

# Learning Outcomes-based Curriculum Framework (LOCF) for Post-graduate Programme



Name of the Programme:

**M.Com Global Business Operations**

(Syllabus effective from 2020 Admission)



**Department of Commerce**

**School of Business Management and Legal Studies**

**University of Kerala**

**Kariavattom Campus**

**Thiruvananthapuram-695581**

## PREAMBLE

The role of higher education is vital in securing the gainful employment and providing further access to higher education comparable to the best available in the world-class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given top-most priority to enable the young generation of students to acquire skill, training and knowledge to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes across all undergraduate programs in science, humanities, commerce and professional streams of higher education.

One of the significant reforms in the undergraduate education is to introduce the Learning Outcomes-based Curriculum Framework (LOCF) which makes it student-centric, interactive and outcome-oriented with well-defined aims, objectives and goals to achieve. The University Grants Commission (UGC) took the initiative of implementing the LOCF in the Colleges and the Universities of the country. Accordingly, the University of Kerala has decided to implement the LOCF in all its departments under the auspices of Internal Quality Assurance Cell (IQAC). A series of teacher training workshops were organised by IQAC and the office of the Credit and Semester System (CSS), and the departments have revised the syllabus accordingly, through workshops and in consultation with academic experts in the field.

## GRADUATE ATTRIBUTES (GAs)

The Graduate Attributes (GAs) reflect particular qualities and abilities of an individual learner including knowledge, application of knowledge, professional and life skills, attitudes and human values that are required to be acquired by the graduates of University of Kerala. The graduate attributes include capabilities to strengthen one's professional abilities for widening current knowledge and industry-ready skills, undertaking future studies for global and local application, performing creatively and professionally, in a chosen career and ultimately playing a constructive role as a socially responsible global citizen. The Graduate Attributes define the characteristics of learners and describe a set of competencies that are beyond the study of a particular area and programme.

### The GAs of University of Kerala

- Continue life-long learning as an autonomous learner
- Continuously strive for excellence in education
- Apply and nurture critical and creative thinking
- Promote sustainable development practices
- Promote co-operation over competition
- Balance rights with responsibilities
- Understand and respect diversity & difference
- Not be prejudiced by gender, age, caste, religion, or nationality.
- Use education as a tool for emancipation and empowerment of humanity

## DEPARTMENT OF COMMERCE

The Department of Commerce was established in 1985 as a teaching and research department of the University of Kerala. Within a span of 35 years the Department could establish itself as a centre of excellence with focus on education , research, consultancy and extension services, The Department has completed various milestones in its academic endeavour making it unique of its kind. Currently the Department offers post graduate level programmes in commerce viz, M.Com (specialization in Finance and Global Business Operations), M.Phil and PhD Programs .Completion of UGC Sap Project in 2014, GIAN ACADEMIC workshop with global resources in 2017, major consultancy work for the industry, innovative project on financial literacy and social sector projects are a few to mention. The faculty continues to support the university in several capacities and undertake workshops and seminars on an annual basis. The extension services have been well taken by the society specially those related to career development-*My Career My Dream* is such a flagship program. Joint research projects and programs with institutes like Indian Institute of Information Technology Management and Gulati Institute of Finance and Taxation are achievements of the Department. The Department has its own Research Forum, an academic body of researchers. The forum brings out the journal entitled *Commerce and Business Researcher*.

## **CURRICULUM FOR M.Com. GLOBAL BUSINESS OPERATION**

### **Eligibility**

Students who have pursued 10+2+3 scheme and obtained a bachelor's degree from the University of Kerala or a degree recognized as equivalent thereto, and who have secured the following, shall be eligible for admission to PG programmes:

- a) CGPA of 2 or above in a 4-point scale or
- b) 3.5 or above in a 7-point scale or
- c) 5 or above in a 10-point scale or
- d) 50% or above in the case of Bachelor Degrees which award marks

3.1.2 Relaxation for candidates from SC/ST category shall be as follows:

- a) CGPA of 1.8 or above in a 4-point scale
- b) 3.15 or above in a 7-point scale
- c) 4.5 or above in a 10-point scale
- d) 45% or above in the case of Bachelor Degrees which award marks.

### **Applications**

Candidates shall apply on-line and in the prescribed form and they shall also submit a statement of purpose for higher studies with the application.

### **Entrance Examination**

There shall be an entrance examination for admission to each PG programme, and no candidate shall be admitted to a PG programme without taking the entrance examination; provided that the restrictions do not apply to SC/ST candidates admitted to vacant seats reserved for them, foreign candidates and sponsored candidates. However, entrance examinations can be cancelled based on the decision of the Syndicate decision in exigencies such as disasters and pandemics.

The nature of the entrance examinations for admission procedures shall be decided by the University from time to time. The entrance examination for admission shall follow the pattern of multiple-choice questions. The exams shall consist of 100 Multiple Choice Questions covering the subject at Bachelor's level or logical and numerical reasoning, for a

maximum of 2 hours. However, the pattern of multiple questions for 60 marks and descriptive questions for 40 marks are also admissible for some programmes.

## **Credits**

Credits are numbers attached to each course which define their weightage in the whole programme. One credit is defined as:

- a) Weightage of a taught course with 1 contact hour/week/semester or
- b) Weightage of a non-taught course with 2 contact hour/week/semester.

## **Course Credits**

Every taught course shall have 2, 4 or more credits based on content and work involved. The discipline-specific electives, generic courses and other electives shall have 2 credits. For non-taught courses, the following guidelines are applicable: (a) seminars, term-papers, case studies, internship (of minimum 3 weeks) and fieldwork shall have 2 credits each. (b) Laboratory courses shall have a maximum of 4 credits.

Projects in all streams may have credits from 6 to 18, and they will be part of the core course. Each dissertation should pass through the plagiarism check with appropriate software advocated by the University or wherever it is not practicable, the DC should ensure that the dissertation submitted by the student is free from plagiarism.

## **Programme Credits**

For all the four-semester programmes, the minimum and maximum credits of core courses shall be 48 and 64 and for the electives 12 and 24 respectively. For such programmes, the total minimum and maximum credits for the programme shall be 72 and 84 respectively.

For all the two-semester programmes, the minimum and maximum credits of core courses shall be 24 and 30 and for the electives 6 and 12 respectively. For such programmes, the total minimum and maximum credits for the programme shall be 34 and 42 respectively.

## ASSESSMENT AND EVALUATION

### Grading of Student Performance

Performance of students in individual courses shall be evaluated and assigned grades to indicate the level of achievement of objectives. The grading scale shall be the same as the national pattern recommended by the UGC. Each grade shall be indicated by a letter as in the table below:

Grade	Grade Point
O (Outstanding)	10
A+ (Excellent)	9
A (Very good)	8.5
B+ (Good)	8
B (Above Average)	7
C (Average)	6
D (Pass)	5
F (Fail)	0
Ab (Absent)	0
CI (Course Incomplete)	0

Each grade shall have a corresponding grade point which serves as a means of aggregating letter grades and are not marks or scores.

### Course-wise Grading

Conversion of Percentage of marks into grade points of a course is as follows:

Sl. No.	Weightage in Percentage	Grade Point	Grade
1	90 to 100	10	O (Outstanding)
2	85 to less than 90	9	A+ (Excellent)
3	80 to less than 85	8.5	A (Very good)
4	70 to less than 80	8	B+ (Good)
5	60 to less than 70	7	B (Above Average)
6	55 to less than 60	6	C (Average)
7	50 to less than 55	5	D (Pass)
8	Less than 50	0	F (Fail)
9	Absent	0	Ab (Absent)
10	Course Incomplete	0	CI (Incomplete)

### **Programme-wise Grading**

The range of CGPA and Grade is as follows:

<b>Sl. No.</b>	<b>CGPA</b>	<b>Grade</b>
1	9 to 10	O (Outstanding)
2	8.5 to less than 9	A+ (Excellent)
3	8 to less than 8.5	A (Very good)
4	7 to less than 8	B+ (Good)
5	6 to less than 7	B (Above Average)
6	5.5 to less than 6	C (Average)
7	5 to less than 5.5	D (Pass)
8	Less than 5	F (Fail)
9	Absent	Ab (Absent)
10	Course Incomplete	CI (Incomplete)

### **Internship**

There would a 1 month internship based on Industry work or filed work with 1 credit

### **Project work**

Research based live projects in association with industry and professional associations would be part of the Programme.

