

SCHEME OF EXAMINATION
&
SYLLABUS
OF
MASTER OF BUSINESS ADMINISTRATION
(INTERNATIONAL BUSINESS)
(MBA-IB)
FOR
ACADEMIC SESSION 2021-22 ONWARDS



GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Dwarka, New Delhi-110 078 (INDIA)
www.ipu.ac.in

w.e.f. academic session 2021-22

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PROGRAMME: MBA (INTERNATIONAL BUSINESS)

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Programme Specific Outcomes (PSOs)	
PSO 1	Analyze International Business Environment
PSO 2	Understand International Marketing, International Finance and International Human Resource Management
PSO 3	Analyze Foreign Trade Policy and Procedures
PSO 4	Understand Global Competitiveness Environment and role of Trade Grouping

Programme Outcomes (POs)	
PO 1	Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.
PO 2	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.
PO 3	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.
PO 4	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals
PO 5	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach
PO 6	Identify and recommend the information technology based interventions to achieve organizational goals
PO 7	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare
PO 8	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead team
PO 9	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION -International Business (MBA-IB)

Criteria for Internal Assessment

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

Class Test*

15 marks

(Will be a written test to be conducted on the date communicated by the University as per Academic Calendar for the Class Test, except for the Fourth Semester where the dates will be decided by the concerned institute/school).

Individual Participation/ Presentation/ Viva-Voce/Group Discussion/
Role Play/ Quizzes

10 marks

*Record to be maintained by faculty and made available as and when required.

Note: The Scheme and Syllabus is as per the Ordinance 11 of the University.

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Third Semester					
Course Code	Course Title	Lecture	T/P	Credits	Types of Course
MIB 201	International Strategic Management	3		3	Core
MIB 203	Global Insurance and Risk Management	3		3	Core
MIB 205	International Supply Chain Management & Logistics	3		3	Core
MIB 207	Overseas Project Management	3		3	Core & interdisciplinary
MIB209	Entrepreneurship Development and Startups	3		3	Core & interdisciplinary
MIB 211	Global Business Ethics and Corporate Governance	3		3	Core & Interdisciplinary
	Elective - I – (Marketing / Finance/ HR)	3		3	Discipline Specific elective
	Elective - II (Marketing / Finance/ HR)	3		3	Discipline Specific elective
	Elective - III – (Marketing / Finance/ HR)	3		3	Discipline Specific elective
MIB 243	Foreign Language* Part 2 (French)	1		1	NUES
MIB 245	Summer Training Report	-		4	Ability Skill enhancement
	Total	28		32	
Open Courses Offered Under CBCS Scheme					
**MIB 205	International Supply Chain Management & Logistics	3		3	
**MIB 207	Overseas Project Management	3		3	
**MIB209	Entrepreneurship Development and Startups	3		3	

Note:

1. All students must specialize in one functional area. Studying in total 6 papers, 3 in the third semester and 3 in the fourth semester.
2. For Project Dissertation to be done in 4th Semester, the allocation of Project Guide and selection of Topic will be done in the 03rd Semester and notified.
3. Students of University Schools or affiliated colleges can take a maximum of two open courses in one semester.
4. The Students can undertake Education cum Industrial Tour to any station within India or Abroad (optional) with the prior permission of Dean/Director.

List of Electives:-

Marketing

MIB 213 Global Buyer Behavior

MIB 215 International Sales Promotion and Brand Management

MIB 217 International Customer Relationship Management

MIB 219 International Retail Management

IB 221 International Marketing Research

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Finance

MIB 223 Global Financial Markets & Instruments

MIB 225 Global Mergers and Acquisitions

MIB 227 International Investment & Portfolio Management

MIB 229 International Banking

MIB 231 Financing of International Trade

HR

MIB 233 International Strategic Human Resource Management

MIB 235 Global Leadership & Skills Development

MIB 237 Technologies for HR Value Creation and Management

MIB 239 Global Human Resource and Organizational Development

MIB 241 Advanced Behavioral Science

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Fourth Semester					
Course Code	Course Title	Lecture	T/P	Credits	Types of course
MIB 202	Innovation and E-Business Management	3		3	Core
MIB 204	Project Dissertation			6	Ability enhancement course
	Elective - IV- (Marketing / Finance/ HR)	3		3	Discipline Specific Elective
	Elective - V- (Marketing / Finance/ HR)	3		3	Discipline Specific Elective
	Elective - VI - (Marketing / Finance/ HR)	3		3	Discipline Specific Elective
	Total	12		18	

List of Electives:-

Marketing

MIB 206 International Environment Marketing
MIB 208 International B2B Marketing
MIB 210 International Sales and Distribution Management
MIB 212 Digital Marketing for International Business
MIB 214 Marketing Analytics for International Business

Finance

MIB 216 Investment Banking
MIB 218 International Accounting
MIB 220 Financial Analytics for International Business
MIB 222 Foreign Exchange Management
MIB 224 New Venture Creation and Financing Decisions

HR

MIB 226 International Performance Management Systems
MIB 228 HR Analytics for International Business
MIB 230 Training and Development for International Business
MIB 232 HRD Score Card 2500
MIB 234 Human Resource Accounting

Total Credits of MBA (IB Program) works out to be 108 credited and to earn a degree students are required to get 102 credits

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THIRD SEMESTER

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

INTERNATIONAL STRATEGIC MANAGEMENT

Course Code: MIB 201

L-03

Credits -03

Objective: To develop student to evaluate and formulate strategies at International corporate level and to teach the importance of leadership quality required for making strategic decision.

Course Outcomes:

CO1	Evaluate and control the strategic management process
CO2	Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
CO3	Demonstrate a capability of taking decisions in dynamic business in International landscape.
CO4	formulate and implement a diverse set of strategies

Course Contents:

Unit I: Strategic Management: overview, Introduction to global strategic management; Internationalization theory and practices, Industry analysis and competitive dynamics; Resource based view and core competencies; Country analysis and competitiveness, Strategic Models. (10 Hours)

Unit II: Strategy Formulation: Environmental & Functional analysis, strategic decision making process, factors influencing strategic decision making in global perspective, types of strategy: Business, Corporate & Internationalisation; strategy for emerging markets, competitive advantage and strategic formulation. (10 Hours)

Unit III: Strategy Implementation: Role of culture in corporate world, International Manager's role and environment, Developing international management capabilities, Management of International relations, Organisational Structure and system, strategic leadership, managing innovation and fostering corporate entrepreneurship. (12 Hours)

Unit IV: Strategy Evaluation: Criteria for strategy evaluation; strategic control; techniques of strategic evaluation and control, Global issues in strategic management, Corporate Governance, Competitive evaluation and competitive position, Strategic collaborations: issues and challenges. (10 Hours)

Suggested Readings (All Latest Edition)

1. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. Strategic management: Concepts and cases: Competitiveness and globalization. Cengage Learning.

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2. Thompson Jr, A. A., & strickland III, A. J. Strategic management: Concepts and cases. McGraw Hill.
3. Frynas, J. G., & Mellahi, K. Global strategic management. Oxford University Press, USA.
4. Ungson, G. R., & Wong, Y. Y. Global strategic management. Routledge.
5. Hill, C. W., Jones, G. R., & Schilling, M. A. Strategic management: theory& cases: an integrated approach. Cengage Learning.
6. Dess, G., Eisner, A., Lumpkin, G. T., & McNamara, G. Strategic management: Creating competitive advantages. McGraw-Hill Higher Education.



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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
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GLOBAL INSURANCE AND RISK MANAGEMENT

Course Code: MIB 203

L-03

Credits – 03

Objective: The objective of this course is to learn basic principles of global insurance and risk management and contemporary issues related to insurance.

Course Outcomes:

CO1	To provide an understanding and an appreciation of the principles and practices of risk management
CO2	To enable production of the optimum strategy for the handling of risk in an organization.
CO3	To identify and categories the various risks face by an organization
CO4	Design a risk management program for a business organization

Course Contents

Unit I: Nature and History of Insurance Business: Insurance Business in India, Europe, UK and USA; Insurance Act 1938; General insurance business – Nationalisation, Insurance as a social security tool, Insurance and economic development, IRDA, Entry of private players into Insurance business; Principles of Legal aspects of Insurance – Principles of Insurable Interest – Principles of Utmost Good Faith – Principles of Indemnity – Principles of Subrogation – Doctrine of Proximate Cause – Tariff Advisory Committee – Legal Aspects of Life Assurance – Global Insurance Regulatory Frame work. (10 hours)

Unit II: Insurance and Risk: Introduction to Insurance, Insurable risk, Types of Insurance, Social and Economic benefits of insurance, Government and Controlling Authorities, Legal aspects of insurance, essentials of insurance contracts, Classification of insurance, Claim Management. Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk, Risks for Financial Institutions, Classifying Pure risks, Risk Management Process, Risk management objectives, Risk retention and risk transfer, Levels of risk management, Corporate risk management (10 hours)

Unit III: Financial Aspects of Insurance Companies: Financial objective of an insurance Company, responsibilities of insurance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical provision, Risk Margin, Reinsurance: Hedging, Role of Re-

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insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company (12 hours)

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Unit IV: International Risk Management: Risk Management Information System (RMIS), RMIS fundamental concepts, Evolution of RMIS, components, potential benefits and limitations of RMIS, Designing RMIS, Implementing RMIS, Managing RMIS, Special features of international risk management, International insurance programmes for multinational corporations (10 hours)

Suggested Readings (All latest editions)

1. Gupta, P. K. Essentials of Insurance and Risk Management. Himalaya Publishing House
2. Arunajatesan S., & Viswanathan, T. R. Risk Management and Insurance. Trinity Press
3. Harrington, S. E., & Niehaus, G. R. Risk management and insurance. McGraw Hill
4. LOOMBA, J. Risk Management and Insurance Planning. PHI Learning Pvt. Ltd.
5. Dorfman, M. S., & Cather, D. A. Introduction to Risk Management and Insurance. Pearson Prentice Hall
6. Rejda, G. E. & McNamara, M. J. Principles of Risk Management & Insurance. Pearson



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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
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INTERNATIONAL SUPPLY CHAIN MANAGEMENT & LOGISTICS

Course Code: MIB 205

L-03

Credits –03

Objective: To impart knowledge of supply chain management concepts and approaches in order to address issues and problems related to the management of demand and supply of goods and services, as well as to develop skills that aid in understanding how the theories work nationally and internationally.

Course Outcomes:

CO1	Understand the fundamentals of supply chain elements and functions, as well as planning and designing of supply chain network.
CO2	Analyze how supply chain decisions about facility location can be applied to different industries and design the supply chain.
CO3	Comprehend the role of customer relationship management, logistics, IT in supply chain, supply chain IT framework, and supply chain coordination.
CO4	Analyze the concepts in achieving the sustainable goals in International Supply Chain Management

Course Contents

Unit I: Supply Chain Management (SCM): Basic Concepts, Issues in SCM; Evolution of Supply Chain; Elements of Supply Chain; Supply Chain Processes; Supply chain network; Designing the supply chain network; Framework for structuring a Supply Chain; Factors influencing supply chain network; Sourcing Internationally; Sub-contracting within an International Dimension; Physical Distribution network in an International Operation Approach; International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, International Retailing.

(11 Hours)

Unit II: Logistics Framework & Network Design for International Operations: Logistics: Concept, Objective and Scope; Inbound and Outbound logistics; Transportation network design; International Logistics Network Configuration; Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach; Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Logistics Service Firms and Third & Fourth Party Logistics.

(10 Hours)

Unit III: Supply Chain Planning and Coordination & Role of IT: Procurement Management & Planning; Agile Supply Chain; Locating logistics Facility; Selection and Management of Suppliers; Supplier relationship management; Sourcing decisions in Supply Chain: Role of sourcing in supply chain, Role of IT in sourcing; Customer relationship management; International issues in Supply Chain and Transportation; Role of IT in logistics & supply chain; Information management for International logistics: IT & SEM, EDI; The International LIS/LITS: Capabilities and Limitations, Characteristics of Logistics Information

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and Telecommunications Systems; Supply chain coordination: Bullwhip effect, Obstacles to coordination in Supply Chain, Strategic Partnership, CPFR, Role of IT in Coordination.

(12 Hours)

Unit IV: International Supply Chain Management: Introduction of International SCM; Decision Tools for International SCM; International Supply Chain Transportation; International Supply Chain Strategy; International Reverse SCM; Issues in international reverse SCM; Performance Measurement and Evaluation in International Logistics: Key Activities of International SCM, Organizational Structure for International Logistics Excellence; Best management practices in International SCM; Future of SCM nationally & internationally: Sustainable SCM.

