

# UNIVERSITY OF PETROLEUM & ENERGY STUDIES



*(ISO 9001:2008 Certified)*

**MBA (GLOBAL) 2023-24**

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## Program Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for databased decision-making.
PO3	Develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Understand the impact of the professional management solutions in societal and environmental contexts and need for inclusive and sustainable development.
PO7	Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological and managerial change.

### **Program Specific Outcomes (PSOs)**

**PSO 1:** Apply digital decision-support tools to decision making in Global Business Sector and ensure consistency with global business practices and requirements, e.g., monetary policy, capital markets, labor markets, transport of goods, tariffs, and International Law.

**PSO 2:** Apply conceptual knowledge of Global Business sector and technological applications with respect to Cross cultural similarities and differences in an integrated manner.

**PSO 3:** Employability Skills for appropriate roles in management in the Global Business Scenario, especially skills like Cross Cultural Sensitivity and Cross-Cultural Communications.

### **Program Educational Outcomes (PEOs)**

**PEO 1:** Graduates will have the managerial knowledge to have successful career in overseas market, international agreements, international trade, and investment for making managerial decisions in the global business.

**PEO 2:** Graduates will have competency to analyze challenges and advancements in the focus areas of Global Business.

**PEO 3:** Graduates will be motivated and confident to pursue advanced education, research and development and other creative efforts in Global Business and allied areas.

**PEO 4:** Graduates will have higher order thinking and leadership skills to become leaders of tomorrow.

**PEO 5:** Graduates will contribute to the welfare of society and environment by taking sound professional and responsible managerial decisions.

SEMESTER I			SEMESTER II		
Subject Code	Subject	Credits	Subject Code	Subject	Credits
ECON 7006	Managerial Economics	3	DSRM 7002	Business Research Methods	3
HRES 7002	Organizational Behaviour	3	MKTG 7009	Digital Marketing	3
MKTG 7001	Marketing Management	3	TBA	Managing Digital Transformation	3
FINC 7010	Accounting for Managers	3	STGM 7008	International Strategic Management	3
TBA	Quantitative Techniques for Managers	3	TBA	Operations Management	3
LSCM 7024	Global Supply Chain Management	3	HRES 7024	Global Human Resources Management	3
TBA	Business Analysis and Communication I	2	TBA	Business Analysis and Communication II	2
			FINC 7019	Financial Management	3
<b>TOTAL</b>		<b>20</b>	<b>TOTAL</b>		<b>23</b>
SEMESTER III			SEMESTER IV		
To be completed abroad					
Subject Code	Subject	Credits	Subject Code	Subject	Credits
STGM 8029	Decision Making and Case Studies	3	SEMI 8108	Research Seminar	3
SIIB 8110	Internship	16	GLPM 8001	Master Thesis	16
<b>TOTAL</b>		<b>19</b>	<b>TOTAL</b>		<b>19</b>
<b>Total Credits of MBA (Global) 2023</b>					<b>80</b>



# SEMESTER I

<b>ECON 7006</b>	<b>Managerial Economics</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Undergraduate in any discipline with analytical bent of minds				
<b>Co-requisites</b>					

**Course Objectives:**

The objectives of this course are:

1. To understand the demand and supply forces and demand forecasting in various industries of the economy.
2. To understand the implications of different companies' product-positioning strategy.
3. To know the interaction of government and market forces in the economy.
4. To analyze various macroeconomic factors that affect business environment.
5. To examine production and market strategies of firms in various Industry.
6. Overall, gain basic understanding of underlying concepts related to managerial economics and its application in business activities.

**Course Outcomes:**

On completion of this course, the students will be able:

- CO1. Understand the various concepts of economic theory for individual and aggregate activity.
- CO2. Apply the existing economic theory with complex and dynamic business environment.
- CO3. Analyze the economic and business policy in the context of current business environment.
- CO4. Integrate the concepts of managerial economics with contemporary business scenario.

**Catalog Description:**

For an innovative manager/entrepreneur, it is essential to understand the economic environment in which the firms and industry are doing their business activity. Environment of any economy is generally dynamic in nature and therefore the concepts of Economics and Management Decisions will help to understand the existing economic phenomena as well as its interrelationship and interdependency. Interactive approach shall be followed while conducting sessions. Students are expected to read and come prepared for the topics of discussion in the class. Individual or group assignments/projects would be given to students which will have to be finished within due date. Class participation will be encouraged, and it will be a part of internal assessment for example, discussion during conducting the class.

## Course Content

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### **Introduction: A Glimpse of Economics for Managers (3 lecture hours)**

Origin of economics; the scope of managerial economics; the basic process of decision making; Homo Economicus.

### **Unit 1: Basic Principles of Economics and Methodologies in Managerial Economics (3 lecture hours)**

The theory of the firm; the nature and function of profits; business ethics; the international framework of managerial economics; managerial economics in a risky, crisis-prone, and sluggish global economy; managerial economics and the internet.

### **Unit 2: Optimization Techniques for Managers (3 lecture hours)**

Optimization using spreadsheets; the concept of derivatives; Rules of differentiation; Maxima (Profit) and Minima (Cost); the second derivative of optimization; partial derivatives & multivariate function; constrained optimization; The Lagrangian multiplier.

### **Unit 3: Demand & Supply Analysis for the Market (12 lecture hours)**

The demand for a commodity; market demand; from individual to market demand; theory of consumer choice; utility & indifference curves; income & substitution effects; market supply; market equilibrium; price ceiling & price floor; price elasticity, income elasticity, cross price elasticity; marketing research approaches to demand estimation; demand estimation by regression analysis; demand forecasting – qualitative, time-series & smoothing, and barometric methods; econometric modeling; input-output forecasting.

### **Unit 4: Theory of Productions & Theory of Costs (10 lecture hours)**

Production function; total, average, and marginal product; the law of diminishing returns; production with two variable inputs; isoquants & isocost lines; marginal rate of technical substitution optimum combination of input uses; returns to scale; innovation and global competitiveness; short-run & long-run cost functions; average and marginal cost curves; plant size & economies of scale; learning curves & the new economies of scale; logistics or supply-chain management; break-even analysis; cost–volume–profit analysis & operating leverage.

### **Unit 5: Marketing Structure and Pricing Practices (14 lecture hours)**

Market structure and degree of competition; perfect competition; short-run & long-run analysis of a perfectly competitive firm; monopoly; short-run & long-run price and output determination under monopoly; monopolistic competition; short-Run & long-run price and output determination under monopolistic competition; oligopoly and market concentration; the Cournot model; Cournot–Stackelberg model; the kinked demand curve model; the sales maximization model; introduction to the game theory; prisoners' dilemma; degrees of price discrimination.

### **Text Book:**

1. Salvatore, D. & Rastogi, Siddhartha K. (2020). Managerial Economics: Principles And Worldwide Applications (9th ed.), Oxford University Press, India.