#### **Skill Enhancement Course**

Students to opt for at least two skill-based programmes which can be in the online or offline mode.

### **CSS regulations**

All other provisions of CSS regulations regarding examination, assessment and degree award would apply for this programme

## Syllabus for M.com Global Business Operations

### Programme Specific Outcomes (PSO) for M.Com Global Business Operations

<b>PSO 1</b>	Understand the procedures of international trade and evaluate the implications of international trade
<b>PSO 2</b>	Understand the different aspects of global business environment
<b>PSO 3</b>	Understand the principles and theories of Management and recognize the importance of Business communication in the management process
<b>PSO 4</b>	Acquire Knowledge of statistical concepts of probability and Skill in the application of procedures for statistical inference
<b>PSO 5</b>	Acquire Knowledge of basic concepts of organizational behavior and skill in applying individual's personalities, learning & motivational models, change models, and organizational developmental model
<b>PSO 6</b>	Acquire Knowledge and Skill required to carry out research in business
<b>PSO 7</b>	Understand and apply the concepts of management accounting
<b>PSO 8</b>	Explain India's Foreign Trade Policy, export and import procedure, export promotion schemes, export finance, and role of special institutions in export promotion
<b>PSO 9</b>	Apply Knowledge and Skill in using important quantitative tools for decision making in the business context
<b>PSO 10</b>	Understand and explain the basic principles and practices of global marketing
<b>PSO 11</b>	Understand and explain the basic principles and practices of global human resources management
<b>PSO 12</b>	Acquire knowledge of global financial markets, global investments, foreign exchange risk and its management using currency derivatives
<b>PSO 13</b>	Gain the qualities, knowledge and experience needed to run global supply chain today



<b>PSO 14</b>	Understand and apply the basic concepts and models of e-business within the framework of cyber laws.
<b>PSO 15</b>	Understand the concepts of International Strategic Management and its application in the different functional areas of management
<b>PSO 16</b>	Apply project management techniques to international projects
<b>PSO 17</b>	Acquire Knowledge in interpreting legal obligations involved in the conduct of international business.

### **Programme Structure of M.com Global Business Operations**

<b>Semester</b>	<b>Course Code</b>	<b>Name of the course</b>	<b>Core Courses (CC)</b>	<b>Discipline-Specific Elective (DSE)</b>	<b>Generic Course (GC)</b>	<b>Skill Enhancement Elective (SEE)</b>	<b>Credits</b>
<b>I</b>	GBO-CC-511	International Economics	+				4
	GBO-CC-512	Global Business Environment	+				4
	GBO-CC-513	Management Concepts and Business Communication	+				4
	GBO-DSE-514	Quantitative Methods		+			2
	GBO-DSE-515	Organizational Behaviour		+			2
<b>II</b>	GBO-CC-521	Business Research Methods	+				4
	GBO-CC-522	Accounting for Managers	+				4
	GBO-CC-523	Foreign Trade Procedures and Documentation	+				4
	GBO-DSE-524	Operations Research		+			2
	GBO-DSE-525	Foreign Language		+			2
	GBO-CC-531	International Marketing	+				4

<b>III</b>	GBO-CC-532	Global Human Resource Management	+				4
	GBO-CC-533	Global Financial Markets and FOREX Management	+				4
	GBO-CC-534	Global Logistics and Supply Chain Management	+				4
	GBO-CC-535	Internship	+				1
<b>IV</b>	GBO-CC-541	E-Business and Cyber Laws	+				4
	GBO-CC-542	International Strategic Management	+				4
	GBO-CC-543	International Project Management	+				4
	GBO-CC-544	Legal Environment of International Business	+				4
	GBO-CC-545	Dissertation	+				6
<b>Any semester (I-IV)</b>	GBO-GC-5A1	Stock Market Operations			+		2
	GBO-GC-5A2	Corporate Social Responsibility and Business Ethics			+		2
<b>Any semester (I-IV)</b>	COM-SEE-5B1	Business Analytics Services				+	2
	COM-SEE-5B2	Tax Consultancy Services				+	2
	COM-SEE-5B3	Entrepreneurship Development Programmes				+	2
	COM-SEE-5B4	Financial Market Services				+	2

**Semester : I**  
**Course Code :GBO-CC-511**  
**Course Title : International Economics**  
**Credits : 4**

PSO relevant to this course  
**PSO 1: Understand the procedures of international trade and evaluate the implications of international trade**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO 1: Understand relevant trade theories
- CO 2: Examine existing trade and non-trade barriers of international trade.
- CO 3: Understand the approaches to management of balance of payment
- CO 4: Understand the fundamentals of foreign exchange management
- CO 5: Analyse operations of international agencies in trade and liquidity management
- CO 6: Evaluate India's foreign trade status

### **COURSE CONTENT**

#### **MODULE I**

Trade as an engine of growth—Inter-regional and international trade—Theory of Absolute Cost Advantage—Comparative Advantage theory—Haberler's Opportunity Cost theory—Heckscher-Ohlin theorem—Leontief Paradox— Neo-technological trade theory- Kravis theory of Availability- Intra-Industry Trade Models of Krugman- Neo –Heckscher –Ohlin Theory

#### **MODULE II**

Free Trade vs Protection—Types of tariff and quota—Impact of tariff and quota under partial equilibrium analysis—Different non-tariff restrictions—Optimum tariff- economic integration -customs union- Partial and general equilibrium analysis-Trade creation and Trade diversion-Free trade areas, regional trade agreements.

### **MODULE III**

Concept of BOT and BOP—Equilibrium and disequilibrium in the BOP—Measures to correct deficit in the BOP—Devaluation and Depreciation—Importance of devaluation to foreign trade—Marshall-Lerner condition—J Curve effect—Absorption approach- foreign trade multiplier.

### **MODULE IV**

Evolution of foreign exchange markets- Foreign Exchange rate determination: Mint Parity Theory, Purchasing Power parity theory, BOP Theory—Exchange rate systems—Fixed and Flexible exchange rates—Managed Floating systems—Nominal, Real and Effective exchange rate—Forward rate, Spot rate- Speculation and arbitrage, role of expectations, currency swaps, future and options —Foreign Exchange Risks—Hedging and Speculation—IMF and International Liquidity Management- Indian Rupee and its fluctuations in international currency market.

### **MODULE V**

Institutions for International Relations and Liquidity-Evolutionary and operational developments in international institutions- IMF, IBRD, IDA, UNCTAD, ADB, WTO. Problems and prospects of WTO Agreement in present Global trading- European debt crisis and Brexit

### **MODULE VI**

Management of India's foreign trade- Direction and composition of foreign trade in India- balance of payment (BOP) of India and BOP measures adopted before and after 1991-issues of current and capital account convertibility-flow of foreign capital in India- MNC, FDI, FII – foreign capital and sectoral and regional investment- recent measures of India on foreign capital

### **REFERENCES**

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- Chacholiadas, M. (1980). *International Trade: Theory and Policy*. New York City, United States: McGraw Hill Inc.
- Copeland, L. (2008). *Exchange rates and International Finance*.
- Dutt, R., &Sundaram. (2016). *Indian Economy*. Ghaziabad, New Delhi: S Chand & Co.
- Salvatore, D. (2006). *International Economics*. London, United Kingdom: MacMillan Press Ltd.

Soderston, B., & Reed, G. (1994). *International Economics*. London, United Kingdom: MacMillan Press Ltd.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO 1: Understand relevant trade theories	Understand
CO 2: Examine existing trade and non-trade barriers of international trade.	Analyze
CO 3: Understand the approaches to management of balance of payment	Understand
CO 4: Understand the fundamentals of foreign exchange management	Understand
CO 5: Analyse operations of international agencies in trade and liquidity management	Analyse
CO 6: Evaluate India's foreign trade status	Evaluate

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember				
Understand		CO 1, CO3, CO4		
Apply				
Analyse		CO2, CO5		
Evaluate	CO6			
Create				

**Semester** : I  
**Course Code** :GBO –CC-512  
**Course Title** : **Global Business Environment**  
**Credits** : 4

PSO relevant to this course  
**PSO 2:Understand the different aspects of global business environment**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand the present scenario of international environment of business.  
CO2: Understand different aspects of economic environment in international trade, the benefit and cost of globalisation.  
CO3: Evaluate the global political environment, related risk and importance of good governance for business.  
CO4: Recognize the Social and Cultural environment and its influence the international trade.  
CO5: Evaluate the emerging technologies in global trade.  
CO6: Understand the different types of laws related to legal and ecological environment.