(9 Hours)

Suggested Readings (All latest editions)

1. Chopra S., & Meindl, P. Supply chain management: strategy, planning, and operation. Pearson Education India: India
2. Simchi-Levi, D. Designing and managing the supply chain. USA: McGraw-Hill.
3. Jacobs, F. R. & Chase, R. B. Operations and supply chain management New York, NY: McGraw-Hill/Irwin.
4. Mangan J., Lalwani C., Calatayud A. Global Logistics and Supply Chain Management, Wiley & Sons
5. Rajat K. Baisya, Integrated Supply Chain and Logistics Management, Sage
6. Branch, A. E. Global supply chain management and international logistics. Routledge.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
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OVERSEAS PROJECT MANAGEMENT

Course Code: MIB 207

L-03

Credits – 03

Objective: The course is designed to help students grasp the concept of project management and how to use various tools and approaches to manage a project from planning to completion while adhering to national and international standards..

Course Outcomes:

CO1	Understand what a project is, the importance of structuring work in projects and programmes, and the importance of project managers in managing ALL internal and external stakeholders.
CO2	Acquire the knowledge and skills necessary to manage an industrial project more efficiently in the role of Project Manager
CO3	Apply the tools commonly used in Projects to Manage time, cost, risk and quality in a Project
CO4	Understand how a project's activities and outcomes relate with a company's regular business operations
CO5	Manage the challenges faced in International projects as opposed to locally based projects.

Course Contents

Unit I: Introduction to Project Management and Planning: Project management: Project initiation- introduction – understanding project management – project life cycle – systems theory and concepts of project management – organizational structures for project management – project selection – role of project manager – project planning – conflict – negotiation.

Overseas Project planning - project planning as a value adding activity - process of project planning - managing the planning process - communicating project plans - dealing with increased complexity through net work diagrams - Analyzing the network - Activity on Nodes diagramming- Dealing with the uncertainty, International Standards & its role in project management
(12 Hours)

Unit II: Implementation and Feasibility: Overseas Project implementation: Budgeting and cost estimation – scheduling of projects – PERT – CPM – Resource & Cost control in project management – project management information systems – Gantt Charts.

Overseas Project feasibility study- Market Feasibility- Technical Feasibility-Financial Feasibility Economic Feasibility-Critical Success factors
(10 Hours)

Unit III: Project Risk & Performance Management : The Project Risk Plan: Identification of Project Risks, Evaluation of probabilities and impact of risks, Risk matrix analysis, Strategies to manage risks, Project Performance Measurement & Evaluation, Benefits and Challenges of Performance Measurement & Evaluation, Project Control Process, Stakeholder Management.
(10 Hours)

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Unit IV: Overseas Project Management in New Era: International project management – project auditing – project audit life cycle – project management selection – training – project termination - process of termination – project management in practice – challenges of International projects- project management in new millennium. **(10 Hours)**

Suggested Readings (All latest editions)

1. Cleland, D. I., & Gareis, R. Global project management handbook: Planning, organizing, and controlling international projects. McGraw-Hill Education.
2. Koster, K. International Project Management. SAGE Publications
3. Larson, E. W., Gray, C. F., & Desai, G. V. Project management: The managerial process. McGraw-Hill.
4. Chandra, P. Project Planning, Analysis, Selection, implementation and Review. Tata McGraw Hill
5. Patel, B. M. Project Management: Strategic financial planning, evaluation and control. Vikas Publishing House Pvt Ltd.
6. Binder, J. Global project management: communication, collaboration and management across borders. Routledge..

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
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ENTREPRENEURSHIP DEVELOPMENT AND STARTUPS

Course Code: MIB 209

L-03

Credits – 03

Objective: To develop business acumen and make students as a strategic thinker who can make successful business plan.

Course Outcomes:

CO1	Prepare business plan using latest tools like business model canvas.
CO2	Create the mindset for the identification of business opportunities.
CO3	Understand the various govt schemes for the development of enterprises/start-ups.
CO4	Prepare financial plan for the funding support from Govt. agencies.

Course Contents

Unit I: Entrepreneurship and Startups: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs and Startups; Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur Vs. Administrator. **(12 Hours)**

Unit II: Globalisation, Culture and International Entrepreneurship: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Problems encountered when entering new country; Conducting Feasibility Studies; Business Plan Formulation; Format of Business Plan with Practical example. **(10 Hours)**

Unit III: International Business Opportunities: selecting business opportunities, market analysis, alternative market entry strategies; Market selection strategy; Sources of capital for new ventures; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal, Creating value from internal processes. **(10 Hours)**

Unit IV: Global Operations and Strategies: The global monetary system, global marketing and R&D, Global HRM, managing cross-functional team, implementing and managing global entrepreneurial strategies, controlling foreign operations change. **(10 Hours)**

Suggested Readings (All latest editions)

1. Kuratko, D. F. Entrepreneurship: Theory, process, and practice. Cengage learning.
2. Holt, D. H. Entrepreneurship: New venture creation. Pearson Education.
3. Hisrich, R. D. International entrepreneurship: starting, developing, and managing a global venture. Sage Publications.

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4. Charantimath, P. M. Entrepreneurship development and small business enterprises. Pearson Education India.
5. Scarborough, N.M. & Cornwall, J.R., Essentials of Entrepreneurship and Small Business Management, Pearson Education.
6. Ahmad, A. J. Entrepreneurship in Developing and Emerging Economies, SAGE Publications Pvt. Ltd

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GLOBAL BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code: MIB 211

L-03

Credits – 03

Objective: To understand the global business ethics and corporate governance and its importance to run successful business, provide knowledge in various mechanism and application on corporate governance.

Course Outcomes:

CO1	To demonstrate professional ethics in day to day work activities and take ethical business decisions
CO2	To evaluate the impact of ethical issues on global business.
CO3	Able to identify how companies develop, implement, and enforce ethical standards.
CO4	Understand how to adhere to the compliance mechanisms and frameworks of corporate Governance as per global standards

Course Contents:

Unit I: Ethics: Definition, Meaning and understanding of ethics; Types of ethics; Sources of ethics; Significance of ethics; Business ethics; Objectives of business ethics; Factors influencing business ethics globally; Morality and ethics, characteristics of ethical organisation. (10 hours)

Unit II: Value System: The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics. (10 Hours)

Unit III: Ethical Laws: Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behaviour, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and wellbeing of Customers, Role of international bodies in establishing model codes of conduct, Cross-cultural ethical dilemmas and their resolutions. (12 hours)

Unit IV: Corporate Governance: Issues, need, corporate governance code, theories, transparency & disclosure, role of auditors, board of directors and shareholders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility, Governance ratings, future of governance: innovative practices, global corporate governance failures: case analysis. (10 hours)

Suggested Readings (All latest editions)

1. S.K. Bhatia, Business Ethics and Corporate Governance. Deep & Deep Publications

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2. Fernando A.C., Business Ethics and Corporate Governance, Pearson
3. G. J. Deon Rossouw , Alejo José G. Sison, Global Perspectives on Ethics of Corporate Governance, Palgrave macmillan
4. Jyotsna Ghildiyal Bijalwan, Ramesh Chandra Joshi, Business Ethics and Corporate Governance, McGraw-Hill Education
5. Andrew Crane, Dirk Matten, Business Ethics, Oxford University Press
6. Donald H. Chew & Stuart L. Gillan, Global Corporate Governance, Columbia Business School



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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

FOREIGN LANGUAGE-PART II- FRENCH

Course Code: MIB 243

L-01

Credits – 01

Objective : To Demonstrate advanced proficiency in spoken and written French, the ability to read critically, interpret analytically, speak persuasively, and write coherently about visual and literary texts produced in the French-speaking world, get familiarity with methodological approaches in the study of literary and cultural texts, such as close reading, socio-historical contextualization, and literary and cultural theory and apply skills necessary for scholarly research and writing in the Humanities.

Course Outcomes:

CO1	Combine sentences and phrases to express opinions on topics related to the self, personal interest, and everyday life;
CO2	Ask and answer questions about the self, personal interest, everyday life, and the immediate environment, orally and in writing;
CO3	Talk about familiar topics related to the self, personal interest and everyday life, using linked sentences with a moderate level of accuracy both orally and in writing;
CO4	Identify the main point and basic supporting details of level-appropriate authentic texts

Course Contents:

Unit I: Official Information: Understanding more about the surroundings, Answer Simple Questions about oneself, Gender and numbers names, Vocabulary related to day-to-day life. Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation; Negation, Interrogation, adjectives. (6 hours)

Unit II: Understand Standard Information: Related to the Working Field; More about present tense and sentence formation Adjectives of Colour, Place, Direction, Nationality; Vocabulary related to day-to-day activities (For example: home, school/college, office, restaurant, library, post-office, and the like) (6 hours)

Unit III: Understand Standard Letters and Texts: about Working Processes and Product Descriptions, Days and months, Preparations and Conjunctions; introduction to Past tense, Explain Concepts and Clarify Misunderstandings. Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions. (6 hours)

Unit IV: Understand Sample Letters: Appointments, Invitations and Information in Short Texts. Write Faxes and E-mails. Explain a Graphic and Reflect the Content, Demonstrative Adjectives and Possessive Adjectives, introduction to Future tense, Greeting and Welcoming; Reflective Verbs, Adverbs of Time, Place and Quantity. (6 hours)

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Suggested Readings (All Latest Edition)

1. Schmidt's, D., Williams, M. M., Wenzel, D. & Erotopoulous, Z. French for dummies, Wiley
2. Rochester, M. B. Easy French Step-by-Step. McGraw-Hill.
3. Chopra, B. Learn French In 30 Days Through English, Diamond Pocket Books
4. Schell, R. Learn French, Maanu Graphics Publishers
5. Verma, R. French Made Easy, Goodwill Publishing House
6. Heminway, A. Practice Makes Perfect: Complete French All-in-One, Mc Graw Hill



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SUMMER TRAINING REPORT

Course Code: MIB 245

L-0

Credits-4

Objective: To provide practical exposure in the field of various functional areas, the practical knowledge of business realities and training around the area of interest and hone the skill

Course outcome:

CO1	Develop an understanding of the working knowledge on different functional areas
CO2	Learn and experience the real on the job working of the business
CO3	Develop and improve their managerial skills

All the students will submit their Summer Training Reports (/in duplicate) within a period of one month in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university (Annexure – A).

Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate (out of 40 marks) based on the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 60 marks shall be made by external examiner appointed by the University who shall evaluate the report on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training.

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**ELECTIVES FOR THIRD
SEMESTER**



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GLOBAL BUYER BEHAVIOUR

Course Code: MIB 213

L-03

Credits – 03

Objective: To understand the factors influencing buying behavior of customer in global market and to apply this knowledge to predict how consumers respond to marketing strategies

Course Outcomes:

CO1	Formulate marketing/sales strategy on the basis of changing global consumer behaviour.
CO2	Construct the cultural, social, personal and psychological factors that influence the global consumer behaviour.
CO3	formulate strategies for enhancing global customer satisfaction
CO4	Apply disciplinary knowledge to business situations in local and global environment

Course Contents:

Unit I: Buyer Behaviour: Types of consumers, Categories of Buyer, why buyers are important? ; Introduction to buying behaviour- Approaches, Model; Buyers behaviour in marketing- nature, relevance, factors influencing. (10 hours)

Unit II: Buyer as a decision maker: Buyers decision making process, types of consumer decision making, factors affecting consumer decision making, elements of buyer behaviour, strategies to influence buyer's behaviour. (12 hours)

Unit III: Understanding Buyer Behaviour: Psychological, Social, Cultural, Personal and Economic. (10 hours)

Unit IV: Cross-Cultural Behaviour: Etic & Emic Approach; Role of communication across culture; cross- cultural consumer analysis, consumer research- cross- cultural factors, assessing multinational strategies. (10 hours)

Suggested Readings (All Latest Edition)

1. Sethna, Z., & Blythe, J. Consumer behaviour. Sage.
2. Schiffman, L. G. & Kanuk, L.L. Consumer Behaviour, Prentice Hall
3. Mothersbaugh, D. L., Hawkins, D. I., Kleiser, S. B., Mothersbaugh, L. L., & Watson, C. F. Consumer behavior: Building marketing strategy. McGraw-Hill Education.
4. Assael, H. Consumer behavior and marketing action. Kent Pub. Co.
5. Evans, M. M., Foxal, G. & Jamal, A. Consumer Behavior, Wiley
6. Kardes, F. R. Consumer behavior and managerial decision making. Prentice Hall.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
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INTERNATIONAL SALES PROMOTION AND BRAND MANAGEMENT

Course Code: MIB 215

L-03

Credits – 03

Objective: To learn the techniques required for sales promotion in global market and also understand the branding strategies those are used in international market to make the product acceptable to international community.