### **Reference Books:**

1. Truett, Lila J. & Truett, Dale B. (2006). Managerial Economics - Analysis, Problems, Cases (8th ed.), Wiley, India.
2. Thomas, Chris R. & Maurice, Charles S. (2020). Managerial Economics: Foundations of Business Analysis and Strategy (12th ed.), McGraw Hill, India

**Modes of Evaluation:** Quiz/Test/Assignment/Discussions/ Group Project/Written Examination

### **Examination Scheme:**

<b>Components</b>	<b>Internal Assessment</b>	<b>End-Semester Exam (Written Exam)</b>
Weightage (%)	70%	30%

<b>HRES 7002</b>	<b>Organizational Behaviour</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Basic knowledge of organizational practice				
<b>Co-requisites</b>					

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### Course Objectives

1. To help the students to develop cognizance of the importance of human behaviour in framing human resource policies.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students to analyse specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

### Course Outcomes

On completion of this course, the students will be able to

**CO1:** Remember the concepts and theories related to human behaviour in organizational context.

**CO2:** Understand the role and impact of individual and group factors/processes towards effectiveness of the decisions concerning people management.

**CO3:** Apply conceptual knowledge of organizational behaviour to diagnose and solve issues pertaining to people management in real world business situations.

### Catalog Description

The main objective of Organisational Behavior course is to help the students to acquire and develop skill to take rational decisions in the process of H. R. Planning. People have always been regarded as important in managing organizations. Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In view of this, organizational behaviour has assumed great importance. This course is designed primarily for students who are being exposed to human resource management for the first time. This course covers the explanations about the human behavior in the organizational context. It details the impact of individual, group and organizational factors on human behavior. The course also focuses on understanding of identification of critical issues and framing of strategies and scenarios required to select and develop human resources. Classroom activities involving lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved and absorb & assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

## **Course Content**

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### **Unit I: 5 lecture hours**

Unit I: Introduction to subject: Establish an explicit contract with the students with respect to preparation, presence, promptness and participation and evaluation. Entering the field of Organizational Behaviour, Fundamental concepts, evolution, anchors, theoretical foundation for organizational behaviour: cognitive framework, behaviouristic framework and social cognitive framework

### **Unit II: 11 lecture hours**

Understanding Individuals, Personality: Determinants, Work related aspects of personality, Personal effectiveness, Managerial Implications of Personality. Emotions and Attitudes: Emotions in the workplace, work related attitudes: Job satisfaction, Organizational commitment, managerial Implications of emotions and attitudes.

### **Unit III: 12 lecture hours**

**Cognitive processes** Learning: Learning in organizations: Learning through reinforcement, observing, experience, managerial implications of learning concepts. Perceptions and Attributions: Understanding others and us, judging the causes of others' behaviour, perceptual and attribution errors, managerial Implications of Perception. Motivation: Basic motivation process, Work motivation perspectives: Content, Process and Contemporary perspectives, Managerial Implications of Motivation.

### **Unit IV: 12 lecture hours**

Team processes, Groups and Teams: Nature and dynamics of groups and teams, managing and developing effective teams, decision-making, Conflict, Power, and Politics at workplace: Causes and process of conflict, managing conflict: Interpersonal conflict management styles, structural approach to conflict management, power, political behaviour, influencing tactics. Leadership: Leadership perspectives, issues and challenges, Leadership development: bringing out the leader within you.

### **Unit V: 5 lecture hours**

Organizational processes , Organizational Culture: Elements and dimensions of organizational culture, creating, transmitting, and maintaining organizational culture, managerial Implications, Organizational Change: Concept, issues in managing change, approaches to organizational change.

### **Text Books**

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- Robbins, S.P. et. al. (2022), Organizational Behaviour, 18 ed. Pearson

### **Reference**

- John W. Newstrom and Keith Davis. 2011. Human behavior at work, Tata McGraw
- Udai, P. (2010). "Understanding Organizational Behavior. Second Edition". Oxford University Press
- John, R. S., Richard, N Osborn, Mary.U., James, H. (2016). "Organizational Behavior". Twelfth Edition. Wiley.
- McShane, et.al. (2009), Organizational behaviour, 5ed. Tata McGraw



**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination**

Components	Continuous Internal evaluation (Case study presentation/Assignment/ Quiz/ Project)	ESE
Weightage (%)	70	30

<b>MKTG 7001</b>	<b>Marketing Management</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Understanding Market				
<b>Co-requisites</b>	--				

### Course Objectives

1. To outline key marketing concepts and its application to different markets
2. To identify factors and processes essential for designing marketing strategy
3. To analyze and examine the implementation of marketing concepts and strategy to firms

### Course Outcomes

On completion of this course, the students will be able to

- CO1.** Identify the scope and significance of Marketing Management relevant in the world of analytics and digitization.
- CO2.** Correlate marketing concepts and phenomenon to industry requirements.
- CO3.** Analyze various marketing environment variables and interpret them for designing marketing strategy.
- CO4.** Integrate market research analysis and marketing communication skills to evaluate innovative marketing opportunities relevant to the current needs of the corporate.

### Catalog Description

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.

### Course Content

**Unit I:** **9 lecture hours**  
Marketing Management concepts, value chain, segmentation and marketing environment

**Unit II:** **11 lecture hours**  
Marketing Environment, Market research and Marketing strategy

**Unit III:** **9 lecture hours**  
Consumer Behavior, Product and Brand Management, Pricing decisions.

**Unit IV:** **5 lecture hours**  
Distribution and channel management.

**Unit V:** **11 lecture hours**  
Integrated Marketing communication, promotional mix .

**Text Books**

1. Marketing Management, (English, Paperback, Philip Kotler, Kevin Lane Keller, Pearson education, 14th edition, 2015, ISBN: 9789332557185, 9332557187

**Reference Books**

1. Principles of Marketing, A south Asian Perspective, Original ed Cengage publication, 12th Edition, 2016, ISBN: 978-1-111-52809-6
2. Kotler, Keller, Koshy, Jha, Marketing Management, A south Asian Perspective, 12th Edition. Intl ed. US: Prentice Hall, 2002.ISBN: 8120316096.
3. Kotler, Philip. Marketing Management, Millennium Edition. Intl ed. US: Prentice Hall, 2002.ISBN: 8120316096.
4. Principles of Marketing, Kotler and Armstrong, Pearson, 12th edition., 2008, ISBN: 978-81-317-1547-5

**Reference Material**

Harvard Business Review, Business week, Forbes, Fortune 500, Journals of Marketing, Business and Advertising.*Newspaper:* Any national daily, The Economic Times

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:**

Components	Continuous Internal evaluation (Case study presentation/Assignment/ Quiz/ Project)	ESE
Weightage (%)	70%	30%

<b>FINC 7010</b>	<b>Accounting for Managers</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Basic knowledge of Fundamentals of Accounting such as calculation of Assets, Liabilities, Expenses				
<b>Co-requisites</b>					

### Course Objectives

To help the students to develop cognizance of the importance of accounting in organization financial statements

1. To enable students to describe how people analyze the corporate financial under different conditions and understand why people describe the financial statements in different manner.
2. To provide the students to analyze specific characteristics of Finance Industry and their future action for expenses and income
3. To enable students to synthesize related information, evaluate options for most logical and optimal solution such that they would be able to predict and control financial incurrence, and improve results.