### **COURSE CONTENT**

#### **MODULE I**

**Introduction to Global Business Environment:** Overview- Process of globalisation- Importance of scanning the environment - Historical Perspective of Globalization - The European Seaborne Empires - Early Modern World Economy - Policy Environment: Liberalization, Privatization and Globalization (LPG) - The Formation of National Economies -Industrial Capital - Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations - Declining Trade and Investment Barriers - Macro forces of globalization - The MNE and the competitive advantage of nations - Challenges of globalization - Customer value creation in International Trade - Global customization.

## **MODULE II**

**Global Economic Environment:** International Economic Environment- Classification based on ownership of the means of production - Classification based on Levels of Economic Development Economic indicators - GDP and GNP - Income Distribution - Inflation and Index Numbers - Interest Rates – Unemployment - Foreign Exchange Reserve - Role of Banks; Role of Financial Institutions - Role of Central Bank - Fiscal System: Government Budget and Taxation Measures - Economic integration - FDI and Foreign collaboration - World economic and trading situation; International economic institutions and agreements – UNO, WTO, UNCTAD, IMF and World Bank.

## **MODULE III**

**Global Political Environment:** Government and Business - Political Systems, Political Stability and Political Maturity as conditions of business growth - Domestic Politics - International Politics - Nature of Political Risk - Factors that Contribute to Political Risk - Social Unrest; Attitude of Nationals - Management of Political Risk: Techniques - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions - Government and Economic planning: Industrial policies and promotion schemes - Political Environment in Developing Countries: Brazil, Russia, India and China - Political Environment in Developed Countries: USA, Japan, Britain, Australia and EU.

## **MODULE IV**

**Global Social and Cultural Environment:** Social Environment - Societal Structure and Features - Demographic issues - Entrepreneurial Society and its implications for business - Global Environment policy and Management issues – Challenges of Social Environment - Cultural Environment – Culture and its elements – Cultural Change - Cultural factors and their implications for business - Cultural Knowledge - Hofstede's Model: Power distance - Masculinity vs. Femininity - Individualism vs. Collectivism - Long-term Orientation - Influence of Culture on Thinking Process - Influence of Culture on Communication - Managing Cross Cultural Differences – Ethnocentrism - Culture Shock - Population and Income disparities - Health and education system - Social and Cultural Environment in Developing Countries - Aging population; Unemployment rate - Influence of Culture on Consumption - Social and Cultural Environment in Developed Countries.

## MODULE V

**Global Technological Environment:** Definition of Technology - Technology Development Phase in the Economy as conditioner of Business opportunity - Characteristics of new technologies - Technology Policy - Technology Trade and transfer - Technology Trends in India - Role of Information Technology – Clean Technology - International Technology Transfers - importance and types, Foreign Technology Acquisition - Influence of the Internet on Business - Technology Development - Interconnections among technology developers - Geographical Features of Technology Networks - Vague market signals - Internet, Infomediaries, Intermediaries.

## MODULE VI

**Legal and Ecological Environment:** Legal Environment - Purpose of regulation - Inception, Location, Incorporation, Conduct, Expansion and Closure of Businesses - Employment and Labor laws - Labor laws in India - Discrimination in Employment Environment and Pollution Control - Intellectual property rights - Regulations related to product promotion in different countries - Regulatory Environment- Law on Consumer Protection - Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint- Recent Developments in International Business: Ecological issues; Social aspects - Sarbanes-Oxley Act - (SOX- Anti-trust laws in the US-Sherman antitrust act of 1890 - Clayton antitrust act of 1914 - Anti-Dumping Laws - Tax Environment- Methods of Relief from Global Double Taxation - Taxation in Times of E-commerce- Legal Environment- Digital and Electronic Signatures.

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**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom’s Taxonomy for cognitive domain)**

Course Outcome	Level of Learning
CO1: Understand the present scenario of international environment of business.	Understand
CO2: Understand different aspects of economic environment in international trade, the benefit and cost of globalisation.	Understand
CO3: Evaluate the global political environment, related risk and importance of good governance for business.	Evaluate
CO4: Recognize the Social and Cultural environment and its influence the international trade.	Understand
CO5: Evaluate the emerging technologies in global trade.	Evaluate
CO6: Understand the different types of laws related to legal and ecological environment.	Understand

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
<b>Cognitive processes</b>				
Remember				
Understand	CO1	CO2, CO4, CO6		
Apply				
Analyse				

Evaluate		CO3	CO5	
Create				

**Semester : I**  
**Course Code :GBO –CC-513**  
**Course Title : Management Concepts and Business Communication**  
**Credits : 4**

PSO relevant to this course  
**PSO 3: Understand the principles and theories of Management and recognize the importance of Business communication in the management process**

### **Course Outcomes**

On completion of the course, students should be able to:

- CO1: Recognize the importance of Management process
- CO2: Understand theories of management
- CO3: Understand and Apply Planning and organizing principles
- CO4: Explain different leadership models
- CO5: Understand the Control mechanism in management
- CO6: Recognize the importance of Business communication from managerial perspective

## **COURSE CONTENT**

### **MODULE I**

**Understanding the importance of Management:** Importance and nature of management. Difference between Managers and Administrators, Skills needed at different levels, Managerial Ethics and Responsibility, International Management and Globalization

### **MODULE II**

**Understanding of Management Thoughts:** Contributions of Henry Fayol – Principles of Management, George Elton Mayo – human relations theory, FW Taylors Scientific Management, Max Webers Bureaucratic model, Douglas Mc Greogrs X &Y theory, MBO Peter Drucker, MP Follett – conflict and Negotiations.

### **MODULE III**

**Understanding Planning and Organization:** Planning – planning process, types of planning, issues in planning, Designing of organization structure – integration, formalization and informalization, Common organizational structures - functional, product, division, customer, matrix, mixed and geographic. Networking organizational structure, Designing organizations - External environment and environmental dynamisms.

### **MODULE IV**

**Applying of Leadership models:** Managing diverse workforce, Managerial Grid – Blake and Mountain application, Situational Leadership – Hersey and Blanchard Application, Authentic Leadership, Jim Collins Level 5 leadership model.

### **MODULE V**

**Applying of Controlling:** Nature and Importance of Operations Management, Control - Basic Control Process, Scope of Control in Organization, Control Effectiveness Factors. Managerial Challenges from front line

### **MODULE VI**

**Business communications and its application from Managerial Perspective:** Importance of Business Communication, Process of communication, Barriers of Communication, Composing of Business letters and talks, Art of persuasion and instilling the ideas while communicating, Art of Modulating during presentation, Applying of Johari Window model.

### **REFERENCES**

- Guffey, M. E., & Loewy, D. (2014). *Business communication: Process and Product*. Noida, Uttar Pradesh: Cengage Learning.
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**Mapping of Course Outcomes to Levels of Learning**  
**(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO1: Recognize the importance of Management process	Understand
CO2: Understand theories of management	Understand
CO3: Understand and Apply Planning and organizing principles	Apply
CO4: Explain different leadership models	Understand
CO5: Understand the Control mechanism in management	Understand
CO6: Recognize the importance of Business communication from managerial perspective	Understand

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember				
Understand		CO1, CO2, CO4, CO5, CO6		
Apply		CO3		
Analyse				
Evaluate				
Create				

**Semester : I**

**Course Code:GBO -DSE-514**

**Course Title : Quantitative Methods**

**Credits : 2**

PSO relevant to this course  
**PSO 4:Acquire Knowledge of statistical concepts of probability and Skill in the application of procedures for statistical inference**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

CO1: Understand the basic concepts of probability theory

CO2: Understand and analyse the different Probability distributions

CO3: Understand and apply sampling concepts and procedures

CO4: Understand and apply the procedures of statistical inference

CO5: Apply hypothesis testing procedure for two means and two proportions

CO6: Apply hypothesis testing procedure and evaluate the outcome

### **COURSE CONTENT**

#### **MODULE I**

**Basic Probability Theory:** Basic concepts- Different approaches to probability– Addition and Multiplication rules – Dependent and Independent events – Conditional probability – Theorem of total probability – Bayes' theorem.