Course Outcomes:

CO1	Design and Develop sales promotion strategy.
CO2	Develop branding strategies in global scenario.
CO3	Understand complexities and issues in International advertising
CO4	Design Sound media plan for international market.

Course Contents:

Unit I: Introduction to sales promotion: Sales promotion – principles – types- consumer and trade promotions – objectives of SP – Types of SP – sales promotion strategies and practices – cross promotions – surrogate selling – measuring the effectiveness of sales promotions Developing a sales promotion programmes, pre testing implementing, evaluating the results and making necessary modification.
(10 hours)

Unit II : Basics of Branding: Importance of branding; Basic branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions. Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Building brands through Internet; Brand Building in Different Sectors- Customers, industrial, retail and service brands; Country-of-origin effects and global branding; Building Indian brands for global markets.
(10 hours)

Unit III: International Advertising: Its importance and nature; International Communication model; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors–Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.
(12 hours)

Unit IV: Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet. In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness - Before and after advertising tests and techniques.
(10 Hours)

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Suggested Readings (All Latest Edition)

1. Keller, K. L. & Swaminathan, V. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Pearson Education
2. De Mooij, M. Global marketing and advertising: Understanding cultural paradoxes. Sage.
3. Dunn, S. W., & Barban, A. M. Advertising: Its role in modern marketing. Dryden Press.
4. Aaker, D. A. Managing brand equity. simon and schuster.
5. Arnold, D. The handbook of brand management, international management series. ABD: Addison Wesley Publishing Company.
6. Kapferer, J. Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity, Simon and Schuster

Pravin Chandra



MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MIB 217

L-03

Credits – 03

Objective: To make the learner to develop the international culture and value so that they can understand the importance of International customer relationship

Course Outcomes:

CO1	Understand the significance of CRM.
CO2	Develop attributes to the domain of CRM.
CO3	Understand how CRM can improve marketing, sales and customer support.
CO4	Analyse, demonstrate and present the salient aspects of a CRM implementation

Course Contents:

Unit I: Introduction of CRM: Definition - Concepts and Context of relationship Management – Evolution of CRM Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders (10 hours)

Unit II: Attributes and determinants of CRM: relational exchanges; networking and its significance in marketing; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Supplier relationships. (12 hours)

Unit III: Customer information Database: Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments (10 hours)

Unit IV: CRM Tools: Analytical CRM – Operational CRM – Call center management – Role of CRM Managers, e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets. (10 hours)

Suggested Readings (All Latest Edition)

1. Mohamed, H. P. & Sahadevan, A. Customer Relationship Management: A step-By-Step Approach, Vikas Publishing
2. Catheart, J. The Eight Competencies of Relationship selling: How to Reach the Top One Percent in Just Fifteen Extra Minutes a Day, Laxmi Publications
3. Kumar, V., & Reinartz, W. J. Customer relationship management: A databased approach. Hoboken: Wiley.
4. Buttle, F. & Maklan, S. Customer Relationship Management: Concepts & Tools, Routledge
5. Shainesh, G., & Sheth, J. N. Customer relationship management: A strategic perspective. Macmillan.
6. Kumar, A., Sinha, C. & Sharma, R. Customer Relationship Management : Concepts and applications, Biztantra

Pravin Chandra

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL RETAIL MANAGEMENT

Course Code: MIB 219

L-03

Credits – 03

Objective: To understand the growth of retail market in the international level strategy those are required for global market penetration.

Course Outcomes:

CO1	Understand Retail Market and Financial Strategy including product pricing.
CO2	Develop retail market strategies in global market
CO3	Design merchandise plan including visual merchandising for the retail store
CO4	Evaluate the performance of vendors/suppliers

Course Contents

Unit I: Meaning and scope of retail marketing: different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing – retailing environmental issues in India; Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery; Internet as an advertising media; Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development, E Retailing reverses Marketing. **(10 Hours)**

Unit II: Retailing operations: Retail store location & layout – location strategy – location criteria – interior and exterior design layout – retail store Management planning – visual and display methods in retailing – store maintenance – vendor relationship, product and merchandise management. **(10 Hours)**

Unit III: HR & Legal compliances in retailing: Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances; E Security Issues - Hacking, Spoofing and viruses. **(10 Hours)**

Unit IV: Supply chain management and IT application in retailing: Point of sale – back end IT applications – retail database – basic concepts of SCM – planning and sourcing of supply chain operations – EDI – ERP Functional application of: TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Logistics planning – major supply chain drivers – scope of SCM – problems in SCM – role of SCM in retail industry – developing supply chain systems -Globalization and retail formats – Retail marketing issues and challenges in India – case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance; Re-engineering the supply chain: Future directions. **(12 Hours)**

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Suggested Readings (All Latest Edition)

1. Bruce, M., Moore, C., & Birtwistle, G. International retail marketing: A case study approach. Routledge.
2. Berman, B., Evans, J. R., & Chatterjee, P. Retail management: A strategic approach. Pearson Education Limited.
3. Bhatia, S. C. Retail management. Atlantic Publishers & Dist.
4. Zentes, J., Morschett, D., & Schramm-Klein, H. Strategic retail management. Springer.
5. Pradhan, S. Retailing management: Text and cases. Tata McGraw-Hill Education.
6. Giri, A., Paul, P. & Chatterjee, S. Retail Management: Text & Cases. PHI Learning Pvt. Ltd.



Pravin Chandra

INTERNATIONAL MARKETING RESEARCH

Course Code: IB 221

L-03

Credits – 03

Objective: To understand the importance, complexities and process of conducting marketing researches in international context, attain the different research techniques for marketing related problems and how to manage the product in the market, able to analyse the consumer demands and consumers behavior, then translates their behaviours into the markets strategies and describe the procedure for undertaking international marketing research by explain the global marketing research scenario

Course Outcomes:

CO1	Analyze the challenges and issues of international marketing research
CO2	Understand the basics of questionnaire development in international marketing research.
CO3	Understand data collection techniques and preparing research reports in the area of international marketing research.
CO4	Formulate strategies for entering international markets for existing products and new products.


Course Contents

Unit I: Introduction: Importance and nature of marketing research; Marketing research in international context – complexity and issues; Types of research: exploratory, descriptive and experimental; International data reliability and validity aspects; International marketing information systems; International marketing research – process and organization; Problem Definitions and Determination of Information Needs; Problem identification and definition; Developing a research proposal. **(10 Hours)**

Unit II: Data Sources: International secondary data sources; On-line sources; Primary data collection methods – questioning and observation methods; Designing questionnaires for international surveys; Etic vs. Emic dilemma; Attitude Measurement and Scaling Techniques. **(10 Hours)**

Unit III: Sample Design: Determining universe, sampling unit and sampling frame; sampling methods; Sample size determination; International Data Collection and Fieldwork; Planning and organizing field work for international surveys; Sampling and non-sampling errors. **(10 Hours)**

Unit IV: Data Analysis and Report Preparation: Preliminary data analysis; Univariate and multivariate data analysis techniques; Issues in, multi-country data analysis; Report preparation and presentation. Use of Statistical packages for analysis in research – SPSS & Spread Sheet; International Marketing Research Applications: Overseas market opportunity analysis; Sales analysis; Product and advertising research, Consumer research, Ethical issues in international marketing research. **(12 Hours)**

Brian Chandra 

Suggested Readings (All Latest Edition)

1. Malhotra, N. K. & Das, S. Marketing Research: An Applied Orientation, Pearsons Education.
2. George, D. & Paul, M. SPSS for Windows Step by Step: A Simple guide and Reference, Pearson Education
3. Kumar, V., Leone, R. P., Aaker, D. A., & Day, G. S. Marketing research. John Wiley & Sons.
4. Tull, D.S., & Hawkins, D. I. Marketing Research: Measurement and Methods, Prentice Hall
5. Kumar, V. International marketing research Upper Saddle River, NJ: Prentice Hall.
6. Green, P. E., Tull, D. S., & Albaum, G. Research for marketing Decisions, Prentice Hall of India Ltd.



Pravin Chandra

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

GLOBAL FINANCIAL MARKETS & INSTRUMENTS

Course Code: MIB 223

L-03

Credits – 03

Objective: The basic objective of this course is to impart the fundamental knowledge about the global financial market and strategies adopted by the financial markets.

Course Outcomes:

CO1	Demonstrate a working knowledge of the procedure associated with Global Financial Market.
CO2	Display the ability to use standard concepts of exchange rate and international banking
CO3	Recognize the high degree of ethical responsibility which International Finance and financial instruments
CO4	Learn about collaboration for need assessment and for providing solutions.

Course Contents

Unit I: Global Financial Markets: Financial Markets- Framework, International Economic Institutions, The Money Markets, The Bond Market, The Stock Market, The Mortgage Markets, The Foreign Exchange Market, The International Financial System **(10 Hours)**

Unit II: The Global Financial Institutions Industry: Banking and the Management of Financial Institutions, Financial Regulation, Banking Industry: Structure and Competition, The Mutual Fund Industry, Insurance Companies and Pension Funds, Investment Banks, Security Brokers and Dealers, and Venture Capital Firms **(10 Hours)**

Unit III: International Finance: International Financial System, Bretton wood Conference afterwards, European Monetary System, International Financial Markets, Creation of Euro, Emergence of Euro Currency Markets, International Money Market Instruments, GDRs, ADRs, Euro Bonds, Repos, CPs, Loan Syndicates, Euro Deposits. **(12 Hours)**

Unit IV: Foreign Exchange & Financial Instruments: Fixed and Flexible Exchange Rates, Spot and Forward markets, Exchange Rate Quotes, LERMS, Factors affecting Exchange Rates, Basic Theories, PPP, Interest Rate Parity, Fisher Effect, Currency derivatives, Futures and Options, Currency Swaps. Banking Practices of European Banks, Large Banking Centers, Japanese Banking, American Banking System, Basel I and Basel II guidelines **(10 Hours)**

Suggested Readings (All Latest Edition)

1. Buckley, A. Multinational finance. Pearson Education.
2. Shapiro, A. C. Multinational Financial Management, Wiley
3. Henning, C.N., Piggot, W. & Scott, W. H. International Financial Management, McGraw Hill
4. Apte, P. G. International Financial Management, Tata McGraw Hill
5. Levi, M. D. International Finance, Routledge
6. Bhalla, V. K. Investment Management (Security Analysis and Portfolio Management). S. Chand Publishing.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

GLOBAL MERGERS AND ACQUISITIONS

Course Code: MIB 225

L-03

Credits – 03

Objective: To provide knowledge on global merger and acquisition. Make the learner to understand the ethics and responsibility to the society.

Course Outcomes:

CO1	Demonstrate a working knowledge of the procedure associated with Global Mergers and acquisition.
CO2	Display the ability to use standard concepts of different types of mergers and acquisitions
CO3	Recognize the high degree of ethical responsibility towards cross border acquisitions.
CO4	Learn about collaboration for need assessment and for providing solutions.

Course Contents

Unit I: Introduction to Corporate Restructuring: Introduction, Scope & Types: Expansion, Downsizing and Restructuring • Objectives & Motivations of Mergers, Takeovers, Acquisitions & Demergers • Historic and Recent Trends including Cross Border acquisitions: (Global and Indian view) • Strategic alliances and Joint Ventures as alternatives to acquisitions Strategy, Diversification, Types & Characteristics • Analytical framework for Generic & Corporate Strategies • Economic Rationales for major types of mergers • Managerial, Financial & Organizational Synergy • Due Diligence Process & Value chain analysis
(10 hours)

Unit II: Theories of Merger: Horizontal Merger, Vertical Merger, Conglomerate Merger, Economic Rationale for major types of Mergers, Managerial and Financial Synergy and different types of Mergers, Theories of Mergers and Tender Offers, Sell Offs, Divestitures, Spin Offs, Equity Carve Outs, Restructuring, Joint Ventures, ESOPs, Going Private and Leveraged Buy Outs (LBO)
(12 hours)

Unit III: Cross-Border Acquisitions: Reasons for International M&A, Strategic Alliances as an Alternative to M&A, Organizing for Acquisitions, Sources and Limits of Value Creation in M&A, Deal Structuring & Negotiation, Bid Strategies and Defence Tactics
(10 hours)

Unit IV: Regulation of Securities Trading and Takeovers: Disclosure Requirements, Risk Arbitrage in M&A Activity, Insider Trading, Insider Trading at the International Level, Anti Trust Laws, Challenges of M&A, Post-Acquisition Audit and Organizational Learning, Meeting the Challenges of M&A
(10 hours)

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Suggested Readings (All Latest Edition)

1. Sudarsanam, S. Creating value from mergers and acquisitions: The challenges: An integrated and international perspective. Pearson Education.
2. Weston, J. F., & Chung, K. S. C. Mergers, restructuring, and corporate control. Prentice Hall,.
3. Ansoff, H. I. Corporate Strategy McGraw Hill. New York.
4. Krishnamurti, C., & Vishwanath, S. R. Mergers, acquisitions and corporate restructuring. SAGE Publications
5. Porter, M. E. Competitive Strategy Free Press New York.
6. Rock, M. L., Rock, R. H., & Sikora, M. J. The mergers & acquisitions handbook. McGraw Hill Professional.