### Course Outcomes

On completion of this course, the students will be able to

- CO1.** Demonstrate the applicability of the concept of Accounting to understand the Managerial decisions and financial statements .
- CO2.** Apply the Financial Statement Analysis associate with Financial Data in the organization.
- CO3.** Analyse the complexities associated with management of cost of product and services in the Organization
- CO4.** Integrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to Management Sector

### Catalog Description

The main objective of Accounting for Management Sector is to help students to acquire and develop skills to take rational decisions in the process of product mix and assessment of Earning per Share. Assets and Liabilities have always been regarded as important in financial analysis in organizations.

Advantage aspects are critical in each aspects of management and equally so for the effective management of Financial Resources. In view of this, Accounting and Management Accounting has assumed great importance. This course is designed primarily for students who are being exposed to Accounting, Asset Liability Management for the first time.

This course covers the explanations about the accounting concepts in the organizational context; it details the impact of assets, liabilities, expenses, income on Financial Statement. The course also focuses on understanding of identification of Cost and framing of strategies and scenarios required to select and develop product line.

Classroom activities including lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates.

Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

## **Course Content**

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### **UNIT – I** **8 Lecture Hours**

#### **Basics of Accounting & its Principles; & Depreciation Accounting:**

Meaning, Need, Role and Significance of Accounting, Basic Accounting Concepts and Conventions (Overview of Indian GAAP, US GAAP, IAS, IFRS), Ind AS 1 Presentation of Financial Statements , Ind AS 2 Inventories, Asset-Liability Equity Relationship (ALE). Introduction to Accounting Cycle-Preparation of Journal, Ledger, Trial Balance. Depreciation, Depletion and Amortization (Ind AS 16-Propert , Plant and Equipment), Preparation of financial statements with adjustments.

### **UNIT – II** **11 Lecture Hours**

**Preparation of Financial Statements:** Understanding and Preparation of Financial Statements and adjustment of external items, Ind AS 1- Presentation of Financial Statements.

### **UNIT – III** **11 Lecture Hours**

**Financial Statements Analysis:** Analysis and Interpretation of Financial Statements-Ratio Analysis, Common-Size Statement, Du-Pont Analysis, Cash-Flow Statement (Ind AS 7- Statement of Cash Flows).

### **UNIT – IV** **11 Lecture Hours**

**Costing & Managerial Decision Making:** Cost Concepts, Cost Sheet, Marginal Costing- PV Ratio, BEP Analysis.

### **UNIT – V** **4 Lecture Hours**

**Emerging Technology in Accounting:** Overview of Fintech, Digitalisation in Accounting system, Transforming Accounting with technology.

#### **Text Books**

1. Management Accounting, M.Y.Khan; P.K.Jain, Tata McGraw, New Delhi
2. Financial Accounting, S N Maheshwari and S K Maheshwari, Vikas Publishing House (P) Ltd

#### **Reference Books**

1. Financial Accounting; Principles and Practices, J Lal and S Srivastava, S Chand, New Delhi
2. Financial Accounting, P C Tulsian, Tata McGraw, New Delhi
3. Management Accounting, I M Pandey, Vikas Publishing House (Pvt) Ltd.

4. Logistics and Supply Chain Management, G Raghuram ; N Rangaraj, PHI Eastern Economy Edition
5. Supply Chain Management, R.P.Mohanty, Bizantra Pub
6. Logistics: Cases and Concepts, D J Bloomberg; L M Stephen; B Joe Hanna, Macmillan India Limited, New Delhi

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Scheme:**

Components	Continuous Internal evaluation (Case study presentation/Assignment/ Quiz/ Project)	ESE
Weightage (%)	70	30

<b>TBA</b>	<b>Quantitative Techniques for Managers</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Mathematics of UG level				
<b>Co-requisites</b>	Economics & Statistics of UG level				

### Course Objectives

1. To understand the basic structure of Mathematics & Statistics along with data collection, presentation and interpretation.
2. To understand the characteristics of data and their importance.
3. To understand the Bivariate data and their characteristic along with understanding of prediction of dependent variable.

### Course Outcomes

On completion of this course, the students will be able to

- CO1 Demonstrate a clear understanding of the concepts related to quantitative method  
CO2. Apply the statistical tools in business decision  
CO3. Analyse to solving issues pertaining to the real world business situations  
CO4. Integrate business model for practical decision making

### Catalog Description

This course is an introductory course to statistics and data analyses for business students along with development of the mathematical foundations of undergraduate level. Students will be exposed to basic statistical concepts and procedures to handle the data. Students are expected to recognize the nature of their data, select appropriate procedures, perform requisite calculations, demonstrate computer proficiency, and explain the results to layperson.

### Course Content

#### Unit I: **6 lecture hours**

**Introduction to Statistics:** Introduction to Function, Types of Function, Evaluating Function through their graph, Average rate of change of function, Arithmetic Progression, Geometric Progression, Sum of a series in A.P. and G. P. Meaning and Scope, Statistical Methods, Limitations of Statistical Method, Introduction to Descriptive and Inferential Statistics.

#### Unit II: **7 lecture hours**

**Data Representation:** Variable, Arrangement of Raw Data, Essential for Preparation of Frequency Distribution, The Relative and Cumulative Frequency Distribution, Table components, Types of Tabulation, Type of Graphs, Frequency Curve, Cumulative Frequency Curve(Ogive), Histogram, Bar chart, Types of Bar Chart, Line Chart, Pie- Chart.

#### Unit III: **12 lecture hours**

**Measure of Central Tendency and Measure of Dispersion :** Arithmetic Mean or Averages, Median, Mode, Geometric Mean, Harmonic Mean, Range, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness, Kurtosis

**Unit IV:****13 lecture hours**

**Probability and Probability Distribution:** Various types of Events, Axiomatic Definition of Probability, Additive and Multiplicative Law of Probability, Conditional Probability, Binomial Distribution, Poisson Distribution, Normal Distribution

**Unit V:****7 lecture hours**

**Correlation and Regression:** Introduction, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Correlation for Bivariate Frequency Distribution, Spearman's Rank Correlation, Repeated Rank Correlation, Standard error and Probable error, Line of Regression, Fitting of line, Prediction of Dependent Variable.

**Text Books**

1. Levin, Richard I., Rubin, David S., Siddiqui, M.H. and Rastogi, Sanjay(2017), Statistics for Management, Pearson, ISBN: 978-9332581180.