#### **MODULE II**

**Probability Distributions:** Concept of random variable - discrete and continuous - probability distribution - mathematical expectation – binomial, Poisson and normal distributions.

#### **MODULE III**

**Sampling:** Need for sampling - sampling frame - probability and non-probability methods– Determination of sample size- sampling and non-sampling errors – sampling distributions – central limit theorem.

## MODULE IV

**Statistical Inference I:** Estimation – qualities of a good estimator – point estimate – interval estimate-interval estimate of the mean, proportion, difference between two means, difference between two proportions.

## MODULE V

**Statistical Inference II:** Testing of hypothesis – procedure – tests involving a single mean – single proportion – two means – two proportions – small and large sample tests - type I and type II errors.

## MODULE VI

**Statistical Inference III:** Tests involving several means (ANOVA)-tests involving several proportions’ (chi-square)-goodness-of-fit test-test of independence.

## REFERENCES

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**Mapping of Course Outcomes to Levels of Learning**  
**(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcome	Level of Learning
CO1: Understand the basic concepts of probability theory	Understand
CO2: Understand and analyse the different Probability distributions	Analyse
CO3: Understand and apply sampling concepts and procedures	Apply
CO4: Understand and apply the procedures of statistical inference	Apply
CO5: Apply hypothesis testing procedure for two means and two proportions	Apply
CO6: Apply hypothesis testing procedure and evaluate the outcome	Evaluate

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
<b>Cognitive processes</b>				
Remember				
Understand		CO1		
Apply			CO3, CO4, CO5	
Analyse			CO2	
Evaluate			CO6	
Create				



**Semester : I**  
**Course Code :GBO –DSE-515**  
**Course Title : Organizational Behaviour**  
**Credits : 2**

PSO relevant to this course  
**PSO 5:Acquire Knowledge of basic concepts of organizational behavior and skill in applying individual’s personalities, learning & motivational models, change models, and organizational developmental model**

**Course Outcomes**  
On completion of the course, students should be able to:  
CO1: Understand the basic concepts of OB  
CO2: Understand and Apply individual’s personalities, Learning & Motivational models  
CO3: Understand and Apply leadership models in organization.  
CO4: Understand Organizational System  
CO5: Apply Change models  
CO6: Apply Organizational Developmental Model

**COURSE CONTENT**

**MODULE I**

**Introduction of OB & Individuals Behaviour in Organization:** Models of Organizational Behavior, Relationship with Other Fields-Psychology, sociology, political science. Individual Behaviour in Organization, Erick Erickson’s Psycho Social Developmental Model, Perception and Attribution: Application in Managerial Scenarios, Applications of Attitude and its Importance, Managing Workforce Diversity, Theories of Personality – Myers – Briggs type indicator, The Big Five Personality Model, How Does Big Five Traits Predict Behavior at Work?, Job Satisfaction. Learning: Concept and Theories of Learning, Theories of Learning - Classical theory by Ivan Pavlow and Operant Model Skinner , Motivational Theories – Content Theories – Hierarchy of needs Maslow, Hygiene Model Herzberg and David Mc Clelland, Process Theory of Motivation – Porters and Their Application and Employee Recognition.

## **MODULE II**

**Dynamics of Group Behaviour:** Dynamics of Organizational Behaviour - Leadership: Style and Theories of Leadership, Analysis of Interpersonal Relationship, Group Dynamics, Stages of Group Development, Understanding Work Teams, Trans Equilibrium model, Group Cohesiveness, Formal and Informal Groups, Group Processes and Dysfunctional Groups

## **MODULE III**

**Organizational Structure, Decision Making and Power:** Fundamentals of Organization Structure, Designing Tall, Flat and Matrix Structure, Decision Making Models – Economic Rationality Model, Simons bounded model, Heuristic Model And Social Model. Power – Types of Power, Political Implications of Power: How power Affects People, Causes and consequences of Political Behavior.

## **MODULE IV**

**Organizational Change& Culture:** Organizational Change: Concept, Nature, Resistance to change, managing resistance to change, Implementing Change, Kurt Levin Theory of Change. MP Follets- Conflict and Negotiation model, Steps in Negotiation process, Stress and Its Consequences, Causes of Stress, Managing Stress.Organizational Culture, Implications of Organization culture on Productivity.

## **REFERENCES**

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- Hersey, P., Johnson, D. E., & Blanchard, K. H. (2012). *Management of Organisational Behaviour*. Patparganj, Delhi: PHI Learning Pvt. Ltd.
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- Robbins, S. P., & Judge, T. A. (2014). *Organizational Behavior*. London: Pearson.
- Robins, S.P., & Mathew, M. (2009). *Organizational Theory: Structure, Design and Application*. London: Pearson.

**Mapping of Course Outcomes to Levels of Learning**  
**(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO1: Understand the basic concepts of OB	Understand
CO2: Understand and Apply the individual's personalities, Learning & Motivational models	Apply
CO3: Understand and Apply leadership models in organization.	Apply
CO4: Understand Organizational System	Understand
CO5: Apply Change models	Apply
CO6: Apply Organizational Developmental Model	Apply

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember				
Understand		CO1	CO4	
Apply		CO2	CO3, CO5, CO6	
Analyse				
Evaluate				
Create				

**Semester : II**  
**Course Code :GBO –CC-521**  
**Course Title : Business Research Methods**  
**Credits : 4**

PSO relevant to this course  
**PSO 6: Acquire Knowledge and Skill required to carry out research in business**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand the concept and process of research
- CO2: Apply the research process for the preparation of research design
- CO3: Understand the sampling design in research
- CO4: Apply appropriate tools for data collection
- CO5: Apply statistical tools for data analysis and evaluate the results
- CO6: Understand report writing procedure

### **COURSE CONTENT**

#### **MODULE I**

**Introduction to Research:** Concept of Research – Types of Research- Fundamental, Applied, Policy; Library, Case study, Survey, Experimental, Action and Evaluation – Research process

#### **MODULE II**

**Research Plan:** Literature Review – Research Gap - Selection and Formulation of Problem - Setting Objectives-- Identification and Classification of Variables- Formulation of different types of Hypotheses -Concept of Research Design and Different Types of Research Designs- Operational Definitions

### **MODULE III**

**Sampling Design:** Concepts of Population and Sample - Sample Size – Different Methods of Probability and Non-Probability Sampling - Sampling and Non Sampling Errors - Sample Size Determination

### **MODULE IV**

**Data Collection:** Data –Types –Secondary and Primary – Sources of Secondary Data- Methods of Collecting Primary Data- Observation, Mail Survey, Focus Group Discussion, Interview Schedule and Questionnaire-Measurement of Variables- Measurement Scales – Pilot Study- Pre- Testing- Reliability and Validity analysis

### **MODULE V**

**Data Analysis and Hypotheses Testing:** Coding, Editing and Tabulation of Data – One Way Table, Two Way Table- Charts and Diagrams – Descriptive statistics- Tools for Statistical Analysis – Testing of Hypotheses – Parametric and Non-Parametric Tests- Type I Error and Type II Error- Fixation of level of significance –Interpretation of Test results

### **MODULE VI**

**Report Writing:** Layout of Research Report – Types of Research Report- Contents of research report- Reference format- Annexures

## **REFERENCES**

- Devendra Thakur.(2009). *Research Methodology in social Sciences*. Deep & Deep Publications.
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- Santhosh Gupta. (2010). *Research Methodology and Statistical Techniques*. Deep & Deep Publications.
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**Mapping of Course Outcomes to Levels of Learning**  
**(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO1: Understand the concept and process of research	Understand
CO2: Apply the research process for the preparation of research design	Apply
CO3: Understand the sampling design in research	Understand
CO4: Apply appropriate tools for data collection	Apply
CO5: Apply statistical tools for data analysis and evaluate the results	Evaluate
CO6: Understand report writing procedure	Understand

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember				
Understand		CO1, CO3	CO6	
Apply			CO2, CO4	
Analyse				
Evaluate			CO5	
Create				

**Semester : II**  
**Course Code :GBO –CC-522**  
**Course Title : Accounting for Managers**  
**Credits : 4**

PSO relevant to this course  
**PSO 7:Understand and apply the concepts of management accounting**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand the concept of Management Accounting
- CO2: Apply the concepts for preparation of budget
- CO3: Understand the concepts of costing
- CO4: Apply the appropriate tools for financial statement analysis
- CO5: Understand contemporary Issues in Managerial Decisions Accounting
- CO6: Understand the concepts of Capital Budgeting

### **COURSE CONTENT**

#### **MODULE I**

**Management accounting:** Objective - Nature, Management Accounting and Managerial Decisions - Management Accounts Position, Role and Responsibilities. Responsibility Centre - Cost Centre, Profit Centre and Investment Centre; Objective and Determinants of Responsibility Centre.