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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL INVESTMENT & PORTFOLIO MANAGEMENT

Course Code: MIB 227

L-03

Credits – 03

Objective: To develop the knowledge on the behavior of International market. Techniques required for investing in global market

Course Outcomes:

CO1	Demonstrate working knowledge of the procedure associated with International investment and Portfolio management.
CO2	Display the ability to use standard concepts of modern portfolio theory.
CO3	Recognize the high degree of practices towards portfolio management.
CO4	Understand about collaboration for need assessment and for providing solutions.

Course Contents

Unit I: Basics of Investment: Investment objectives and Risks, Forms of Investments, Investment and speculation, Factors in the choice of Investments, Security of principal and income, Rate of Return, Investment constraints, Investment policies, Global Trends and Practices.
(10 hours)

Unit II: Instruments: Common Stock, Bonds, Preferred Stock, Mutual Funds, Government Securities, Other Fixed Income Securities, Common Stock Valuation Theory, Stock Options, Buying New Issues, Tax Shelters, Investing in Real Estates, Foreign Institutional Investors (FII).
(10 hours)

Unit III: Stock Market Analysis: Fundamental Common Stock Analysis, Technical Analysis, Industry Analysis, Efficient Market Hypothesis, Listing of Securities, New Issues Markets, Investment Companies, Brokerage Business, Underwriting, Global perspectives.
(10 hours)

Unit IV: Modern Portfolio Theory: Assumptions, Markowitz Analysis, Beta Analysis, Income Portfolio, Growth portfolio, Dowjone Industrial averages, Price Strategies and Timing, Capital Asset Pricing Model; Portfolio Management in Practice: Portfolio Management in International Setting, Investment Timing, Portfolio Revision, Formula Plans, Constant Rupee Value, Constant Ratio, Variable Ratio, Dollar Cost Averaging, Recent trends in the International Environment.
(12 hours)

Suggested Readings (All Latest Edition)

1. Fischer, D. E. Security analysis and portfolio management.
2. Fuller, R. J., & Jr Farrell, J. L. Modern investments and security analysis.
3. Fischer, D. E. & Jordan, R. J. Security Analysis and Portfolio Management, McGraw Hill

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4. Singh, P. Investment management. Himalaya Publishing House.
5. Bhalla, V. K. Investment Management (Security Analysis and Portfolio Management). S. Chand Publishing.
6. Reilly, F. K., & Brown, K. C. Investment analysis and portfolio management. Cengage Learning.



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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

INTERNATIONAL BANKING

Course Code: MIB 229

L-03

Credits – 03

Objective: To provide working knowledge required to get associated with International banking system

Course Outcomes:

CO1	Demonstrate working knowledge of the procedure associated with International banking.
CO2	Display the ability to use standard concepts of issue management.
CO3	Recognize the high degree of practices towards fixed income/ bond market.
CO4	Learn about collaboration for need assessment and for providing solutions.

Course Contents

Unit I Introduction: The micro-side of banking and regulation, The need for financial intermediation and the activities of banks, The loan market: Lending, Lending technologies and syndicated lending, Bank industry structure and competition, Banks as participants in other financial markets (e.g. money, bond and mortgage markets), Bank risk and performance, Bank supervision and regulation
(10 Hours)

Unit II Investment Process: Methods, Sources of funding/investor decision making, Credit borrowing Vs Issuing Equity, Analysis of funding options, bank borrowing, cross currency, private placements, private equity, public stock/bond market, high yield market, floating rate vs. fixed rate borrowing, equity vs. convertible securities Disinvestments mechanism, Incentives, Future Prospects; **Raising of offshore Finance:** GDR, ADR, Bonds, Legal aspects & Modalities, Regulation of Stock Exchanges & Share Brokers
(10 Hours)

Unit III: Fixed Income/Bond Market: Differences between stocks/equity and bonds/credit markets, Fundamentals and mathematics of the credit, fixed income/bond market, Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads, Investment Grade vs Non Investment Grade (High Yield/Junk Bonds), Fundamentals of the workings of the credit markets, Convertible Bonds and Asset Backed Securities, Trading, Positioning, Underwriting and Distribution, Rating Agencies
(12 Hours)

Unit IV: Role of International Banking on Economic Development: The role of banks in money creation and money supply, Monetary policy and its transmission through the banking system, Ownership issues in banking (foreign vs private vs state banks), Banking Crises and Banking Sector Restructuring, Central Banking, International Banking and Economic Development
(10 hours)

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Suggested Readings (All Latest Editions)

1. Dale, R. Risk and regulation in global securities markets. John Wiley.
2. Eiteman, D. K., Stonehill, A. I., Moffett, M. H., & Kwok, C. Multinational business finance Reading, MA: Addison-Wesley.
3. Matthews, K. & Thompson, J. The Economics of Banking. John Wiley & Sons.
4. Collins, J. R., Greenham, T., Werner, R. & Jackson, A. Where Does Money Come From?. The New Economics Foundation
5. Miller, R. L., & VanHoose, D. D. Modern money and banking. McGraw-Hill College.
6. Werner, R. A. New Paradigm in Macroeconomics. London: Palgrave.



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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

FINANCING OF INTERNATIONAL TRADE

Course Code: MIB 231

L-03

Credits – 03

Objective: To make the learner to understand the relationship between domestic and foreign tariff on International trade, its impact on the global economic condition

Course Outcomes:

CO1	Understand the effect that domestic and foreign tariffs have on the competitiveness of businesses.
CO2	Assess which policies here and abroad constitute non-tariff trade barriers
CO3	Predict what can happen with alternative foreign exchange policies, and how these policies can affect the economy.
CO4	Understanding what macroeconomics can tell us about the budget deficit, trade deficits and international borrowing

Course Contents:

Unit I: International Trade: Meaning and Benefits, Basis of International Trade, Foreign Trade and Economic Growth, Balance of Trade, Balance of Payment, Current Trends in India, Barriers to International Trade, WTO, Indian EXIM Policy; Counter trade, Terms of Trade
(8 hours)

Unit II: Export And Import Finance: Sales Contract, Special need for Finance in International Trade, INCO Terms (FOB, CIF, etc.), Payment Terms, Letters of Credit, Pre Shipment and Post Shipment Finance, Type of pre and post – shipment finance – fund and non-fund based; Provisions relating to sanction, disbursement, quantum, interest rate, repayment; Forfeiting, Deferred Payment Terms, EXIM Bank, ECGC and its schemes, Import Licensing, Financing methods for import of Capital goods, EEFC Account, Country risk, credit rating, Financing deemed exports, Foreign Currency Loans, Bank Guarantees.
(12 hours)

Unit III: Forex Management: Foreign Exchange Markets, Spot Prices and Forward Prices, Factors influencing Exchange rates, The effects of Exchange rates in Foreign Trade, Tools for hedging against Exchange rate variations, Forward, Futures and Currency options, FEMA, Determination of Foreign Exchange rate and Forecasting.
(10 hours)

Unit IV: Documentation In International Trade: Export Trade Documents, Financial Documents, Bill of Exchange, Type, Commercial Documents, Performa, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents, Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document, Export Declaration Forms, GR Form, PP Form, COD Form, Softex Forms, Export Certification, GPS, UPCDC Norms; Role of Shipping Documents and Bank's Security.
(12 hours)

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Suggested Readings (All Latest Edition)

(40)

1. Apte, P. G., & Kapshe, S. International Financial Management|. McGraw-Hill Education.
2. Vij, M. International Financial Management, Excel Books
3. Madura, J. International financial management. Cengage Learning.
4. Shapiro, A. C. Multinational Financial Management, Wiley
5. Bekart, G. & Hodrick, R. International Financial Management, Prentice Hall
6. Sanati, G. Financing International Trade, Sage Texts

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MIB233

L-03

Credits – 03

Objective: This course is designed to acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth across the globe.

Course Outcomes:

CO1	Evaluate the context of workplace issues, public policies, and management decisions
CO2	Analyse a contemporary global issue in their field from a multi-disciplinary perspective
CO3	Understand about cultural differences and how to work in a multicultural environment
CO4	Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations.

Course Contents

Unit I : Introduction to Strategic HRM: Emergence of International SHRM Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ;Investment perspective of human resources Investment Consideration, investments in Training and Development, investment Practices for improved Retention, cross cultural context. Planning and Implementing Strategic HR policies; Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM Linking HRM practices to organizational outcomes assessing and reducing costs ;Aligning HRM with Business Strategy, Public policies and strategic HRM

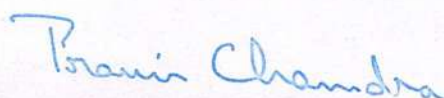
(10 Hours)

Unit II: Aligning HR Systems with business strategy: Alternative HR systems-Universalistic, contingency, configurational, Congruence and Integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resource Strategy Formulation; HR Strategy in workforce utilization; Strategic Performance Management; HR Strategy for Training and Development. ILO labour standards-impact on MNC's corporate and competitive strategy

(10 Hours)

Unit III: International and Comparative Strategic Human Resource Management: Strategic Management Process - Forces necessitating the adoption of ISM concept by MNC's as well as Indian Companies. Managing Global Human Resources; Evaluating HR functions in International Context; Multinational, Global, and Transnational Strategies in HRM Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities. Hofstede model, multicultural work force. Expatriation and repatriation management in global HRM; High Performance Work Practices

(10 Hours)




Unit IV: Emerging Issues in Strategic HRM: Multi Source Feedback and Competency Development; HR Strategy in workforce diversity; HR Strategy for Corporations of Tomorrow Organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers; HR Scorecard ; Employee Engagement Strategies -Talent management and retention- MNC examples from MNC from emerging economies (vi) Artificial intelligence and global workforce. Conducting a global strategy analysis - Identifying strategic alternatives- Implementing corporate strategy .
(10 Hours)

Suggested Readings (All Latest Edition)

1. Dessler, G. Human resource management. Pearson Educación.
2. Greer, C. R. Strategic human resource management. Pearson Publishing.
3. Mejia, L. R., Balkin, D. B. & Cardy, R. L. Managing Human Resources, Prentice Hall
4. Dowling, P. J., Welch, d. E. & Schuler, R. S. International Human Resource Management, South-Western College Pub
5. Rees, G., & Smith, P. Strategic human resource management: An international perspective. Sage.
6. Das, P. Strategic Human Resource Management: A Resource Driven Perspective, Cengage Learning



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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

GLOBAL LEADERSHIP & SKILLS DEVELOPMENT

Course Code: MS 235

L-03

Credits – 03

Objective: To familiarize students on various management styles to be adopted in international environment and make students aware of various leadership styles in the global business environment.. Acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth across the globe.

Course Outcomes:

CO1	Differentiate between management and leadership.
CO2	Demonstrate leadership in the global business environment.
CO3	Develop teams for performance in global situation.
CO4	Develop succession plan for their organizations.