**Reference Books**

1. Beri, G.C.,(2005), Business Statistics, TMH Publication, ISBN: 9780070599468.
2. Gupta and Kapoor (2014), Fundamentals of Applied Statistics, Sultan Chand & Sons, ISBN: 978-8180547058.
3. Arulmozhi ,G. and Muthulakshmi ,S(2009), Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.
4. Gupta and Kapoor, (2002), Fundamentals of Mathematical Statistics, Sultan Chand & Sons, ISBN: 81-7014-791-3.
5. Medhi,J.(2013), Statistical Methods-An Introductory Text, New Age International Publishers, ISBN: 978-81-224-1957-3.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

**Examination Scheme:**

<b>Components</b>	<b>Quiz/Assignment / presentation/ Test/Viva/Group Project/ etc</b>	<b>ESE</b>
<b>Weightage (%)</b>	<b>70</b>	<b>30</b>



<b>LSCM 7024</b>	<b>Global Supply Chain Management</b>	L	T	P	C
<b>VERSION 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	Graduate Level Business & Management Knowledge				
<b>Co-requisites</b>	Knowledge of QT & Basic Mathematics				

### Course Objectives

1. Have a basic conceptual understanding of Logistics & Supply Chain Management
2. Have an understanding of Global Logistics & Supply chain management and the role it has in the operations of any organisation. Students must also understand the various Government and International bodies involved in and their role in facilitating and regulating International trade.
3. Have a clear understanding of various service providers and their different roles and responsibilities. Students must also understand trade documentation for different modes of transport.
4. Knowledge of International Commercial terms and payment modes as well as financial risk management in International trade.
5. Have a detailed knowledge of different modes of transport used in International trade and their operational issues and commercial implications as well as equipment. Also the seamless connectivity of domestic transport required for efficient International trade and trade infrastructure.
6. Have an understanding of the complexities of global sourcing
7. Have a basic knowledge of the use of technology in trade and the impact of technological changes taking place on trade operations

### Course Outcomes

On completion of this course, the students will be able to

- CO1. Understand the importance of globalization and its impact on trade..
- CO2. Deploying knowledge of regional and International trading blocs in solving problems of International Logistics.
- CO3. Analyse the transportation decisions involved in international trade.
- CO4. Integrate the concepts of global supply chain and IT application in International business.

### Catalog Description

With the maturing of globalization, business practice and theory needs to take into account the specific dynamics of operations in the International context. Supply chains stretch across the world and corporate entities operate through multiple locations, time zones and cultures. The SC operations involve handling complex issues relating to product sourcing, manufacturing and product distribution using multiple modes of transport and vessels. The complexity is enhanced by the use of different currencies and the prevalence of multiple, and sometimes conflicting, legal provisions and duties. Navigating this environment needs the identification and management of various service providers to assist in keeping the SC responsiveness and

efficiency at the desired levels. The use of ICT in International trade has changed a number of operations and their related documentation making international supply chains faster and more efficient.

### Course Content

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S. No.	Description	No. of Sessions
1.	<b>Globalisation</b>	3
2.	<b>Global Operation Management</b>	2
3.	<b>Foreign Market Entry Strategies</b>	2
4.	<b>Global Freight transportation Management</b>	2
5.	<b>Global Sourcing</b>	2
6.	<b>Contract Management</b>	2
7.	<b>Supplier Relationship Management</b>	3
8	<b>Methods of Payment</b>	1
9	<b>Import Export Management</b>	5
10	<b>Managing Risk in global Supply Chain</b>	1
11	<b>Performance Management</b>	1
12.	<b>Role of IT in supply chain &amp; Presentation - Groups</b>	<u>6</u>

### Text Books

1. V. Sople, Global Operations and Logistics- Philippe-Pierre Dornier, Ricardo Ernest, Michel Fender, Kouvelis, Wiley India.
2. International Logistics- Pierre David- Biztantra.

### Reference Readings

1. Chopra and Meindl, Supply Chain Management. Pearson.
2. Ballou, R.H. Business Logistics/Supply Chain Management (5th ed.). Pearson.
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

<b>TBA</b>	<b>Business Analysis &amp; Communication I</b>	L	T	P	C
		2	0	0	2
<b>Pre-requisites/Exposure</b>	Basic knowledge of English				
<b>Co-requisites</b>					

### Course Objectives

1. To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non- verbal in context of the organization.
2. To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
3. To provide to the students the basic understanding of the verbal and non - verbal communication so that they understand the different aspects of spoken and written businesscommunication.
4. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

**Total Lecture Hours: 30**

### Catalog Description

This course introduces the basics of communication strategy: audience analysis, communicator credibility, message construction and delivery. It provides opportunities for students to improve their business speaking and writing skills, regardless of current skill level. Students will deliver individual and team presentations, and will receive feedback to improve their communication effectiveness. Practice exercises will focus on refining visual, vocal and verbal delivery to strengthen their presence, structuring and designing content, and handling questions from both internal and external audiences. This highly interactive course will help students become a more dynamic, persuasive communicator.

### Course Outcomes (COs)

On completion of this course, the students will be able to:

1. **CO1** - Understand how to use the elements of communication strategy to engage audiences
2. **CO2** - Use message structure effectively in written and spoken communication
3. **CO3** - Analyse and practice delivery techniques for prepared and impromptu presentations
4. **CO4** - Apply design principles in the creation of visuals for presentations
5. **CO5** - Practice answering audience questions and giving/receiving feedback on presentations

### UNIT 1 10 Lecture Hours

Weeks 1-5

Overview of the course and its objectives; the philosophical, operational, and ethical implications of communication in a multi-mediated world; the importance of effective communication in a multi-mediated world. Planning Communication. Explore Why? (purpose), Who? (audience), and How? (content) – through examples of business or business-related communication. What good are Models? Analyzing a Communication Situation. Cognitive Bias in Communication. Analysing a Communication Situation: Cognitive Bias; Interconnectedness of communication and its impact on business. Interpersonal communication. Ethical issues, crucial conversations. Critical/high stake conversations and public relations.

## **UNIT 2 Building Narrative            10 Lecture Hours**

Weeks 6-10

Developing narrative intelligence, conversational intelligence: conveying personal identity, intelligence and image, Persuasion, argumentation and influence. Storytelling, narrative, organizing ideas, presentation skills (body language, voice, tone, pace); Handling criticality and making others see the way you want them to see, developing customer orientation; Strategy of communicating with ‘metaphor’, Strategy of communication in public sphere Exercise: Self-Introduction Story (2-3 minutes) Prepare a two to three-minute Self-Introduction Story (using no visual aids, notes or slides). This will serve as a benchmark of your oral presentation skills. Use the 3-step story framework to plan your presentation. Make sure to include some personal information in your story so the class can get to know you. Choose one of the following topics:

- a. Tell us how you learned something through success or failure
- b. Describe to us how you mastered a skill
- c. Share with us how you overcame resistance to change

Strategic narrative, Classical storytelling vs innovation storytelling, problem-solution/possibility-challenges-solution framework; Storytelling/presentation structure, business speaking, delivery, organizing ideas, language and style. Presentation skills. Presentation for effect 1: modes and methods. Presentation for effect 2: building the right strategy (audience survey). Presentation for effect 3: getting to see one’s own; Digital communication – slides to social media – a platforms and their formats.

Exercise: Digital Story (2-3 minutes)

Presentation of Digital Story. Deliverable (In class group exercise): Building a narrative. Group in class exercise.