#### **MODULE II**

**Budgeting and Budgetary control:** Sales Budget Cash Budget Operating Budget Master Budget Flexible Budgeting Zero Base Budgeting Performance Budgeting.

### **MODULE III**

**Marginal Costing:** Concept - Cost Volume Profit Analysis - Break-Even Analysis; Decision Making - Make or Buy, Own or Lease, Repair or Renovate, Sell or Scrap, Export Decision, Shut Down or Continue and Sales-Mix.

**Standard Costing and Variance Analysis:** Material Cost Variance - Labour Cost Variance - Overhead Variance Sales Variance - Profit Variance.

### **MODULE IV**

**Financial Statement Analysis:** Vertical, Horizontal and Trend Analysis - Ratio Analysis -Types of Ratios - Uses and Limitations problems in Balance Sheet to Ratios and Ratios to Balance Sheet DuPont Analysis. Cash Flow Statement Analysis - Current Trends in the preparation of Cash Flow Statement.

### **MODULE V**

**Contemporary Issues in Managerial Decisions Accounting:** Value Chain Analysis, Activity Based Costing (ABC), Transfer Pricing, Total Quality Management (TQM), Target and Life Cycle Costing, Just in Time (JIT), Backflush Costing, Six Sigma, Balanced Scorecard and Throughput Accounting (TA).

### **MODULE VI**

**Capital Budgeting** - Meaning and Importance, methods of capital budgeting evaluation, Discounted cash flow method, Net present value method and Internal rate of return method.

### **REFERENCES**

Horn Gren,Sundem, Schatzberg&Burgstahler, “Introduction to Management Accounting”,  
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**Mapping of Course Outcomes to Levels of Learning**  
**(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcome	Level of Learning
CO1: Understand the concept of Management Accounting	Understand
CO2: Apply the concepts for preparation of budget	Apply
CO3: Understand the concepts of costing	Understand
CO4: Apply the appropriate tools for financial statement analysis	Apply
CO5: Understand contemporary Issues in Managerial Decisions Accounting	Understand
CO6: Understand the concepts of Capital Budgeting	Understand

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
<b>Cognitive processes</b>				
Remember				
Understand	CO1, CO5	CO6	CO 3, CO4	
Apply		CO2		
Analyze				
Evaluate				
Create				

**Semester : II**  
**Course Code :GBO –CC-523**  
**Course Title : Foreign Trade Procedures and Documentation**  
**Credits : 4**

PSO relevant to this course  
**PSO 8: Explain India's Foreign Trade Policy, export and import procedure, export promotion schemes, export finance, and role of special institutions in export promotion**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Know the International Trade and related theories.  
CO2: Explain India's Foreign Trade Policy and export promotion schemes.  
CO3: Understand the export and import procedures in India.  
CO4: Explain the importance, implication and preparation of export and import documents.  
CO5: Analyse the various types of export finance provided to exporters in India.  
CO6: Evaluate the role and functions of special institutions in export and import in

### **COURSE CONTENT**

#### **MODULE I**

**Foreign Trade:** Need and importance of Foreign Trade – Theories of international trade - Absolute and comparative Advantage theory – Hecksher-Ohlin theory - terms of trade - theory of international trade in services - Recent Trends in World Trade - Leading players in International Trade – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services - General Provisions Regarding Exports and Imports.

#### **MODULE II**

**India's Foreign Trade Policy and Schemes:** Composition and direction of India's foreign trade – New India's foreign trade policy - export promotion infrastructure and institutional set up - Free Trade & Warehousing Zones - deemed exports - Special focus Initiatives for

Agriculture, Handloom, Handicrafts, Leather goods and Gems and Jewellery (GJ) - Promotional Schemes - rupee convertibility - policy on foreign collaborations and counter trade arrangements - India's joint ventures abroad - project and consulting exports – 100% Export Oriented Units (EOUs), EOU, Electronic Hardware Technology Park (EHTP)/ Software Technology Park (STP) Scheme /Special Economic Zone (SEZ)/Bio-tech-park (BTP) Schemes- Duty Free Credit Entitlement Schemes - Duty Drawback (DBK) scheme - Duty Entitlement Pass Book Scheme (DEPB) – Merchandise Export from India Scheme (MEIS) – Service Exports from India Scheme (SEIS).

### **MODULE III**

**Export - Import Procedure:** Starting an export firm – Selection of an export product – Market selection – Buyer selection - Registration procedure with Sales Tax, Central Excise and various Boards and councils – IEC code – Elements of export contract - Incoterms – Terms of payment - Letter of Credit – Types of L/C - Global sourcing – Types of global procurement – Tender – Negotiation – Contract – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license - Duty exemption scheme - Import formalities for 100% EOUs and SEZs - Import Risk Management.

### **MODULE IV**

**Export-Import (EX-IM) Documentation:** Performa Invoice – Purchase Order - Commercial Invoice - Intimation for Inspection - Certificate of Inspection - Shipping Instructions - Insurance Declaration - Certificate for Insurance - Shipping Order - Mate's Receipt - Bill of Lading/CTD - Certificate of Origin - Country Specific Reports - Bill of Exchange - Shipment Advice - Letter to Bank for Negotiation/Collection - Application for Removal of Excisable (ARE) Goods Form 1 and Form 2 - Insurance Premium Certificate - Freight Payment Certificate - Statutory Declaration form (SDF) - Guaranteed Remittance (GR) Forms – Form - Shipping Bill/Bill of Export - Bank Guarantee Documents: Confirmed Guarantee, Tender bond, Performance bonds, Advance Payment Guarantees, Payment guarantees, Loan Repayment Guarantees, B/L Letter of Indemnity, Rental guarantee, Credit Card Guarantee

### **MODULE V**

**Export Finance:** Sources of Finance - pre and post shipment finance - Role of Commercial bank, EXIM Bank – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods - ECGC: role, functions/policies and

guarantees in export credit insurance - methods of payment - negotiations of export bills - Bank guarantees.

## MODULE VI

**Role and Functions of Special Institutions:** Export Promotion Councils - Commodity Boards - Directorate of commercial Intelligence and Statistics - Indian Trade Promotion Organization - Indian Institute of Foreign Trade - Marine Products Export Development Authority - Agriculture and Processed Food Export Development Authority - Export Inspection Agency and Director General of Foreign Trade.

## REFERENCES

- Aseem Kumar. (2008). *Export and Import Management*. Bangalore, Karnataka: Excel Books Pvt. Ltd.
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- Stewart, D. (2008). *International Supply chain Management*. Noida, Uttar Pradesh: Cengage Learning.