Course Content:

Unit I: Introduction- The difference between leadership and management, Evolution of leadership theories, Attributes of Effective Leaders - Self-awareness, Self-regulation, Motivation, Empathy, social skills and emotional intelligence. Leadership Styles - Authoritative style, Autocratic style Benevolent style, Coaching style, Democratic Style, Pacesetter style, Expert style Manipulative style, Bureaucratic style, Participative style, Likert's four styles, Tannenbaum & Schmidt Continuum of leaders behavior, Leadership Skills and Tactics., . Leadership skills and tactics- Persuasion approaches Motivation skills in application, conflict resolution skills, and Leadership tactics
(12 Hours)

Unit II: Global Business Strategies: types and Competition Principles of Enduring Success , Leading a Learning Organization, Leaders as a Designer, Coaching a Leader, Developing next generation leaders from global perspective, Tying leadership development to organization goals. Demonstrate a strategic and global mindset, comprehensive level of knowledge of contemporary business theories critical thinking and job-ready skills, effective communication skills in all aspects of business. The learning organization, Innovative learning, leading a learning organization, Leadership Succession practices. Knowledge management practices, Managing global teams
(10 Hours)

Unit III: Leadership studies and current trends in the development of global leader: Selecting the Right Transition Strategy, Zeitgeist Leadership, Level 5 Leadership application in MNC and transformation of employees attitude, Moving from command and control to teamwork, Understanding teams and teamwork Principles of great teams in MNC, Leadership approaches that foster performance, Leadership succession-an overview. Leadership adheres

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to ILO labour standards, Importance of the right CEO Insider Vs outsider for CEO Job, Choosing the Right CEO

(10 Hours)

Unit IV: Global Challenges: Organizational Efforts in creating global awareness for development of their managerial personnel as global leaders; Leadership Challenges, managing diversity strategies to teach the team to lead change, transforming an organization, leadership succession strategy. Mapping the Content Domain of Global Leadership Competencies; Succession Strategy adopted by GE and Infosys, evolution of an organization, the creativity stage, the stage of direction-setting, the stage of decentralization, the stage of coordination, the stage of collaboration narcissistic leaders, implementing change, change agents, disruptive innovation - Factors that affect disruptive innovation, Creating the capabilities to cope with disruptive innovation

(10 Hours)

Suggested Readings (All Latest Edition)

1. DuBrin, A. J. Leadership Principles, Cengage Learning
2. Dalton, K. Leadership and management development: developing tomorrow's managers. Harlow, England: Prentice Hall
3. Perruci, G. Global leadership: A transnational perspective. Routledge.
4. Western, S. & Garcia, E.J. Global Leadership Perspectives: Insights and Analysis. Sage publications
5. Mendenhall, M. E., Osland, J. S., Bird, A., Oddou, G. R., Maznevski, M. L., Stevens, M. J., & Stahl, G. K. Global leadership. New York: Routledge.
6. Lane, H. W., Maznevski, M. L., Mendenhall, M. E., & McNett, J. The Blackwell handbook of global management: A guide to managing complexity. John Wiley & Sons.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

TECHNOLOGY FOR HR VALUE CREATION AND MANAGEMENT

Course Code: MS 237

L-03

Credits – 03

Objective: To make students aware on usage of technology in traditional HR functions, understand HRIS and ERP implementation in global organizations familiarise students on potential health hazards due to increased usage of technology in global organizations and make students understand the progressive role of HR managers.

Course Outcomes:

CO1	Apply technological solutions in the Human resource management functions.
CO2	Apply and enterprise resource solutions in the global environment.
CO3	Generate solutions for minimizing the impact of technology on health of employees.
CO4	Apply the innovative solutions for the implementation of new age HR practices in the global environment.

Course Content

Unit I: Evolution of Technology in HR: History of Technology in HR, Values & skills, Global Value system of Japan, China and America- Indian Value system – Science & Technology Vs Ethics & Morals
(10 Hours)

Unit II: Human Resource Function and Technology: Transforming HR Through Technology, Personnel policies – and procedures and the utility of Technology to ensure efficiency to the organization – Designing and Development of human resource data recording and information giving systems (HRIS); Employee performance, employee rewards, payment, training, job satisfaction and other aspects of HRIS – Limitations of HRIS
(10 Hours)

Unit III: Technology and Human Resource Health: Concept and Measurement of Organizational and Human Resource Health (OHRH) – Ergonomics – Need – causes – Benefits – Prevention of Ergonomics hazards – Job Hazard analysis Musculo Skeletal Disorder – Signs & Symptoms – preventive measures of Musculo Skeletal Disorder (MSD) – Prevention of Ergonomics hazards – Job Hazard analysis – MSD management.
(10 Hours)

Unit IV: Technology, Society and Management: – The Future: Trends in HR Technology, Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organization Relations. New mandate for HR – Value Creation in the Mind of Stakeholders – Comprehensive Case Studies and Field Visits – Presentation - Report writing - IT Laws, Case.
(12 Hours)

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Suggested Readings (All Latest Edition)

46

1. Foster, S. Making sense of e-HRM: Technological frames, value creation and competitive advantage
2. Marler, J. H., & Fisher, S. L. Making HR technology decisions: A strategic perspective. Business Expert Press.
3. Kodwani, A. D. & Kumar, S. S. Global Human Resource Management: Concepts and Cases, ICFAI Books
4. Scullion, H., & Collings, D. G. Global staffing London: Routledge.
5. Varma, A., & Budhwar, P. S. Managing human resources in Asia-Pacific. Routledge.
6. Chakraborty, K. Management by Values. Oxford University Press



Pravin Chandra

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

GLOBAL HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

Course Code: MS 239

L-03

Credits – 03

Objective: To make students understand the HRD practices in Global business organizations, apply HRD score card in business organizations. Understand various training methods in Global Businesses and familiarize students on interventions of OD and Organizational Change.

Course Outcomes:

CO1	Implement OC and OD interventions in Global business environment.
CO2	Develop HRD score card for their organization in International Business.
CO3	Identify training needs of global managers based on systematic analysis.
CO4	Create mentoring and counselling practices in organizations.

Course Content:

UNIT I: Human Resource Development: concept, nature, objectives, Difference between HRM and HRD. Concept of Micro and Macro perspective of HRD; Philosophy – HRD culture and Climate – HRD practices in Indian Industries and other companies. **(10 Hours)**

UNIT II: HRD personnel: Designing and Evaluating T&D Programmes Role, Responsibilities and challenges to Training Managers. Qualities and qualifications in MNC – HRD Mechanisms – HRD Policies and procedures and their alignment with corporate planning - Strategic linkages with organization mission and vision in United States and Indian Scenario. HR Score Card and its application **(10 Hours)**

UNIT III: Training for Global HRD managers: Global Human resource management and future issues. Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behavior Modeling and Self Directed Learning; Evaluating the HRD. Analyzing Training needs for HRD Managers in MNC – Training methods and application of T – Group Training Strategy, in Performance Management System and its application; Linking Performance Appraisal with training, counseling, - Direct and Indirect counseling, Post Appraisal Counseling, Management Development – Need Assessment – Management Development methods in MNC for Expatriate. **(10 Hours)**

UNIT IV: Foundations of OD and Transformation: Intervention Theory and Strategy Inter – group Problems in Organizations. OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc. **(12 Hours)**

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Suggested Readings (All Latest Edition)

48

1. French, W. L., Bell, C., & Zawacki, R. A. Organization development and transformation: Managing effective change. Macmillan/McGraw-Hill School.
2. Rao, T. Readings in human resource development. Oxford and IBH Publishing.
3. Raina, R. Change Management and Organizational Development, Sage Texts
4. Phillips, J. J. HRD trends worldwide. Routledge.
5. Cole, M., & Higgins, J. Leadership Unravelling: The Faulty Thinking Behind Modern Management. Routledge.
6. Cheung-Judge, M. Y., & Holbeche, L. Organization development: A practitioner's guide for OD and HR. London: Kogan Page.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

ADVANCED BEHAVIORAL SCIENCE

Course Code: MS 241

L-03

Credits – 03

Objective: To make students understand the HRD practices in Global business organizations, apply HRD score card in business organizations, understand various training methods in Global Businesses and familiarize students on interventions of OD and Organizational Change.

Course Outcomes:

CO1	Understand cross cultural communication.
CO2	Demonstrate negotiation strategies in the international business.
CO3	Apply strategic interventions in the change management.
CO4	Manage issues related to expatriates and country nationals.

Course Content:

UNIT I: Organisational Behaviour: Concept, Nature, Characteristics, Conceptual Foundations, Importance, and Models; Management Challenge, Knowing society and culture Cognitive psychology Developmental psychology Biological psychology; A Paradigm Shift, Relationship with Other Fields, Managing Organizational Behaviour across cultures: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework
(10 Hours)

UNIT II: Culture and its Relation to Organizational Behavior: Implication for Managers, Ethics – Four perspective of Ethics – Relativism and Universalism, Social Responsibility of Corporations, Communication – Cross Cultural Communication, Barriers to Cross-Cultural Communications. Implications for Managers; Decision Making in Psychology: Meaning, Nature, Importance and Various Objectives, Steps in Decision Making, strategies. Risk in decision making
(10 Hours)

UNIT III: Negotiation and Conflict Resolution: Situational Factors and Negotiating Tactics, Differences between Indian Cultural and Cross Cultural Negotiation; Strategies to enhance Cross cultural negotiation; Group – Group Structure and Processes, Team – Teams at work. Motivation – American Motivation Theories and its application outside USA, Managing Expatriates. Diversity – Cox's Model of the Multicultural Organization, Managing Diversity for Competitive Advantage. Leadership – Leadership in two cultures, Implication for Managers
(12 Hours)

UNIT IV: Elements of Structure: The Contingency Perspective, Types of Organization Structure. Structural Variations, Emerging Structures in the Global Economy. Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt

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Lewin Theory of Change. GE change Strategy, Conflict: Concept, Sources, Types, Functionality and Dysfunctional of Conflict, Concept, Characteristics, Elements of Culture, Implications of Organization culture, Process of transforming Organizational Culture. Managing Global transition and Cross-Culture impact: Moving Abroad and Coming Home

(12 Hours)

Suggested Readings (All Latest Edition)

1. Western, S. & Garcia, E.J. Global Leadership Perspectives: Insights and Analysis. Sage publications
2. Mendenhall, M. E., Osland, J. S., Bird, A., Oddou, G. R., Maznevski, M. L., Stevens, M. J., & Stahl, G. K. Global leadership. New York: Routledge.
3. Lane, H. W., Maznevski, M. L., Mendenhall, M. E., & McNett, J. The Blackwell handbook of global management: A guide to managing complexity. John Wiley & Sons.
4. McCourt, W., & Eldridge, D. Global human resource management: managing people in developing and transitional countries. Edward Elgar Publishing.
5. Aadler, N. J. & Gundersen, A. International organizational Behavior. Cengage Learning
6. Francesco, A. M. & Gold, B. A. International Organizational behavior. Pearson

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FOURTH SEMESTER



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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INNOVATION AND E-BUSINESS MANAGEMENT

Course Code: MIB 202

L-03

Credits – 03

Objective: To analyse the global competitiveness of Indian economy in relation to other world economies, develop strategies for effective collaborations, design strategies for building competitiveness at company, industry and nation level and explain the factors responsible and understand the process of strategic alliances.

Course Outcomes:

CO1	Understand the managerial and economic development of e-business
CO2	Understand the reasons for successful network technology and innovative e-business ventures
CO3	Identify the growth of e-business in social science and can explain its development
CO4	Understand the different model and growth of digital market and various product available in electronic market

Course Contents:

Unit I: E-business technology and infrastructure: Economic theories of e-business, E-business environment - economic, ethical, legal and security issues; Pricing strategies within e-business, Security and privacy aspects of e-business; Marketing for e-business, The Application of the Innovative Mobile Technologies in the Business Environment: Challenges and Implications
(12 Hours)

Unit II: Foundations and development of online business: E-Marketing, The use of transaction cost theory and network economics, economics of e-business, E-business models and strategies in Business-to-Business (B2B) and Business-to-Consumer (B2C); Leadership in E-Business environment
(10 Hours)

Unit III: Innovation Management: The Evolution of Technology Innovation, Security Management in an E-Business Environment, Resistance to technological innovation; Supply chain, intermediation, e-procurement and e-marketing, Online consumer behaviour, evolution of e-business models, Gaining and sustaining a competitive advantage
(10 Hours)

Unit IV: New organisational forms: virtual organisations, electronic markets and electronic hierarchies; Innovations involving e-business technologies such as the shared economy and C2C marketplaces; Ethics and E-Business, E-business: the future
(10 Hours)

Suggested Readings (All Latest Edition)

1. Chaffey, D., Edmundson-Bird, D., & Hemphill, T. Digital business and e-commerce management. Pearson UK.
2. Singh, M., & Waddell, D. E-business innovation and change management. IGI Global.

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3. Maital, S., & Seshadri, D. V. R. Innovation management: strategies, concepts and tools for growth and profit. SAGE Publications India.
4. Chaffey, D. E-business and E-commerce Management: Strategy, Implementation and Practice. Pearson Education.
5. Combe, C. Introduction to E-business. Routledge.
6. Tidd, J., & Bessant, J. R. Managing innovation: integrating technological, market and organizational change. John Wiley & Sons.

