learning Management System. Evaluation of learner progress is conducted as follows:
 - (i) The examination has two components i.e., continuous evaluation by way of assignments (30 %) and term end University Examination (70 %).
 - (ii) Each student has to complete and submit assignment in each of the theory paper before appearing to the term end examination. The term end examination shall be of 3 hours duration.
 - (iii) Minimum qualifying marks in each paper is 40 % individually in internal and term end examination. The candidates who get 60 % and above will be declared as pass in First Division, 50 % to below 60 % as Second Division and 40 % to below 50 % as Third Division.
 - (iv) The Centre for Distance Education, Acharya Nagarjuna University will conduct the examinations, evaluations and issue certificates to the successful candidates.
 - (v) All the term end examinations will be conducted at the examination centres fixed by the CDE.
 - (vi) Qualitatively the examinations conducted for the students of the Distance Education are on par with the examinations conducted for the regular University students.

LIBRARY SUPPORT AND LIBRARY RESOURCES :

The MBA programme is based on the theory and does not contain practical papers. Hence, no need of Laboratory support. However, University Library is accessible to all the students of distance education. University provides computer library facility with internet facility to learners for their learning. Additionally every department in the University has a well equipped library which is accessible to all the students. CDE also provides a compendium of web resources to every student to support learning.

COST ESTIMATE :

The Programme fee for I year is Rs.23,000/-, and II year is Rs. 24,700/. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

QUALITY ASSURANCE : Quality assurance comprises the policies, procedures and mechanisms which specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed

learning outcomes aimed at making the learner industry ready also for career advancement, enterpreneurial development, and as wealth creators. There is a continuous evaluation of learning and of competence internally and also by ICT enabled feed back mechanism and Centre for Internal Quality Assurance (CIQA). The University ensures maintaining quality in education provided through open and distance learning mode. As per the need of the information society and professional requirement, the University ensures to change the mechanism from time to time along with enhancement of standard in course curriculum and instructional design. Therefor, the outcomes of the programme can meet the challenges in the changing society.


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