### Mapping of Course Outcomes to Levels of Learning (As per Revised Bloom's Taxonomy for cognitive domain)

Course Outcome	Level of Learning
CO1: Know the International Trade and related theories.	Understand
CO2: Explain India's Foreign Trade Policy and export promotion schemes.	Understand
CO3: Understand the export and import procedures in India.	Understand
CO4: Explain the importance, implication and preparation of export and import documents.	Understand
CO5: Analyse the various types of export finance provided to exporters in India.	Analyse
CO6: Evaluate the role and functions of special institutions in export and import in India.	Evaluate

### Cognitive Processes and Knowledge Category Matrix

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember			CO5	
Understand	CO2	CO1	CO 3, CO4	
Apply				
Analyze	CO5			
Evaluate	CO6			
Create				

**Semester : II**  
**Course Code : GBO –DSE-524**  
**Course Title : Operations Research**  
**Credits : 2**

PSO relevant to this course  
**PSO 9: Apply Knowledge and Skill in using important quantitative tools for decision making in the business context**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand what Operations Research is
- CO2: Apply Programming models and Evaluate the outcomes
- CO3: Apply Decision making models and Evaluate the outcome
- CO4: Apply Game theory and Evaluate the result
- CO5: Apply Project Scheduling techniques for Optimal scheduling of Projects

### **COURSE CONTENT**

#### **MODULE I**

**Introduction to Operations Research:** Evolution – definitions - features - role of models – applications – limitations

#### **MODULE II**

**Linear Programming:** Formulation of LPP – graphical solution method - Simplex method – dual problem

#### **MODULE III**

Transportation model- Assignment model.

## **MODULE IV**

**Decision Theory:** Decision making under uncertainty – methods – decision making under risk – EMV, EOL, EVPI – decision trees – multi stage decision problems.

## **MODULE V**

**Project Scheduling Techniques:** PERT and CPM – critical path computations – probability considerations in project scheduling – calculation of floats.

## **REFERENCES**

- Bobby Srinivasan & Charles T. Sand bloom (1989). *Quantitative Techniques for Business Decisions*. Noida, Delhi: McGraw Hill India.
- Cook, T. M., & Russel, R. A. (1993). *Introduction to management science*. New Jersey: Prentice Hall Publishing Company.
- Kapoor, V. K., & Kapoor, S. (2014). *Operations Research (quantitative techniques for management)*. Daryaganj, New Delhi: Sulyan Chand & Sons Pvt. Ltd.
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- Tulsian, P. C. & Vishal Pandey. (2002). *Quantitative Techniques- Theory and Problems*. London: Pearson.
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- Waters, D. (2011). *Quantitative Methods for Business*. London: Pearson.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcome	Level of Learning
CO1: Understand what Operations Research is	Understand
CO2: Apply Programming models and Evaluate the outcomes	Evaluate
CO3: Transportation and Assignment Models	Evaluate
CO4: Apply Decision making models and Evaluate the outcome	Evaluate
CO5: Apply Project Scheduling techniques for Optimal scheduling of Projects	Apply

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
<b>Cognitive processes</b>				
Remember				
Understand		CO1		
Apply			CO5,	
Analyse				
Evaluate			CO2, CO3, CO4	
Create				



**Semester : II**

**Course Code : GBO –DSE-525**

**Course Title : Basic German**

**Credits : 2**

## **Course Content**

### **Module I**

Alphabet-Verbs - Pronouns -Konjugation of Verbs- Introduce yourself in German- Asking Questions

### **Module II**

Nouns- Gender of Nouns- Artikel- Definite Artikel – Indefinite Article- Time- Negation- Listening basic conversations- numbers-possessive pronouns

### **Module III**

Modal verbs- Trennbare Verbs- Time- Accusative case – Dative Case- prepositions- strong verbs and its conjugations

### **Module IV**

Vocabulary building on different contexts like- family- accounting- business- travel- restaurants- leisure time- office

### **Module V**

Listening audio files and practising conversations

### **Module VI**

Landeskunde- Germany and its culture- Geographical view of Germany- knowing German companies and business

## References

Netzwerk Deutsch als Fremdsprache A1, Stefanie Dengler, Paul Rusch, Helen Schmitz, Tanja Sieber, 2013

Lagune ,Hartmut Aufderstrasse, Jutta Müller, Thomas Storz, 2012.

Deutsche Sprachlehre für Ausländer, Heinz Griesbach, Dora Schulz, 2011

Themen Aktuell 1, Hartmut Aufderstrasse, Heiko Bock, Mechthild Gerdes, Jutta Müller und Helmut Müller, 2010

[www.goethe.de](http://www.goethe.de)

[wirtschaftsdeutsch.de](http://wirtschaftsdeutsch.de)

[hueber.de](http://hueber.de)

[klett-sprachen.de](http://klett-sprachen.de)

[www.deutschtraining.org](http://www.deutschtraining.org)

**Semester** : III  
**Course Code** :GBO-CC-531  
**Course Title** : International Marketing  
**Credits** : 4

PSO relevant to this course  
**PSO 10: Understand and explain the basic principles and practices of global marketing**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand the marketing concepts and consumer behavior in global market.
- CO2: Understand how to make marketing decisions in international market.
- CO3: Explain the new product development and pricing in global market.
- CO4: Recognize the promotional strategies and channels of distribution in international market.
- CO5: Apply the market entry and expansion strategy through global marketing research.
- CO6: Understand the importance of law, regulations and ethics in global marketing.

### **COURSE CONTENT**

#### **MODULE I**

**Introduction to International Marketing:** Meaning, Scope and Principles of International Marketing - motives and barriers to go global - Theories and Models - International Marketing Approaches: Ethno - Poly- Regio - and Geo-centric approaches - Benefits of global marketing - Global marketing environment, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment - Competitive or differential advantage - Management orientation - Consumer Behavior in the International context - Significance of cross-culture in Global Marketing - Challenges in Global Marketing.

## **MODULE II**

**Marketing Mix Decisions:** Marketing Mix - Meaning - Concept and Composition for Product and Service offerings - Product Mix: concept and features - Product strategies - New Product Planning and Development Process - Product Life Cycle concept in Global Marketing context - Product standardization Vs. Product adaptation - National Vs. International Product - Brand equity and extensions - Brand Decisions - Role of Packaging in marketing

## **MODULE III**

**Product Planning and Pricing Policy:** Types of products - New product development - Global product planning - Product adoption and standardization - Global market segmentation, targeting and positioning - Influences on marketing plan and budget - Global product marketing - Marketing of services - Price and non-price factors - Methods of pricing - International pricing strategies - Dumping and anti-dumping measures in global marketing - International transfer pricing - Counter trade - Payment procedures and methods in global trades.

## **MODULE IV**

**Promotional Strategies and Global Distribution:** Concept and Composition - Personal Selling: Need and Significance - International Sales Promotion: Types and Importance - Overseas Product Exhibitions & Trade Fairs - International Advertising: Concept and Types - Copy and Media strategies - Impact of Webcast and Net-based Advertisements - Creativity in global Advertisements - Advertisement Ethics - International Publicity - International logistics planning - Definition and Importance of Distribution - Direct and Indirect Channels - International Marketing Channel Development - Channel Adaptation - Channel conflict and decisions – International Logistics for Movement - International Marketing Information System and Research - International Packaging.

## **MODULE V**

**Global Marketing Research and Market Entry Strategies:** Concept of marketing research - Need for marketing research - Approach to marketing research- Scope of global marketing research - Global marketing research process - Market surveys - Marketing information system-global market selection - Different market entry modes and market entry strategies - Market expansion strategies - Cross culture sales

negotiation - Organization structures for global trade activities - Control of global marketing programs.

**MODULE VI**

**Legal and Ethical Issues in Global Marketing:** Global financial institutions and their role in global trade - Nature of international business disputes and proposed action- Legal concepts relating to global business - International dispute settlement machinery - Ethical consideration in global marketing and marketing communications.

**REFERENCES**

Baack, D. W., Czarnecka, B., & Baack, D. E. (2018). *International marketing*. London: SAGE Publications.

Keegan, W. J. (2013). *Global Marketing Management*. Bengaluru, Karnataka: Pearson Education India.

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Schlegelmilch, B. B. (2016). *Global marketing strategy: an executive digest (management for professionals)*. Berlin, Germany: Springer.