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**ELECTIVES FOR FOURTH
SEMESTER**

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL ENVIRONMENT MARKETING

Course Code: MIB 206

L-03

Credits – 03

Objective: The course is designed to understand the importance of Green Marketing on environmental safety and on consumer satisfaction. It explores the environmental issues and challenges confronting marketers in the changing environment and how their strategic decisions and actions can make a significant difference to the improvement or degradation of the marketing environment with the help of Green marketing.

Course Outcomes:

CO1	Explain green marketing and its importance to the international environment from the perspective of consumers and businesses.
CO2	Recognize the concept of Green Marketing and Green Products
CO3	Assess the correlations between awareness of green marketing, corporate social responsibility (CSR), product image, corporate reputation and consumer purchase intentions towards companies selling green products
CO4	Understand the opportunities, challenges, and issues in designing and implementing green marketing strategies.

Course Contents:

Unit I: Introduction: Environment and Environmental Consciousness: Environmentalism: Meaning, Importance and its impact and relationship to businesses, need to study environmental marketing, Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste, International business ethics, case studies.
(10 Hours)

Unit II: Green Marketing: relevance to Environment marketing- ethical products, creating awareness about Green Products, Green Labeling of products, Standards environment audit-Global environmental challenges. Environment conscious customer and consumer segment-identification, approach, creating an environmentally conscious consumer, case studies
(10 Hours)

Unit III: Corporate responsibility Towards Environment: Influence of Green Marketing on corporate social responsibility, product image, corporate reputation and consumer purchase intention International market ethics, ethical products, challenges and opportunities, promoting green products- advertising on the green platform, Environmental marketing strategies- competitors, case studies.
(10 Hours)

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Unit IV: Application: Building Green Brands, transforming non-green organizations to green organizations- greening the organization structure- building green business challenges, Product life cycle implications, regulation on environmental marketing and claims, the role of regulatory agencies, international organizations, standards, Clean Development Mechanism (CDM), guides for the use of environmental marketing claims, The influence of global environmental issues on international business, international marketing opportunities, case studies

(12 Hours)

Suggested Readings (All Latest Edition)

1. Winston, W., & Mintu-Wimsatt, A. T. Environmental marketing: strategies, practice, theory, and research. Routledge.
2. Coddington, W., & Florian, P. Environmental marketing: Positive strategies for reaching the green consumer. McGraw-Hill Companies.
3. Wasik, J. F. Green marketing and management: A global perspective. Wiley.
4. Charter, M., & Polonsky, M. J. Greener marketing: a global perspective on greening marketing practice. Routledge.
5. Soler, C. Frank-Martin Belz and Ken Peattie: Sustainability Marketing. A Global Perspective.
6. Gupta, A. & Gupta, S. Environmental Studies, Sage Texts

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL B2B MARKETING

Course Code: MIB 208

L-03

Credits – 03

Objective: This course is designed to strengthen the knowledge and conceptual base in the area of B2B Marketing. It will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. This will help students to think openly across international markets and industries for new ideas or expansion Through Cross Country & Cross Industry" Innovation.

Course Outcomes:

CO1	Explain the concept of B2B Marketing including the unique nature of organizational buying behaviour
CO2	Developing a Strong Product and Pricing Strategies for B2B marketing
CO3	Design an integrated marketing communications and distribution plan for promoting B2B products or services internationally
CO4	Gain insights about CCCI Innovation and innovate B2B marketing via a CCCI, i.e. Cross Country & Cross Industry Innovation approach.

Course Contents:

Unit I: Introduction to B2B Marketing: and B2B Marketing STP: Business marketing; Business market customers; Characteristics of business markets ; Organizational buying and buying behaviour; The buying process; Organizational markets of India: Organizational and business markets, Government as a customer, Commercial enterprises, Commercial and institutional customers ; Segmenting business markets, Business marketing planning: Strategic role of marketing , Components of a business model
(12 Hours)

Unit II: Management of New Industrial Products and Pricing Strategy for B2B Markets: Product strategy: Product policy, Industrial product strategy, Technology adoption, Building B2B brands Product support strategy ; Managing innovation and NPD: Management of Innovation ,Managing technology, Determinants of new product performance; Pricing in B2B marketing: Pricing process Competitive bidding, Managing marketing communications for business markets: B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets; Managing the sales force; Deployment analysis
(10 Hours)

Unit III: Managing Marketing Communications and Channels: Business marketing channels and participants; Channel design and management decisions; E-commerce for business marketing channels; Market logistics decisions; B2B logistics management; B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets; Managing the sales force-Deployment analysis
(10 Hours)

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Unit IV: Customer Care for B2B Marketing and Cross-Country Innovation: Managing service for business markets: Understanding the customer experience, Delivering effective customer solutions, Marketing of solutions, Pricing in B2B marketing: Pricing process, Competitive bidding; B2B Cross Country and Cross Industry Growth, Cross Country Innovation
(10 Hours)

Suggested Readings (All Latest Edition)

1. Hutt, M. D., Sharma, D., & Speh, T. W. Business to business marketing: a South-Asian Perspective. Cengage Learning.
2. Sarin, S. Business marketing: Concepts and cases. Tata McGraw-Hill Education.
3. Anderson, J. C., Narus, J. A., Narayandas, D., & Seshadri, D. V. R. Business market management (B2B): understanding, creating, and delivering value. Pearson Education.
4. Vitale, R. P. Business to business marketing. Pearson Education India.
5. Gupta, D. D. Krishna K. Havaladar, Business Marketing-Text & Cases. McGraw Hill
6. Kotler, P., & Armstrong, G. Principles of marketing. Pearson education.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

INTERNATIONAL SALES AND DISTRIBUTION MANAGEMENT

Course Code: MIB 210

L-03

Credits – 03

Objective: To understand inputs necessary for managing the personal selling and distribution activities, develop skills in managing a sales team, dealer management and innovative sales strategies as the situation warrants, appreciate the sales and distribution as a key function of the Marketing process, appraise and organize sales planning and budgeting, estimating market potential and sales forecasting, setting the sales territory and quotas and manage marketing logistics and channels, Channel integration – VMS, HMS, Channel Management and Marketing channel policies.

Course Outcomes:

CO1	Formulate Sales Forecasting Strategies
CO2	Evaluate performance of Sales Team
CO3	Understand the issues in International Logistics
CO4	Design and develop channel strategies

Course Contents:

Unit I: Sales management and modern Trends: personal selling objectives- sales related marketing policies- formulation of sales strategy. Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales –Different Techniques of Forecasting Sales – Sales Budgets –Time and Territory Management –Sales Quotas. Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – System selling - The selling process.

(10 Hours)

Unit II: Sales force: Size of the sales force, sales organization based on customer, sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort. Salesperson performance: Behavior, Role; Motivating the Sales Team; Motivation Programs; Performance measures-objective and subjective; Analysis of sales, Costs and Profitability, Evaluation of sales force performance.

(10 Hours)

Unit III: Distribution channel: from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

(10 Hours)

Unit IV: Channel Management: Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems - E-commerce and e-retailing as a channel of distribution,

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Suggested Readings (All Latest Edition)

1. Venugopal, P. Sales and distribution management: an Indian perspective. SAGE Publications India.
2. Kapoor, S. K., & Kansal, P. Basics of distribution management: A logistics approach. PHI Learning Pvt. Ltd..
3. Johnson, E. M., Kurtz, D. L., & Scheuing, E. E. Sales management: concepts, practices, and cases. McGraw-Hill College.
4. Rosenbloom, B. Marketing channels. Cengage Learning.
5. Bhatt, R. K. History and development of libraries in India. Mittal Publications.
6. Dutta, B. Fundamentals of Sales & Distribution Management: Text & Cases. Wiley.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

MIBA - DIGITAL MARKETING FOR INTERNATIONAL BUSINESS

Course Code: MIB 212

L-03

Credits – 03

Objective: To provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; get introduced to various digital channels, their advantages and ways of integration, get basic knowledge of Google Analytics for measuring effects of digital marketing and get insight of future trends that will affect the future development of the digital marketing.

Course Outcomes:

CO1	Analyze various digital channels and build better customer relationships.
CO2	Develop a digital marketing plan
CO3	Design proper digital channels by identifying target group of customers
CO4	Understand how to leverage online channels for international marketing operations.

Course Contents:

Unit 1: Introduction of the Digital Marketing - Digital Marketing meaning scope and importance, Principles, Internet versus traditional marketing communication, Internet microenvironment, Digital Marketing Channels, Creating initial digital marketing plan, Content management, Internal analysis: SWOT analysis, Target group analysis, Internet marketing strategy.
(10 Hours)

Unit II: Online buyer Behaviour and Models: The Marketing Mix (7- Ps) in online context. Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Theories: Theory of Planned Behaviour (TPB), Theory of Reasoned Action (TRA), Technology Acceptance Model (TAM), Integrated Internet Marketing Communications (IIMC): Objectives and Measurement of Interactive marketing communication.
(12 Hours)

Unit III: Digital Promotion Techniques I: Email Marketing, Opt-in-e-mail-Permission Marketing, Online PR, interactive Advertising, Online Partnerships, Viral Marketing, Blogs. Search Engines- Search Engines Marketing (SEM), Search Engine Optimization; Website Optimization, Content Marketing, Digital Marketing Budgeting - resource planning, cost estimating, cost budgeting & cost control.
(10 Hours)

Unit IV: Digital Promotion Techniques II: Social Media Marketing - Designing content for social media marketing, Campaign management, tracking SMM performance; Creating a Facebook page, Visual identity of a Facebook page Mobile Marketing — advertising on mobile devices, mobile apps, tracking mobile marketing performance; Introduction to Web Analytics — meaning, types, key metrics and tools.
(10 Hours)

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Suggested Readings (All Latest Edition)

1. Ryan, D. Understanding Digital Marketing: A complete guide to engaging customers and implementing successful digital campaigns. Kogan Page Publishers.
2. Chaffey, D., Ellis-Chadwick, F., Mayer, R., & Johnston, K. Internet marketing: strategy, implementation and practice. Pearson Education.
3. Hanlon, A. Digital marketing: strategic planning & integration. Sage.
4. Strauss, J & Raymond, F. E-Marketing. Pearson
5. Roberts, M. L., & Zahay, D. Internet marketing: Integrating online and offline strategies. Cengage Learning.
6. Kumar, D. Marketing in the Digital Age, Sage Texts

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

MARKETING ANALYTICS FOR INTERNATIONAL BUSINESS

Course Code: MIB 214

L-03

Credits – 03

Objective: The course is designed to provide an overview of advances in Marketing Analytics and tools used for marketing, choose appropriate data sources and analytical tools to design an analytical study, use advance analytical tools to analyze a variety of data collected by Marketers and develop analytic competencies pertaining solving of marketing problems

Course Outcomes:

CO1	Explain the basic concept and terminology related to marketing analytics and classify the various model used for preparing international business matrices.
CO2	Analyse the data using statistical techniques and develop relationships between different marketing actions and performance.
CO3	Equipped with the knowledge of estimation and validation techniques used for international customer segmentation and valuation.
CO4	Learn to apply web-based analytic techniques for measure the performance of international marketing campaigns and customer satisfaction

Course Contents:

Unit I : Introduction: Marketing Analytics, Evolution and Scope of Analytics; Data for Marketing Analytics; Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process **(10 Hours)**

Unit II: Data management: Exploring Data; Frequencies; Descriptive Statistics Cross tabulations; Independent Samples t-Test; One-Way ANOVA Simple Regression and Correlation, Multiple Regression to Forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method **(10 Hours)**

Unit III: Customer Segmentation and Valuation: Analytics for Segmentation – Introduction to Cluster analysis multivariate method, Estimation, Model performance and validation of assumptions for Cluster analysis. Customer Value Analysis, Customer Lifetime Value-Conjoint Analysis **(10 Hours)**

Unit IV: Metrics and measurements analytics: Product and Price analytics-Conjoint Analysis -Pricing - Estimating Demand Curves and Optimize Price Retailing Analytics-Allocating Retail Space and Sales Resources-Market Basket Analysis; Advertising and Promotion Analytics-Promotion Analytics-Measuring the effectiveness of Advertising. Web analytics: Search Engine Optimisation- Tracking the success of SEO. Web metrics - Google Ad words, Advertising & Analytics **(12 Hours)**

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Suggested Readings (All Latest Edition)

1. James, R. E. Business analytics: Methods, models and decisions.
2. Sorger, S. Marketing analytics: strategic models and metrics. San Bernadino, CA: Admiral Press.
3. Grigsby, M. Marketing analytics: A practical guide to real marketing science. Kogan Page Publishers.
4. Sathi, A. Engaging customers using big data: how Marketing analytics are transforming business. Springer.
5. Rao, P. H. Predictive modeling for strategic marketing. Prentice Hall
6. Narayanan, D. Basic Computational Techniques for Data Analysis, Sage Texts

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)
INVESTMENT BANKING

Course Code: MIB 216

L-03

Credits – 03

Objective: To develop an overview and understanding of the techniques and skills involved in market making, understanding about various modes of investment like equity and fixed income underwriting, proprietary trading, financial restructuring, mergers and acquisitions advisory services, and venture capital investments and apply various investment avenues under different investment tenures, risk appetite, investment modes etc.