## **UNIT 3: Writing Fundamentals of Business Communication            10 Lecture Hours**

Weeks 11-15

Importance of effective written communication in the business world; different types of business communication; writing fundamentals; effective sentence structure, clarity and conciseness, writing style and tone, organizing and outlining; writing reports, memos, and proposals, writing for different audiences and purposes, effective presentation text; email writing, focus on basics of email writing and how to respond to unknown people and continuing email conversations; writing tough and difficult messages.

### **References: Texts/Articles**

1. Cialdini, R.B. (2001, October). Harnessing the science of persuasion. *Harvard Business Review*, 79 (9): 72-79.
2. Clampitt, P. G. (2013). Understanding communication. *Communicating for Managerial Effectiveness: Problems, Strategies, and Solutions*. Thousand Oaks, California: SAGE Publications, Inc.
3. Strunk, W (1999). *The Elements of Style* (4th ed.), Pearson.
4. Garner, B. A. (2013). *HBR Guide to Better Business Writing* (2013). Harvard Business Review Press.
5. Duarte, N. (2016). *HBR Guide to Persuasive Presentation*, Harvard Business Review Press.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

**Examination Scheme:**

Components	Presentation/Assignment etc.	ESE
Weightage (%)	70	30



# SEMESTER II

<b>DSRM 7002</b>	<b>Business Research Methods</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Business statistics, spreadsheet modelling				
<b>Co-requisites</b>	--				

### Course Objectives

1. To familiarize students with theoretical concepts of applied research methodology.
2. To make students capable of writing synopsis and conducting empirical research work
3. To make students able to prepare well-structured research report and present before the concerned stakeholders

### Course Outcomes

On completion of this course, the students will be able

- CO1.** To demonstrate various kinds of research, objectives of doing research, research process, research designs and sampling.
- CO2.** To apply basic knowledge on qualitative research techniques
- CO3.** To analyze knowledge on measurement & scaling techniques as well as the quantitative data analysis
- CO4.** To integrate basic awareness of data analysis-and hypothesis testing procedures

### Catalog Description

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem and, using this understanding, develop and

use an actionable research proposal. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant business problem. They will develop critical core competencies and skills required to carry out such an enquiry. The students will also experience the importance of ethical conduct in conducting research in both a domestic and in international business contexts.

### Course Content

#### Unit I: **3 lecture hours**

Foundations of research methodology, Research definition, Objectives & motivations for research, Types of Research, Introduction to Qualitative Research, Introduction to Quantitative Research, Business Problem, Problem Formulation, Techniques involved in defining a problem

#### Unit II: **6 lecture hours**

Steps in Research Process, Types of Research Design: Exploratory, Descriptive and Causal Research, Nature of good design

#### Unit III: **9 lecture hours**

Population, Sampling Frame, Sample, Bias, Statistical Terms in Sampling: statistic, parameter, Sampling Distribution, Sampling & non-sampling errors, Simple Random Sampling, Stratified

Random Sampling, Systematic Random Sampling, Cluster Random Sampling, Multi-stage Sampling, Convenience Sampling, Judgment Sampling, Quota Sampling, Snowball Sampling

**Unit IV: 9 lecture hours**

Introduction to Primary & Secondary data, Methods of primary data collection, Methods of secondary data collection, Advantages & disadvantages of data collection, Scales of Measurement: Nominal, Ordinal, Interval, Ratio, General Issues in scaling, Likert Scaling, Types of questions, Question Content, Wording & Placement, Response Format, Criterion for a good questionnaire

**Unit V: 9 lecture hours**

Data aggregation, Data accuracy, Data structure, Data transformation, Univariate analysis, Correlation, Hypothesis Testing Process, Large sample test, Small sample, Parametric and Non Parametric Test, Types of Research output, Key Elements of Report Writing, Formatting & Referencing

**Text Books**

Naresh Malhotra., “Marketing research: An applied orientation”, Seventh edition ,Pearson,

**Reference Books**

Robert Cavana., “Applied Business Research: Qualitative and quantitative methods ”, Wiley,

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

**Examination Scheme:**

Components	Continuous Internal evaluation (Case study presentation/Assignment/ Quiz/ Project)	ESE
Weightage (%)	70	30



<b>FINC 7019</b>	<b>Financial Management</b>	L	T	P	C
		3	0	0	3
<b>Pre-requisites/Exposure</b>	Basic knowledge of Fundamentals of Finance such as calculation of Present Value, Future Value, Excel Modelling				
<b>Co-requisites</b>	Knowledge of classification of data, data presentation				

### Course Objectives

To help the students to develop cognizance of the importance of Financial Management in corporate valuation

1. To enable students to describe how people analyze the corporate leverage under different conditions and understand why people value different corporates in different manner.
2. To provide the students to analyze specific characteristics of Supply Chain Industry and their future action for cash flow
3. To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control Debt Equity incurrence and improve results.

### Course Outcomes

On completion of this course, the students will be able to

- CO1.** Demonstrate the applicability of the concept of Financial Management to understand the
- CO2.** managerial Decisions and Corporate Capital Structure
- CO3.** Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate
- CO4.** Analyse the complexities associated with management of cost of funds in the capital Structure
- CO5.** Integrate the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems

### Catalog Description

The main objective of Financial Management is to help students to acquire and develop skills to take rational decisions in the process of Financing mix and assessment of Price Earnings Ratio. Wealth maximizations have always been regarded as important in financial analysis in organizations.

Leverage aspects are critical in each aspects of management and equally so for the effective management of Financial Resources. In view of Cost of Capital has assumed great importance. This course is designed primarily for students who are being exposed to capital structure , Cost of Capital, Working Capital for the first time.

This course covers the explanations about the Financial Management concepts in the organizational context, it details the impact of Source of Funding, EBIT EPS, PAT on Financial



Definition Need, Types and determinants of working Capital, Estimation & Financial Working Capital LSCM Industry Financial Management

**Text Books**

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1. Financial Management, M.Y.Khan; P.K.Jain, Tata McGraw, New Delhi
2. Financial Management, Prasana Chandra, Tata McGraw, New Delhi

**Reference Books**

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1. Financial Management, Pradeep Kumar Sinha. Excel books
2. Financial Management, R P Rustagi, Taxman
3. Financial Management, I M Pandey, Vikas Publishing House (Pvt) Ltd.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

**Examination Scheme:**

Components	Continuous Internal evaluation (Case study presentation/Assignment/ Quiz/ Project)	ESE
Weightage (%)	70	30

<b>MKTG 7009</b>	<b>Digital Marketing</b>	L	T	P	C
<b>Version 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	Graduate Level Business & Management Knowledge				
<b>Co-requisites</b>	--				

### **Module 1: Marketing into the Digital World**

Definition of digital marketing; origin of digital Marketing,

Traditional Vs Digital Marketing, Benefits of Digital marketing *e.g.* reach, scope, immediacy, interactivity, the internet micro- and macro-environment, Internet users in India

The internet marketing mix: product and branding; place *e.g.* channels, virtual organizations; price *e.g.* auctions; promotions; people; processes; physical evidence

Digital marketing tools/e-tools; the online marketing matrix including business and consumer markets; the online customer

Interactive order processing: choosing a supplier; selecting a product; check stock