Solberg, C. A. (2017). *International Marketing: Strategy Development and Implementation*. London: Routledge.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom’s Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO1: Understand the marketing concepts and consumer behavior in global market.	Understand
CO2: Understand how to make marketing decisions in international market.	Understand
CO3: Explain the new product development and pricing in global market.	Understand
CO4: Recognize the promotional strategies and channels of	Understand

distribution in international market.	
CO5: Apply the market entry and expansion strategy through global marketing research.	Apply
CO6: Understand the importance of law, regulations and ethics in global marketing.	Understand

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive processes</b>				
Remember				
Understand		CO1, CO2, CO3, CO4, CO6		
Apply		CO5		
Analyze				
Evaluate				
Create				

**Semester : III**  
**Course Code :GBO-CC-532**  
**Course Title : Global Human Resource Management**  
**Credits : 4**

PSO relevant to this course  
**PSO 11: Understand and explain the basic principles and practices of global human resources management**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand HRM concepts
- CO2: Understand and Apply IHRM models
- CO3: Understand and Manage Expatriates
- CO4: Analyse Strategies for Conflict management at global level
- CO5: Apply Performance Management in International Organizations
- CO6: Apply HR Analytics and its application

### **COURSE CONTENT**

#### **MODULE I**

**HRM concepts :** Human Resource Management: Evolution – Objectives – Significance – HR Planning –Recruitment &Selection – Training & Development – Performance Appriasal methods and Evaluation – Career and succession Planning - Domestic HRM Vs IHRM - Growth of Internationalization of World Business- Strategic Orientation of IHRM- International Assignments in IT Sectors.

#### **MODULE II**

**IHRM concepts and application:** IHRM Functions: Planning – International recruitment and selection – Cross Cultural Training for expatriates, Hofstede Cross Cultural Model – Designing of International compensation and rewards scheme applying of cafeteria model, Designing of motivational model for retention, Strategies for Global Mobility and HR- International postings.

### **MODULE III**

**Managing Expatriates: IHRM Challenges and Opportunities:** Domestic and MNCs Perspectives – Managing Expatriation –Entry Level (Campus) Recruitment Women Expatriates – Risk Factors Associated with Expatriation – Special Provisions pertaining to Expatriate Labour Recruitment - Empanelment of Overseas Recruitment Agencies, Repatriation -Process of repatriation, job related adjustments.

### **MODULE – IV**

**Strategies for Conflict management at global level: IHRM Employer-Employee Relation** in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management –Conflict management - Relevance and retunes of Labour Laws – Grievances Handling in MNCs -Managing Diversity - Adopting and Managing changes in the global scenario.

### **MODULE V**

**Application of Performance Management in International Organization:** Performance Management in International Organization – Performance management and its link with .other HR processes, Multinational Performance Management, Performance management of Expatriates, Variables that influence performance of Expatriates. Applying motivational model through performance management model.

### **MODULE VI**

**HR Analytics and its application:** HR Analytics – concept of HR Analytics, Methods of Data Collections, analyzing the causes of issues in the HR operations, Applying strategies to overcome the issues

#### References

Dessler, G. (2005). *Human Resource Management*. Patparganj, Delhi: PHI Learning Pvt. Ltd.

Dessler, G., & Varrkey, B. (2017). *Human Resource Management*. Bengaluru, Karnataka: Pearson Education India.

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Edwards, T., & Rees, C. (2016). *International Human Resource Management*. London: Pearson.



IndraniMutsuddi (2010). *Managing Human Resources in the Global Context*. Bangalore, Karnataka:New Age International Pvt. Ltd.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom’s Taxonomy for cognitive domain)**

<b>Course outcomes</b>	<b>Level of Learning</b>
CO1: Understand HRM concepts	Understand
CO2: Understand and Apply IHRM models	Apply
CO3: Understand and Manage Expatriates	Analyse
CO4: Analyse Strategies for Conflict management at global level	Analyse
CO5: Apply Performance Management in International Organization	Apply
CO6: Apply HR Analytics and its application	Apply

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive process</b>				
Remember				
Understand		CO1		
Apply			CO2, CO5, CO6	
Analyse		CO3, CO4		
Evaluate				
Create				

**Semester : III**

**Course Code :GBO-CC-533**

**Course Title : Global Financial Markets and FOREX Management**

**Credits : 4**

PSO relevant to this course

**PSO 12: Acquire knowledge of global financial markets, global investments, foreign exchange risk and its management using currency derivatives**

### **Course Outcomes**

On completion of the course, students should be able to:

CO 1: Understand the meaning and importance of international finance

CO 2: Understand the sources of global finance and the instruments of global financial markets

CO 3: Analyze the implications of global investment in the form of FDI and FII

CO 4: Understand the fundamentals of foreign exchange mechanism

CO 5: Understand the concept of foreign exchange risk

CO 6: Apply currency derivatives for foreign exchange risk management

## **COURSE CONTENT**

### **MODULE I**

**International finance:** meaning and importance – growth of international trade and transnational services – emergence of MNCs - flow of funds across countries – international borrowing and lending - international investment — international financial markets – use of foreign currencies – foreign exchange market

### **MODULE II**

**Global financial markets:** sources of global finance – multilateral development banks – IMF, World Bank, Asian Development Bank – European monetary system – evolution of Euro – instruments of global financial markets – international bonds, equities and money market instruments

### **MODULE III**

**Global investments:** foreign direct investment (FDI) – theories of FDI – strategies – modes of investment – benefits and costs of FDI – host country perspective and home country perspective – foreign portfolio investment (FPI) – international equity financing through depository receipts – GDR – ADR – IDR – risk and return of international portfolio investment – integration of global capital markets

### **MODULE IV**

**Fundamentals of foreign exchange:** exchange rate mechanism – fixed rate and floating rate – direct and indirect quotations – bid and offer rates – spot rate and forward rates – exchange rate theories – purchasing power parity theory – Fisher effect theory – international Fisher effect theory – interest rate parity theory – foreign exchange market – market participants – types of transactions – hedging, arbitrage and speculation

### **MODULE V**

**Foreign exchange risk:** meaning of foreign exchange risk – impact of foreign exchange risk on business operations - types of foreign exchange exposure and risk – transaction exposure – operating exposure – translation exposure

### **MODULE VI**

**Foreign exchange risk management:** hedging transaction risk using currency derivatives – currency forwards, futures, options and swaps – money market hedge - management of operating risk – managing translation risk

### **REFERENCES**

- Hiroya Akhila. (1994). *Structural Changes in Foreign Exchange Market*. Ashish Publishing house.
- Jan H. Giddy. (2010). *Global Financial Management*. Krishna Nagar, Delhi: AITBS Publishers India.
- Joseph Anbarasu. (2010). *Global Financial Management*. Daryaganj, New Delhi: ANE Books Pvt. Ltd.
- Kevin, S. (2016). *Fundamentals of International Financial Management*. Delhi: PHI Learning Pvt. Ltd.
- Raman K. Dev. (2012). *Global Financial Management*. Jaipur, Rajasthan: Yking Books.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcomes	Level of Learning
CO 1: Understand the meaning and importance of international finance	Understand
CO 2: Understand the sources of global finance and the instruments of global financial markets	Understand
CO 3: Analyze the implications of global investment in the form of FDI and FII	Analyze
CO 4: Understand the fundamentals of foreign exchange mechanism	Understand
CO 5: Understand the concept of foreign exchange risk	Understand
CO 6: Apply currency derivatives for foreign exchange risk management	Apply

**Cognitive Processes and Knowledge Category Matrix**

Knowledge category	Factual	Conceptual	Procedural	Meta cognitive
Cognitive process				
Remember				
Understand		CO 1, CO 2, CO 5	CO 4	
Apply		CO 6		
Analyze			CO 3	
Evaluate				
Create				

**Semester : III**  
**Course Code :GBO-CC-534**  
**Course Title : Global Logistics and Supply Chain Management**  
**Credits : 4**

PSO relevant to this course  
**PSO 13: Gain the qualities, knowledge and experience needed to run global supply chain today**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Explain the international supply chain and various types of logistics in Global trade.
- CO2: Understand significance of transportation and chartering in global trade.
- CO3: Recognize the types of port, trade routes and vessels in logistics and supply chain.
- CO4: Analyze the role of freight forwarders and CHAs in international trade.
- CO5: Analyze the logistics through air and land modes.
- CO6: Understand customs procedure through high tech information technology.