Course Outcomes:

CO1	Understand the core investment banking activities.
CO2	Apply and use the guidelines of issue management.
CO3	Analyze the fixed income/bond market
CO4	Explore international investment avenues and rising of offshore finance.

Course Contents:

Unit I-Introduction: Investment banker - Activities - Investment banking, Sales and Trading of Financial Products, Research and Review of companies, Global Transaction Banking, Investment Management, Merchant Banking, Commercial Banking, Investment banking Vs Merchant banking.

(10

Hours)

Unit II- Issues Management: Meaning of capital issues and its Management - Pre issue activities - Post issue activities - Underwriting and Brokerage - Registrar and Share transfer Agents - Pricing and Marketing of public issues — Listing Guidelines- The new issue market/Initial Public Offerings (IPOs) - Publicly Traded Markets: Factors affecting the secondary trading market, stock exchanges, market indices, liquidity and volatility issues - Corporate effects on stock pricing, price/earnings ratios, book value, valuation based on expectations vs. historical reporting -External and international economic effects on stock market values, liquidity and volatility -Fundamentals of stock market technical analysis - Private Equity/Venture Capital and Direct Investment.

(12 Hours)

Unit III- Fixed Income/Bond Market: Differences between stocks/equity and bonds/credit markets -Fundamentals and mathematics of the credit, fixed income/bond market -Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads, Investment Grade vs Non Investment Grade (High Yield/Junk Bonds) -

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Fundamentals of the workings of the credit markets -Convertible Bonds and Asset Backed Securities -Trading, Positioning, Underwriting and Distribution -Rating Agencies.(10 Hours)

Unit IV-International Investment and offshore financing: Methods - Sources of funding/investor decision making – Credit borrowing Vs Issuing Equity - Analysis of funding options: bank borrowing, cross currency, private placements, private equity, public stock/bond market, high yield market, floating rate vs. fixed rate borrowing, equity vs. convertible securities Disinvestments mechanism — Incentives — Future Prospects. GDR — ADR — Bonds - Legal aspects & Modalities - Regulation of Stock Exchanges & Share Brokers
(10 Hours)

Suggested Readings:

1. Rosenbaum, J., & Pearl, J. Investment banking: valuation, leveraged buyouts, and mergers and acquisitions John Wiley & Sons.
2. Iannotta, G. Investment banking. Springer.
3. SEBI Mannual, Taxmann's Publications
4. Liaw, K. T. The business of investment banking: A comprehensive overview. Wiley
5. Giri, P. Investment Banking: Concepts, Analysis and Cases. McGraw Hill
6. Lott, T., Loosvelt, D., Roberts, R., & Phillips-Sandy, M. Vault career guide to investment banking. Infobase Learning

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

INTERNATIONAL ACCOUNTING

Course Code: MIB 218

L-03

Credits – 03

Objective: To make the students understand the concept and nuances of international accounting standards for international business firms, apply the concept and nuances of international accounting practices for international business firms and understand the importance of financial reporting in international environment.

Course Outcomes:

CO1	Understand the core of international accounting through International Financial Reporting norms.
CO2	Apply the guidelines, features and suitability of various financial instruments.
CO3	Evaluate the essentials details regarding inter corporate investments.
CO4	Explore the norms of global mergers & acquisitions accounting and financial reporting in an international environment

Course Contents:

Unit I- Introduction of International Financial Reporting: Concept International Accounting Practices, introduction to inter corporate investments – Intercompany transaction – Global Joint Venture Accounting, Foreign Currency Translation accounting. **(10 Hours)**

Unit II- Financial instruments: Presentation and disclosure – Convertible securities – recognition and measurement of financial instruments – comprehensive income – settlement Date Vs Trade Date Accounting. **(10 Hours)**

Unit III- Inter-Corporate Investments: Temporary and Portfolio investments – Business combination and reporting methods – consolidation procedures – Financial statement disclosure. **(10 Hours)**

Unit IV- Global mergers & acquisitions accounting and Financial reporting in an international environment: Consolidating wholly, wholly owned subsidiary under equity and cost recording – Intercompany revenue, expenses & inter company profit & expenses, Integrated Vs Self Sustaining foreign subsidiary – GAAP for public sector organizations. **(10 Hours)**

Suggested Readings (All Latest Edition)

1. Garanina, T. A. Comparative International Accounting, Christopher Nobes, and Robert Parker, 2010, Pearson Education Limited.
2. Alexander, D., & Nobes, C. Financial accounting: an international introduction. Pearson Education.
3. Carnes, T. A. International Corporate Reporting: A Comparative Approach. Journal of

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International Accounting Research.

4. Kothari, J. & Barone, E. Advanced Financial Reporting & An International approach. Pearson Education
5. Mohapatra, A. D. International accounting. PHI Learning Pvt. Ltd.
6. Choi, F. D., & Meek, G. K. International accounting. Pearson Education.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

FINANCIAL ANALYTICS FOR INTERNATIONAL BUSINESS

Course Code: MIB 220

L-03

Credits -03

Objective: To develop knowledge management from data processing to data modeling and visualization skills, develop skills related to networking and machine learning technologies based activities of markets, institutions and participants and provide an applied overview of both classical linear approaches to statistical learning and more modern statistical methods..

Course Outcomes:

CO1	Understand the knowledge and intelligence from datasets which exhibit high volume, velocity, and/or variety.
CO2	Describe the difference between various statistical techniques and Interpret which model seems to fit the dataset.
CO3	Study and discuss what big data is, and how it differs from traditional approaches
CO4	Plan to use the primary tools associated with big data in creating systems to take advantage of big data.

Course Contents

Unit I- Introduction to Financial Analytics: Fundamentals of Finance & Financial Analytics for International Business, Data analytics for International financial strategy formulation, Financial Modelling and Prediction, Introduction to SPSS Software, Gretl Software and Orange Software; Time Series Analysis including graphical analysis, trend and seasonality detection and removal, moving-average filtering and stationarity. **(12 Hours)**

Unit II- Microsoft Excel: Data Entry Techniques in Excel, How to Make Your Spreadsheets Look Professional, Excel Formulas for Beginners, Inserting, Deleting, and Modifying Rows & Columns, Format Cells, Use of Paste Special, Insert Hyperlinks into Excel Spreadsheets, Using Excel's Freeze Panes to Handle Large Datasets, How to Use the Same Macro On Multiple Workbooks, Using Absolute and Relative Cell References, Conditional formatting, Drop-down List in Excel, Custom-sort, VLOOKUP & HLOOKUP, Building Professional Charts in Excel. **(11 Hours)**

Unit III- Data Analytics: Introduction to data science and data analytic thinking, Predictive modeling, Linear models, Support vector machines, Model performance analysis, Graphical Models, Markov decision processes, application to trading, combining models, Application to finance: Mixed trading strategies algorithmic trading. **(10 Hours)**

Unit IV- Big Data Analytics: Introduction to Big Data, Core Technologies for Distribution and Scale, Data Base Management, Data Stream Management, Data Analytics, Visualization in a big data world, Applications. **(9 Hours)**

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Suggested Readings (All Latest Editions)

1. Hair, J. F. Black, W. C., Babin, B. J. Anderson, R.E. & Tatham., R. L. Multivariate data analysis. Prentice hall
2. Soares, S. Big data governance: An emerging imperative. Mc Press.
3. Hastie, T., Tibshirani, R., Friedman, J. H., & Friedman, J. H. (2009). The elements of statistical learning: data mining, inference, and prediction. springer.
4. Dhar, V., & Stein, R. (Seven methods for transforming corporate data into business intelligence. Prentice-Hall.
5. Anuradha B , Financial Analytics And Control, Notion Press
6. Arora, R. K. & Lal, P. Financial Risk Analytics: Measurement, Management and Examples in R, Wiley

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

FOREIGN EXCHANGE MANAGEMENT

Course Code: MIB 222

L-03

Credits – 03

Objective: To provide the students an insight into the operational mechanism of foreign exchange market, the forex risks involved and mechanics of management of such risks, give an insight into various risks involved and mechanics of management of risks and provide insight into the operational mechanism of the foreign exchange risks involved and mechanics of management of risks.

Course Outcomes:

CO1	Understand the dynamics of Foreign Exchange Markets
CO2	Compare various types of exchange rates globally.
CO3	Analyse various Foreign Exchange Transactions
CO4	Analyse and management of Foreign Exchange Risk.

Course Contents

Unit I: The Foreign Exchange Markets: Organisation-Spot Vs Forward Markets, Bid and Ask rates, Interbank Quotations, International Market Quotations, Cross Rates, Merchant Rates, FEDAI Regulations, Role of RBI; Monetary Policy, Inflation, Interest Rates and Growth, Balance of Payment, FX Determination, FX Volatility, Exchange Rate Risk and Exposure (10 Hours)

Unit II: Exchange Rates: Exchange Rate Systems, Determining Exchange Rates, Fixed and Flexible exchange rate system, Exchange Rate Theories, Participants in the Foreign Exchange Markets; Cash and Spot Markets, Exchange Rate Quotes, LERMS, Determinants of Exchange Rates, Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange and Currency Futures; Exchange Rate Arrangement in India, Exchange Controls, International Parity Conditions and Long Run FX Determination (10 Hours)

Unit III: Foreign Exchange Transactions: Purchase and Sale Transactions, Spot Vs Forward transactions, Forward Margins, Interbank Deals, Cover deals, Trading, Swap deals, Arbitrage Operations, Factors Determining Forward margins.; FX Derivatives and Hedging risk and exposure (10 Hours)

Unit IV: Foreign Exchange Risk and Management of Risk in Foreign Exchange Markets: Transaction exposure, translation exposure and economic exposure; management of exposures internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques. Forex Derivatives Swaps, Future and Option and Forward Contracts. Currency Derivatives, Currency Forwards, Currency Futures,

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Suggested Readings (All Latest Edition)

1. Shapiro, A. C. Multinational Financial Management, Wiley
2. Cherunilam, F. International Economics, Tata McGraw Hill Pub Ltd Ian H Giddy: Global financial Markets, AITBS Publishers and Distributors, New Delhi
3. Bhaskar, P. V., & Mahapatra, B. Derivatives Simplified: An Introduction to Risk Management. SAGE Publications Pvt. Limited.
4. Levi, M. D. International finance. Routledge.
5. Zeneff, D. & Zwick, J. International Financial Management, prentice Hall,
6. Jeevanandam, C. Foreign Exchange & Risk Management. Sultan Chand & Sons.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

NEW VENTURE CREATION AND FINANCING DECISIONS

Course Code: MIB 224

L-03

Credits – 03

Objective: To provide necessary input for entrepreneurial effort and planning the start of new venture, necessary input to investigate, understand and internalize the process of setting up a business and necessary input to regarding financing and post planning efforts by an entrepreneur.

Course Outcomes:

CO1	Understand and explore various modes of opportunity identification, new and innovative ideas, techniques for generating ideas etc.
CO2	Analyze and selecting various methods to initiate ventures
CO3	Understand all essentials details regarding Legal challenges in setting up business globally.
CO4	Analyze and exploring various forms of venture capital for creating new business concepts that require limited funding during the nascent stages.
CO5	Prepare business plan for new venture.

Course Contents

Unit I: Starting New Venture: Opportunity identification, Search for new ideas, Sources of innovative ideas, Steps in starting a new venture, Techniques for generating ideas, Entrepreneurial imagination & creativity, The role of creative thinking, Developing your creativity, Impediments to creativity
(10 Hours)

Unit II: Methods to initiate ventures and Legal challenges in setting up business: Creating new ventures, buying a franchise and acquiring an existing venture, Intellectual property protection including Patents, Trademarks and Copyrights, Legal acts governing businesses in India, Form of business organization
(10 Hours)

Unit III: Entrepreneurial Capital: The venture capital market, Alternate sources of financing for global entrepreneurs including Bank funding, Government policy packages, State financial corporations, Business incubators and facilitators, Informal risk capital, Angel investors
(10 Hours)

Unit IV: Business plan preparation for new venture: Business plan concept, Pitfalls to avoid in business plan, Elements of a business plan, developing a well conceived business plan, Factors affecting business plan and environmental scanning
(12 Hours)

Suggested Readings (All Latest Edition)

1. Cohen, B. S., & Kador, J. What every angel investor wants you to know: An insider reveals how to get smart funding for your billion-dollar idea. McGraw-Hill Education.