Availability; placing order; authorization of payment; input of data; data transfer; order processing; online confirmation and delivery information; tracking of order; delivery; data integrity and security systems

### **Module 2: Use the internet for promotion using Digital Marketing Communications**

Search engine marketing (SEM): definition of SEM, definition of search engine Optimization (SEO); advantages and disadvantages of SEO; best practice in SEO

Paid search engine marketing, pay per click advertising (PPC); landing pages; long tail concept; geo-targeting *e.g.* Google Ad Words; opt in email and email marketing

Market research

### **Module 3: Customer in the Digital World**

Customer Relationship Marketing; Customer engagement & customer journey in virtual world; Internet communities

### **Module 4: Design a Digital Marketing plan**

Design digital marketing plan, SWOT, situational analysis, key performance

Indicators in internet marketing, Digital landscape, P-O-E-M Framework

Segmenting and Customizing Messages

Digital Advertising Market in India and worldwide

Developing digital marketing plan for international firms

**References:**

1. Digital Marketing- Dr. Seema Gupta (IIM-B)
2. Digital Marketing: Strategy, Implementation & Practice- Dave Chaffey & Fiona EllisChadwick
3. Understanding Digital Marketing Strategies for Engaging the Digital Generation– Damian Ryan and Calvin Jones
4. The Art of Digital Marketing- Ian Dodson
5. Brand Media Strategy: Integrating Communications Planning in the Digital Age – Antony Young

<b>TBA</b>	<b>Managing Digital Transformation</b>	L	T	P	C
<b>Version 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	--				
<b>Co-requisites</b>	--				

TO BE PREPARED by concerned faculty teaching.

<b>DTGM 7008</b>	<b>International Strategic Management</b>	L	T	P	C
<b>Version 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	--				
<b>Co-requisites</b>	--				

**Module One: - Introduction and Overview:** The International Business Firm:

Export Orientation, resource of International business firm, MNCs and Evolution

**Module Two:- Elements Of Global Strategy:** Globalization Imperatives, Drivers of Globalization, Yip's Globalisation Triangle and Framework, Porter's & Prahalad's Framework: Diamond and Five Forces Models

**Module Three:- Country Entry & Attractiveness:** Entry Strategies - Objectives, Timing & Mode, Country Attractiveness - Market & Industry Opportunities: Uppsala Model, Facets of Country Risk Analysis: PEST Analysis

**Module Four: - Global Marketing, Finance And Operations Strategies:** Creating Global Marketing, Export Strategy, International Strategy and Global strategy

**Module Five:- Designing Global Products & Services:** MNCs in verticals, service sectors and rise of KBI

**Module Six : - Global Sourcing & Logistics: GSC and Logistics Management ,** Typical GSCs across nine verticals, Trade-offs in warehousing , Multi-modal logistics in GSCs

**Module Seven:- Global Financial Strategy:** MNCs Global Financial factors, Home Country interest rates versus subsidiary countries interest rates, inflation, Banking system, cross country financial assistance by MNcs

<b>TBA</b>	<b>Operations Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Version 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	Graduate Level Business & Management Knowledge				
<b>Co-requisites</b>	--				

### Course Objectives

1. To develop an understanding of how the operations have strategic importance and can provide a competitive advantage in the business environment.
2. To understand techniques of location and facility planning; line balancing; job designing; and capacity planning
3. To understand Concepts of Project Management for Planning & Execution of projects.
4. To know and use various optimization tools / techniques applied in Project Management.

### Course Outcomes

On completion of this course, the students will be able to

- CO1.** Demonstrate the elements of operations management and various transformation processes.
- CO2.** Apply techniques to enhance productivity and competitiveness in operations; analyse the logistic driven flow to develop a balanced line of production.
- CO3.** Demonstrate issues & challenges in identification and selection of projects.
- CO4.** Apply skills required for project planning & formulation.

### Catalog Description

Operations Management (OM) deals with the planning, designing and operating production and service systems for rendering goods and services. The course will explore the approaches and analyze strategic decisions with a focus on designing the products and processes, allocating scarce resources to strategic alternatives, and long-range planning for facility and capacity. OM functions help an organization to achieve its long-range objectives through medium to short-term plans and control measures. Project management involves understanding the cause-effect relationships and interactions among the socio-technical-economic-environmental dimensions of the projects. Students will be encouraged to indulge in teamwork through participating in group assignments and presentations.

### Course Content

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#### Unit I: **8 lecture hours**

Introduction to Operations Management: Introduction to operations and Materials Management, Evolution Scope and Development Stages of OM, Operations Vs Projects, Operations strategy: As a competitive weapon & Concept of productivity.

Forecasting: Introduction to Forecasting, Time Series Introduction, Components of Time Series, Types of Forecasting, Regression Method, Moving Average, Exponential method, Double Exponential method

#### Unit II: **8 lecture hours**

Facility Location & Layout: Parameters & Criterion for selection of a location, Different types of layouts, their planning and production systems, Service Layouts & Operations.

Assembly line balancing & Scheduling: Networking of Process Flow, Assembly Line Balancing, Scheduling of Operations.

Capacity Planning: Planning Capacity across the Organization, Planning Long-Term Capacity, Capacity Timing and Sizing Strategies.

**Unit III: 8 lecture hours**

Materials Management: Materials Handling, Role of purchase department, Inventory Basics, ERP, KANBAN System, Lean operations and JIT.

Inventory planning & control: EOQ Models, Inventory Control Techniques: ABC, VED analysis etc.

Quality planning & control: Total Quality Management (TQM), Statistical Process Control, Control Charts.

**Unit IV: 8 Lecture hours**

Project Definition & Classification, Project Management & its Relationship with Program Management and Portfolio Management, Project Manager, PMBOK (Project Management Body of Knowledge), Project Life Cycle, Project Organization, Project Stakeholders, Project Feasibility Study

**Unit V: 8 Lecture hours**

Project Management Processes for a Project, Project Management Process Groups, Planning Process Group, Executive Process Group, Monitoring & Controlling Process Group, Closing process Group

**Text Books**

1. James R Evans, David A Collier & Kunal Ganguly – Operations Management, Cengage Learning.
2. Operations Management for Competitive Advantage; Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal; Tata McGraw-Hill (11th Edition)
3. Gray Clifford F., Larson Erik W.; Project Management – The Managerial Process, Tata McGraw Hill
4. Prasanna Chandra; Projects- Planning, Analysis, Selection, Financing, Implementation and Review', VI Edition, Tata Mc Graw Hill.
5. Chaudhary S.; Project Management, Tata Mc Graw Hill

**Reference Books**

1. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014) Operations & Supply Chain Management. McGraw-Hill(12th and 14th Edition)
2. Chary S. N. Theory and Problems in Production & Operations Mgt. Tata McGraw Hill (14th Edition)
3. Krajewski Lee Operations Mgt. Process for Value Chains, Prentice Hall (8th Edition).
4. Kerzner H.; Project Management, II Edition, CBS Publishers



5. Meredith Jack R., Mantel Samuel J.; Project Management, IV Edition, John Wiley & Sons
6. Patel Bhavesh M.; Project Management- Strategic Financial Planning, Education & Control, Vikas Pub. House

HRES 7024	<b>Global Human Resource Management</b>	L	T	P	C
<b>Version 1.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	Basic knowledge of general Management				
<b>Co-requisites</b>					

### **Course Objectives**

1. To acquaint and comprehend human resource management and systems at various levels within the company, as well as within specialized industries or organizations.
2. To prepare the potential new incumbent for self-selling in accordance with the organization's needs.
3. To assist students in developing an appreciation for the value of human resource strategies.
4. Understand the complexity of HRM in the global context.
5. Be able to identify the key HRM challenges facing organizations working globally.

### **Course Outcomes**

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On completion of this course, the students will be able to

On completion of this course, the students will be able to

CO1. Remember concepts and approaches of global human resource management

CO2. Interpret the concepts of global human resource management

CO3. Analyze the complexities involved in managing people in cross-cultural environment

CO4. Apply conceptual understanding to solve issues pertaining to people with diverse cultural background in the real world business situations.

### **Catalog Description**

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The primary goal of Human Resource Management is to assist students in acquiring and developing the abilities necessary to make reasonable judgments in the field of human resource management in the global context. A successful human resource manager must lead the workforce, influence their behavior, and inspire them to perform at their best in order to meet the organization's goals. This course examines the challenges and techniques involved in the selection and development of human resources.

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The workforce is considered as the organization's most significant asset. Human factors are crucial in all functional areas of management, as well as in the efficient use of resources. Human resource management, in this view, is critical. This course is primarily intended for students who are new to human resource management or are experiencing it for the first time.

The course covers the many sub-functions of human resource management within the framework of the enterprise. It emphasises the importance of recruiting and selection, training and development, salary and benefits, performance management, and employee welfare programmes, as well as modern human resource management concerns.

Classroom activities such as lectures, debates, and case studies (augmented by role play) will be geared to engage students and help them learn and digest information. Additionally, these activities will be reinforced by group discussions, cooperative group problem solving, video case analysis, and debates.

Participation in class is a critical component of this course. Students will be encouraged to participate fully in all group activities and to deliver an oral presentation as a group. Students will be expected to interact with a variety of media sources, including websites, movies, DVDs, and newspapers, among others

## **Course Content**

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### **Unit I: Perspectives on Global HRM**

*Introduction, Strategy and Global HRM, Sociology and Global HRM, Economics and Global HRM, Geography and Global HRM, International production, global governance, and Global HRM, Employment relations and Global HRM, Comparative HRM and Global HRM, international HRM: A cross-cultural perspective, International HRM theory, and practice.*

### **Unit II: Cross cultural Human Resource Management**

*Differing national Concepts: culture and institutions, institutional approaches to comparative HRM; Impact of national culture: elements of culture, national culture and organizations, Hall's, Hofstede's, Schwartz's models; Culture and organizational life: impact of culture on organizational behaviour and human resource management, aligning HRM practices with national cultures, multiculturalism and cultural identities, cultural intelligence, communicating across cultures.*

### **Unit III: Managing Global HRM**

*Recruitment and selection in global organizations, Performance management in the global organization, Compensation and benefits in the global organization, Global talent management, Global leadership development.*

#### **Unit IV: Managing Global Mobility**

*Individual and organizational decisions for global mobility, types of international assignees, selection for international assignments, compensation package of international assignees, cross-cultural training and support practices of international assignees, expatriate adjustment and performance of international assignees, Demographics and working abroad, Work-life balance and coping of international assignees, Industrial Relations in a Comparative Perspective, Repatriation.*

#### **Unit V: Integrating global HRM Practices**

*Global integration vs. local responsiveness, Transferring high performance work systems, HR practices transfer,*

#### **Unit VI: Contemporary issues in Global HRM**

*Global HRM issues in mergers and acquisitions, Global HRM's role in knowledge management in multinational corporations, Global cultures in MNEs, From standardization to localization: developing a language-sensitive approach to Global HRM, The role of international human resource management in offshoring and managing contingent workers, Global HRM's role in managing global careers, Global HRM's role in managing global teams, Global HRM's role in managing ethics and CSR globally.*

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#### **Text Book**

International Human Resource Management (CIPD). 4ed, Brewster, Houldsworth, Sparrow, & Vernon.

#### **Reference Books**

International Perspectives on Organizational Behaviour and Human Resource Management (Routledge). 3ed., Punnett. International Human Resource Management (Cengage). 4ed, Dowling, & Welch. International H

<b>TBA</b>	<b>Business Analysis &amp; Communication II</b>	L	T	P	C
		2	0	0	2
<b>Pre-requisites/Exposure</b>	Business Analysis & Communication I				
<b>Co-requisites</b>					

### Course Objectives

1. To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non- verbal in context of the organization.
2. To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
3. To provide to the students the basic understanding of the verbal and non - verbal communication so that they understand the different aspects of spoken and written businesscommunication.
4. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

**Total Lecture Hours: 30**

### Catalog Description

This course is designed to help students develop the skills needed to write effective and persuasive analytical essays. Students will learn how to analyze complex ideas and arguments, synthesize information from multiple sources, and communicate their ideas clearly and persuasively through writing. The course will focus on a variety of genres and formats, including research papers, reports, and persuasive essays. Emphasis will be placed on critical thinking, argumentation, and effective use of evidence.

### Course Outcomes (COs)

On completion of this course, the students will be able to:

**CO1** - Develop critical thinking skills, and will be able to analyse information and arguments, identify fallacies, and make well-reasoned judgments.

**CO2** - Improve written communication skills, and will be able to effectively communicate their thoughts and ideas through writing, using proper grammar, style, and format.

**CO3** - Develop research skills, and will be able to find and evaluate sources, synthesize information, and integrate it into their writing.

**CO4** - Enhance presentation skills, and will be able to present their ideas and arguments in a clear and persuasive manner.

**CO5** - Improve time-management and planning skills, and should be able to manage their time effectively, plan and organize their writing assignments, and meet deadlines.

### UNIT 1

10 Lecture Hours

Weeks 1-5

Overview of the course, importance of effective writing in academic and professional settings, the writing process – planning, drafting, revising, and editing; strategies for developing writing skills, expectations and grading criteria.

Analytical writing fundamentals; strategies for developing critical thinking skills; understanding audience and purpose; effective use of evidence and citation; common mistakes to avoid in analytical writing.

Analyzing and synthesizing information; strategies for reading and note-taking; identifying key arguments and ideas; synthesizing information from multiple sources; developing an argumentative thesis;

outlining and organizing an analytical essay.

UNIT

12 Lecture Hours

Weeks 6-11

Research and documentation, overview of the research process, finding and evaluating sources, strategies for effective note-taking and citation, avoiding plagiarism, formatting and documenting sources in APA or MLA style.

Persuasive writing and argumentation, introduction to persuasive writing, developing an effective argument, logical rigour, understanding logical fallacies and avoiding them, using rhetorical strategies to persuade readers, strategies for effective revision and editing.