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2. Feld, B. & Mendelson, J. Venture Deals, Wiley
3. Timmons, J. A., Spinelli, S., & Tan, Y. New venture creation: Entrepreneurship for the 21st century. McGraw-Hill.
4. Leach, J. C., & Melicher, R. W. Entrepreneurial finance. Cengage Learning.
5. Holt, D. H. Entrepreneurship: New venture creation.
Shepherd, D. A., & Patzelt, H. Entrepreneurial strategy: Starting, managing, and scaling new ventures Springer Nature.
6. Burns, P. New venture creation: a framework for entrepreneurial start-ups. Bloomsbury Publishing.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

INTERNATIONAL PERFORMANCE MANAGEMENT SYSTEMS

Course Code: MIB226

L-03

Credits – 03

Objective: To provide a thorough understanding of the different performance appraisal systems from Global perspective.

Course Outcomes:

CO1	Explain systematically, decide and communicate strategic performance aims, objectives, priorities and targets.
CO2	Understand effective performance management policies and practices to improve organisational and employee performance globally.
CO3	Design performance and demonstrate the communication skills required at the time of managing achievement and under achievement.
CO4	Evaluating the effectiveness of performance management.

Course Contents:

Unit I: Performance Appraisal – A conceptual Frame Work, Tools of Performance Appraisal, Performance Management in MNC and its outcome, Designing of PMS in MNC - aims and role of PMS, characteristics of an ideal PMS process from Global perspective , Linking of performance management and strategic planning in a MNC. **(10 Hours)**

Unit II: Designing performance tools according to international business standards, determinants of performance, methods of measuring performance in MNCs, Analyzing the causes of poor performance from Global Perspective, Selecting performance measurement approach according to the MNC. Measuring results and behaviours, - BARS from global perspectives, gathering performance information, implementing performance management system. Introduction, need, skills required, the role of the appraiser in a MNC, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview of Expatriate , follow up & validation, present thoughts & future decisions. **(12 Hours)**

Unit III: Personal Development plans and transfers of Global Managers, 360 degree Appraisal and its application in US Europe and Asia. Performance management & reward systems in MNC: performance linked remuneration system, performance linked career planning & promotion policy, Performance Counselling and Problem Solving from global perspective. Concept, the need for performance counselling in MNC. Strategies to counsel employees in United States Europe and Asia. Designing and using performance relationship maps, Identifying Individual Potential to be Global Managers by linking organizations vision. Strategies adopted by GE in transforming employees. **(12 Hours)**

Unit IV: Performance Management and Motivation from Global scenario – Application of Expectancy model, Reward and Recognition from global perspective, Challenges of implementing PMS in MNC. **(10 Hours)**

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Suggested Readings (All Latest Edition)

1. Aguinis, H. Performance Management. Pearson Education
2. Berger, L. A., & Berger, D. R. The talent management handbook. McGraw-Hill.
3. Sahu, R. K. Performance management system. Excel Books India.
4. Rao, T. V. Appraising & Developing Managerial Performance. Excel Books
5. Rao, T. V., & Rao, R. 360 Degree Feedback and Performance Management System Excel Books India.
6. Bhattacharyya, D. K. Performance management systems and strategies. Pearson Education India.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

HR ANALYTICS FOR INTERNATIONAL BUSINESS

Course Code: MIB228

L-03

Credits – 03

Objective: The course is to provide an insight amongst the students how to enhance the productivity and potential level of the employees in a scientific manner.

Course Outcomes:

CO1	Explain theory, concepts of human resources research, data, metrics, systems, analyses, and reporting in business application.
CO2	Understand and interpret HR data to support decision making.
CO3	Design the benchmarks/metrics to conduct research and statistical analyses related to performance analysis.
CO4	Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand various statistical analysis methods to demonstrate how to connect HR results to business results

Course Contents

Unit I: Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM: 21(r) Model. Diversity Analysis: Equality, diversity and inclusion, measuring diversity and inclusion, testing the impact of diversity, Workforce segmentation and search for critical job roles. (12 Hours)

Unit II: Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover. (10 Hours)

Unit III: Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decision, Identify best performing talent and career management in International setup. (10 Hours)

Unit IV: Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change globally. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis. (10 Hours)

Suggested Readings (All Latest Edition)

1. Edwards, M. R., & Edwards, K. Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
2. Jac, F. The new HR analytics: predicting the economic value of your company's human capital investments. AMACOM
3. Fitz-Enz, J., & John Mattox, I. I. Predictive analytics for human resources. John Wiley & Sons.

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4. Banerjee, P., Pandey, J. & Gupta, M. Practical Applications of HR Analytics, Sage Texts
5. Bhattacharyya, D. K. Training and Development: Theories and Applications. Sage Publications Pvt. Limited.
6. Tripathi, S. S. & Ray, R. HR Analytics In-Depth, BPB

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TRAINING AND DEVELOPMENT FOR INTERNATIONAL BUSINESS

Course Code: MS 230

L-03

Credits – 03

Objective: Students will be able to develop training analytical skills, design training programs from global perspective, able to identify training and development needs in the cross cultural environment and apply training models for the assessment of training

Course Outcomes:

CO1	To design training need analysis (TNA) template/format.
CO2	To understand various training and development interventions.
CO3	To develop training programs for the identified objectives.
CO4	To understand the difference in cultural aspects of various nations.

Course contents:

UNIT 1: Definition – meaning – need for training in MNC – Importance of training – Objectives of training – Concepts of education – training and development – overview of global training types of training, Training in Global Perspective. (10 hours)

UNIT 2: Principles of learning- theories of learning- reinforcement theory – social learning theory, resistance to training Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning , Steps in training – identification of job competencies in MNC – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment. (10 hours)

UNIT 3: Designing of training programs in MNCs, Training need identification for Expatriates – methods and techniques of training – designing a training modules, management development program for global managers, budgeting of training Evaluation of Training Program - KirkPatrick model of evaluation , CIRO model, cost-benefit analysis , ROI of training at Global Level. (10 hours)

UNIT 4: New Technologies for Learning, Virtual Work Arrangements, Technology enabled training and development methods, Training and Development from a Change Model Perspective, Techniques in change Management, Key Issues in Implementing Change. (10 hours)

Suggested Readings (All Latest Edition)

1. Noe, R. Employee training and development. McGraw Hill Education.
2. Sharma, R. R. Human resource management for organizational sustainability. Business expert press.
3. Deb, T. Training and Development: Concepts & Applications, Ane Books
4. Syrett, M. & Lammiman, J. Global Training and Development: Training and

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Development, Wiley

5. Ross, S. C. Training and Development in Organizations: An Essential Guide for Trainers. Routledge.
6. Beebe, S. A., Mottet, T. P., & Roach, K. Training and development: Enhancing communication and leadership skills.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

HRD SCORE CARD 2500

Course Code: MIB232

L-03

Credits – 03

Objective: This course is intended to develop executive to measure the maturity level of HRD, its system and strategies, competencies, culture and values and business impact through a score card.

Course Outcomes:

CO1	Able to measure the maturity level of HRD.
CO2	Understand system and strategies, competencies, culture and values of an organisation
CO3	Evaluate the business impact through a score card.

Course Contents:

Unit I: Introduction to HRD Audit & HRD Score Card – Need for HR Audit –HRD System & Strategies, In depth Audit of HRD System – Competency mapping, Manpower Planning Audit, Organizational Intervention, 360 Degree Feedback and Leadership Development .
(10 hours)

Unit II: HRD Global Competencies – Competencies of HRD Staff, learning Attitude of Line Managers, Top Management Styles, learning orientation for Non Supervisory Staff, Credibility of HR Department, and Final Competencies Score.
(10 hours)

Unit III: HRD Culture and Values – Rationale for Assessment System, Organizational Culture and Total HRD Culture Scores; HRD Impact and Alignment – Impact of HRD, conversion Table and Dimensions.
(10 hours)

Unit IV: HRD Audit Instruments – Designing of HRD audit questionnaire, Type of Analysis. HRD Scoring – HRD System and Strategies, Career System, Work planning, Competency Mapping HRD Competencies, HRD Culture and Values, HRD Impact and its alignment, HRD score card certificate.
(12 hours)

Suggested Readings (All Latest Edition)

1. Rao, T. V. HRD Score Card 2500: Based on HRD Audit. SAGE Publications India..
2. Sharma, R. R. 360 Degree Feedback Competency Mapping and Assessment Centers: For Personal and Business Development. Tata McGraw-Hill Pub..
3. Becker, B. E. The HR Scorecard, Harvard Business Review Press
4. Rao, T. V. HRD audit: Evaluating the human resource function for business improvement. SAGE Publications India.
5. Phillips, J. J., & Schmidt, L. The leadership scorecard. Routledge.
6. Ahuja, N. The Hr Team: A Practical Guide For Human Resource Professionals, Notion press

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

(MBA-IB)

HUMAN RESOURCE ACCOUNTING

Course Code : MIB234

L-03

Credits – 03

Objective: Course is intended to develop executive with the skills of calculating values of the human assets of the organization

Course Outcomes:

CO1	Explain the effectiveness of an H R Department for any organisation.
CO2	Understand how HR professionals compare their performances with another person's in any organisation.

Course Contents:

Unit I: Introduction: Meaning & definition of HRA – Importance, Development of the Concept – Historical Score Card, HRA for managers & HR Professionals, Investment in Human Resources – Quality of Work Force and Organization, Performance – Efficient use of Human Resource – International Modern market investment theory – Enumerating the assets – Calculating the market Values of Assets – Illiquid and Non Marketable Assets –Human Capital. (10 hours)

Unit II: Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity - Training – Human Capital & Productivity - -, Human Resource Accounting – Measurement of Global Human values addition into Money value – Objective of Human Resource Accounting – Approach to Human Resource Accounting. (10 hours)

Unit III: Investment Approach – Investment in Human Resource, Hr values –Concepts Methods and Mechanics, Recruiting and training cost –Depreciation – rates of Return – Organization behaviour Vs Turnover – Non Value adds in the Management of Human Resources, Measures and Prevention – Organization Climate Approach – Improvement Determination of change in Human resource variables - Increased Costs ,cost Reduction and Future Performance. (10 hours)

Unit IV: HR Accounting – Design, preparation and Implementation: Responsibility Accounting and Management Control, Management Control structure and process, Design of HR Accounting Process and Procedures for each of the HR Subsystem including Recruitment, induction, PA and training, Classification of Costs in HR Accounting – Behaviour Aspects of Management Control – Social Control; HR Auditing and Accounting – HRA Software, HRA orientation reporting Processes including P&L Accounting & Balance Sheet, Experiences and Extrapolation (For Future scenario) on HRA. (12 hours)

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1. Flamholtz, E. Human resource accounting: Advances in concepts, methods, and applications. Springer Science & Business Media.
2. Jac, F. How to measure Human Resource Management. McGraw Hill.
3. Katiyar, R. C. Accounting for Human Resources. UK Publication House
4. Saeed, M. & Kulshreshtha, D. K. Human Resource Accounting. Anmol Publications
5. Rao, D. B. Human Resource Accounting. Stosius Inc/Advent Books Division
Pareek, U., & Rao, T. V. Designing and managing human resource systems. Oxford and IBH publishing.

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GURU GOBIND SINGH INDRAPRATHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS
(MBA-IB)

PROJECT DISSERTATION

Course Code: MIB 204

Credits – 06

Objective: To provide research experience in the field of management study, create a research aptitude and to support the real business problems and develop the interest in innovating and experiment ideas so as to create confidence in doing practical work

Course Outcomes:

CO1	Enhance habit of finding solution to untapped problems in the organisation
CO2	Apply the research methodology in solving the business problem.
CO3	Develop the interest in developing and experiments new business innovations .

Every student will be assigned a project topic at the end of the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in their respective institutions. The format of the report is given below:

- Executive Summary
- Introduction
- Objective of the Research Undertaken
- Hypothesis, if any
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- Bibliography/References
- Appendices – to include questionnaire if any

The student shall be required to submit progress reports as per the schedule to be announced by the School/ Institutions for assessment by the project guide.

The dissertation shall be evaluated by External and Internal Examiners separately from out of 60 and 40 marks, respectively. The internal assessment shall be done based on a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done based on Viva Voce and the report.

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