Writing for specific purposes and genres, overview of different types of analytical writing, writing research papers, writing reports and proposals, writing persuasive essays, writing for specific audiences and purposes.

UNIT 3

8 Lecture Hours

Weeks 12-15

Final project and portfolio – a comprehensive written analysis and communication project in a chosen genre, applying the skills and techniques learned in the course, peer review and feedback, strategies for effective revision and editing, creating a portfolio of written work.

Reflection on the course and progress made, strategies for continuing to improve writing skills, future applications of writing skills in academic and professional settings.

**References:**

**Texts/Articles:**

1. Monippally, M. M., & Pawar, B. S. (2010). *Academic Writing: A Guide for Management Students and Researchers*. New Delhi: Response Books, (pp. 63-105).
2. Wallace, M. & Wray, A. (2011). Getting started on critical reading. *Critical Reading and Writing for Post Graduates*. Thousand Oaks, California: SAGE Publications Inc
3. Henning, E., Gravett, S. & van Resenburg, W. (2010). Crafting paragraphs and other organizing units of text. *Academic Writing*. Hatfield, Pretoria: Van Schaik Publishers.
4. Kallet, M. (2014). When to use critical thinking. In *Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills*. New Jersey: John Wiley & Sons, Inc.
5. Morrow, D.R. & Weston, A. (2011). Oral Arguments. In *A Workbook for Arguments: A Complete Course in Critical Thinking*. Indianapolis, Indiana: Hackett Publishing Company, Inc.
6. Mayberry, K. (2009). An introduction to arguments. In *Everyday Arguments: A Guide to Writing and Reading Effective Arguments*. Boston, NY: Houghton Mifflin Company
7. Kelly, D. (2014). Language and reasoning. In *The Art of Reasoning: An Introduction to Logic and Critical Thinking*. New York: W. W. Norton & Company, Inc.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

**Examination Scheme:**

Components	Presentation/Assignment etc.	ESE
Weightage (%)	70	30



# SEMESTER III

<b>STGM 8029</b>	<b>Decision Making and Case Studies</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Version 1.0</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisites/Exposure</b>	No advanced mathematical training is required for this course, although having taken training for basic statistics and economics course may be useful.				
<b>Co-requisites</b>	--				

### **Course Objectives**

The course has two main objectives. The first is improving the ability of the student (as a future manager) to influence the behavior of others, be they consumers, employees or people outside of a business relationship altogether. This will be accomplished by building on the toolbox that standard economics provides for influencing behavior (namely, incentives and information) with the insights from the aforementioned stream of research in behavioral economics.

The second objective is to improve the quality of students' own managerial decisions, primarily by enhancing the students' intuitive empirical abilities but also by improving their understanding of project evaluation. People are poor intuitive statisticians, meaning that when they 'just think' about situations for which some data or casual observations exist, they tend to make serious inferential errors, in turn leading to systematically biased decisions. We will study some errors that are particularly important for real world managerial settings and look for easy-to-implement solutions. We will also touch upon ways to evaluate the effectiveness of new ideas in the workplace.

### **Course Outcomes**

On completion of this course, the students will be able to know the actions which deviates from rational decision making and will comprehend the systematic decision biases for manager.

<b>CO1</b>	Students (as a future managers) will demonstrate strong conceptual knowledge to behaviors of consumers, employees and other stakeholders.
<b>CO2</b>	Students will demonstrate effective understanding of decision making tools, intuitive decision abilities and improving the abilities for project evaluation.
<b>CO3</b>	Students will exhibit the ability to integrate behavioral economics, intuitive statistics for multi-national operations.
<b>CO4</b>	Students will integrate and apply their conceptual understanding through case studies.



### **Catalog Description**

The course introduces students to the Theories of decision making esp Behavioral Economics. Topics include Economic models; the prospects theory; Heuristics biases; fairness and cooperation; and selling commitment devices. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

### **Course Content**

S.No.	Description	Reading Material
1	Introduction	
2	Standard Economic Models of Decision Making and Experiments	Becker (1976); Levitt & Dubner (2005); Ayres (2007)
3	Prospect Theory	Thaler & Sunstein (2008)
4	Heuristics and Biases	Gladwell (2003); Gawande (1999)
5	Fairness and Cooperation	Brafman and Brafman (2008);
6	Fairness	The Kidney Case
7	Social Norms and Conformity	
8	Intertemporal Choice	
9	Want/Should Conflict and Commitment Devices	Green Bank of the Philippines Case
10	Selling Commitment Devices	Fox (2012)
11	Mental Accounting & Goal Setting	Lieber (2010)
12	Follow-Through & Behavior Change for Good	Duhigg (2012); Evive Case
13	Cognitive Dissonance, Confirmation Bias and Escalation of Commitment	Tavris and Aronson (2007)
14	The Challenger Launch Decision	Challenger Case
15	Bounded Awareness	Gladwell (2009)

16	Race and Gender Bias	Chugh (2018); Gender Diversity in the Boardroom Case
17	Libertarian Paternalism and Choice Architecture	Thaler & Sunstein (2008)
18	Influence and Nudging in the Wild I	Cialdini (1993)
19	Influence and Nudging in the Wild II	Cialdini (1993)
20	Influence and Nudging in the Wild III	Cialdini (1993)
21	Influence and Nudging in the Wild IV	Cialdini (1993)

### TEXT BOOKS:

S.No.	Title	Author	Publisher
1.	THE THEORY OF DECISION MAKING I	WARD EDWARDS, The Johns Hopkins University	PSYCHOLOGICAL BULLETIN

### REFERENCE BOOKS:

- a) (S) Becker, G. (1976). The Economic Approach to Human Behavior. Chicago: University of Chicago Press. Introduction.
- b) (S) Levitt, S.D. & Dubner, S.J.(2005). Freakonomics: A Rogue Economist Explores the Hidden Side of Everything. Harper Perrenial: New York. Introduction.
- c) (S) Ayres, I. (2007). Super Crunchers. Bantam Books: New York, NY. Chapter 2: Creating Your Own Data with the Flip of a Coin
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**Modes of Evaluation: Quiz/Assignment/ presentation/ Written Examination**

**Examination Scheme:**

<b>Components</b>	<b>Group presentations/ Project</b>	<b>Written assignment</b>	<b>Case study &amp; Class Participation</b>	<b>ESE</b>
<b>Weightage (%)</b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>30</b>

<b>SIIB 8110</b>	<b>Internship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Version 0.0</b>		-	0	0	16
<b>Pre-requisites/Exposure</b>	--				
<b>Co-requisites</b>	--				

TO BE PREPARED by concerned faculty teaching.



# SEMESTER IV

<b>SEMI 8108</b>	<b>Research Seminar</b>	L	T	P	C
<b>Version 0.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	--				
<b>Co-requisites</b>	--				

TO BE PREPARED by concerned faculty teaching.

<b>GLPM 8001</b>	<b>Master Thesis</b>	L	T	P	C
<b>Version 0.0</b>		-	0	0	16
<b>Pre-requisites/Exposure</b>	--				
<b>Co-requisites</b>	--				

TO BE PREPARED by concerned faculty teaching.