### **COURSE CONTENT**

#### **MODULE I**

**Introductory Aspects of International Supply Chain Management:** Concept, Objectives, Tasks and Types of Supply Chains and Management thereof- Scope and Importance of International Business Logistics- Difference Between Domestic and International Business Logistics - Supply chain Management Trends- 3rd Party Logistics (3PL), 4th Party Logistics (4PL) and 5<sup>th</sup> Party Logistics (5PL)- Strategic Supply Chain and Business Success- E-Supply Chain and its components.

#### **MODULE II**

**International Transportation and Chartering:** Need for In-land and Ocean transportations - Characteristics of shipping transport- Features of Liner operations and Tramp operations- Freight structure and Practices - Conference system - Types of

shipments- Chartering principles and practices - Arrangement for shipment of Cargo – Organization and functions of Transchart- Regulation of Shipping Transportation Logistics Service Providers.

### **MODULE III**

**Global/IndiaPort- Route-Warehousing-Vessels:** Types of Port – Major Ports of India and World- Port Facilities- Structural and Cargo Handling Facilities - Warehousing and storage in ports - Demurrage - Loading and unloading in warehouses- Types of Ships- Containerization: Concept, Need and Types- House stuffing - Terminal stuffing - Role of IT in Logistics - Automated Shipment Status Tracking.

### **MODULE IV**

**Role of Intermediaries in International Trade:** Types of Intermediaries- Clearing and Forwarding Agents, Freight Brokers, Stevedores, Shipping Agents, Customs House Agents and Surveyors- Functions and services of these intermediaries: Custom Clearance, International Freight Forwarding, Ancillary Services, Advisory Services, Service to Ship-owners and Shipping Lines, Consulting Assistance.

### **MODULE V**

**Logistics of International Air and Land Modes:** International Air Cargo Transport – Major Cargo Air Lines and their Prospects- IATA rules - Air freight rates and determinants - Air cargo transport problems and prospects- Role of Railways and Roadways in Global Business Logistics- Relevant one or two case studies.

### **MODULE VI**

**IT in Customs Procedure:** On-line filing of electronic shipping bills or bills of entry and Indian Customs and Central Excise Electronic Commerce/Electronic Data interchange Gateway (ICEGATE)-Indian Customs Electronic Data Interchange Systems (ICES): Role and functions- Customs and Freight Forwarding Expert (iCAFFE) software support

## References

- Bell, J. M. (2016). *Introduction to Global Logistics: Delivering the Goods*. New York: Kogan Page.
- Cohen, S., & Roussel, J. (2013). *Strategic Supply Chain Management: The Five Core Disciplines for Top Performance*. Noida, Delhi: McGraw Hill India.
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**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcomes	Level of Learning
CO1: Explain the international supply chain and various types of logistics in Global trade.	Understand
CO2: Understand significance of transportation and chartering in global trade.	Understand
CO3: Recognize the types of port, trade routes and vessels in logistics and supply chain.	Understand
CO4: Analyze the role of freight forwarders and CHAs in international trade.	Analyze
CO5: Analyze the logistics through air and land modes.	Analyze
CO6: Understand customs procedure through high tech information technology.	Understand

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
<b>Cognitive process</b>				
Remember				
Understand		CO1, C02, CO3	CO6	
Apply				
Analyze		CO4, CO5		
Evaluate				
Create				



**Semester : III**

**Course Code : GBO-CC-435**

**Course Title : Internship**

**Credits : 1**

**Semester : IV**

**Course Code :GBO-CC-541**

**Course Title : E-Business and Cyber Laws**

**Credits : 4**

PSO relevant to this course

**PSO 14: Understand and apply the basic concepts and models of e-business within the framework of cyber laws.**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

CO 1: Understand the basic concepts of e-business

CO 2: Understand and Apply the different business models of e-commerce

CO 3: Understand and Apply e-marketing and its elements

CO 4: Understand and Apply e-payment and e-security measures

CO 5: Explain the legal rules and regulations governing e-business

CO 6: Understand the various aspects of cyber laws

### **COURSE CONTENT**

#### **MODULE I**

**E-Business:** Introduction to e-business- Meaning- Definition- Characteristics- Importance- Advantages and Disadvantages- Difference between e-business and e-commerce- Transition to e-business in India and its challenges

#### **MODULE II**

**Business models of e-commerce:** Key elements of business models- Based on relationship of Transaction Parties: B2B, B2C, C2C, C2B, G2B - Relationship of Transaction Types- Aggregator model- Brokerage model- Info- intermediary model- Subscription model- Manufacturer model- Community model- Value chain model- Advertising model- Affiliate model

#### **MODULE III**

**E- Marketing:** Scope and challenges- Advantages and Disadvantages- E-Advertising- Building customer relationship based on One to One marketing- E-Branding- Elements of e-branding- Marketing strategies- Permission marketing strategy- Brand leveraging strategy- Affiliate marketing- Viral marketing- Social media marketing- Content marketing- Website naming issues- Advertising supported model- Marketing strategy on the Web

## **MODULE IV**

**E- payment systems and e-security:** Digital payment- EDI- E-cheque- E-cash- Debit card, credit card, smart card- Digital signature- Bitcoin, Meaning, Advantages and disadvantages, Functioning of bitcoin- Block chain technology, Meaning, Application, Implementation- Operation of e-payment system- Risk in e-payment- security measures- E-banking, Meaning, Features, Importance, Process, Advantages and Disadvantages

## **MODULE V**

**Legal environment:** IT Act, Scope ,Salient features, Applicability- UNCITRAL model law on e-commerce and its objectives- E-contracts and e-records- Legal recognition of e- contracts under IT Act 2000- Modes of e-contracts

## **MODULE VI**

**Cyber Laws:** Cyber-crimes and punishments- Hacking- Spamming- Phishing- Voyeurism- Cyber stalking- Child Pornography etc- Initiatives to combat cyber crimes- Tools and techniques for committing cyber wrongs- Malware- Buffer Overflow- Tempest attack- Stenography- Morphing technology- Jurisdictional issues in cyber space- Issues of Jurisdiction- Principles of Jurisdiction

### **References**

- Canzer, B. (2009). *E Business and Commerce for Strategic Thinking and Practice, India adaptation*. Boston, Massachusetts : Houghton Mifflin Harcourt Publishing Company.
- Chaffey, D. (2004). *E- Business and E- Commerce Management: Strategy, Implementation and Practice*. New Jersey: Prentice Hall Publishing Company.
- Deitel, H. M., & Deitel P. J. (2017). *E- Business and E- Commerce for Managers*. London: Pearson.
- Kamelesh K. Bajaj, & Debjani Nag (2012). *E- Commerce: The cutting Edge of Business*. West Patel Nagar, New Delhi: Tata Mcgraw-hill Publishing Co. Ltd.
- Tabrezahamad (2003). *Cyber Law, E- commerce and M- Commerce*. Daryaganj, New Delhi: APH Publishing Corporation.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcomes	Level of Learning
CO 1: Understand the basic concepts of e-business	Understand
CO 2: Understand and Apply the different business models of e-commerce	Apply
CO 3: Understand and Apply e-marketing and its elements	Apply
CO 4: Understand and Apply e-payment and e-security measures	Apply
CO 5: Explain the legal rules and regulations governing e-business	Understand
CO 6: Understand the various aspects of cyber laws	Understand

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
Cognitive Process				
Remember				
Understand		CO1, CO5, CO6		
Apply		CO2, CO3	CO4	
Analyze				
Evaluate				
Create				

**Semester : IV**  
**Course Code :GBO-CC-542**  
**Course Title : International Strategic Management**  
**Credits : 4**

PSO relevant to this course  
**PSO 15: Understand the concepts of International Strategic Management and its application in the different functional areas of management**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Understand International Strategic Management Concepts
- CO2: Analyze the international environment
- CO3: Understand the Corporate objectives, strategic alternates as well as the existing theories
- CO4: Apply International Functional strategies in the fields of Marketing and Technology
- CO5: Apply international functional strategies in the fields of Finance and human Resource
- CO6: Explain the implementation of strategies

### **COURSE CONTENT**

#### **MODULE I**

A Conceptual exposition of International strategic management- International strategic management Vs. Domestic strategic Management- Elements, functions and Significance of ISM- New Roles and Responsibilities of Indian corporate Managers.

#### **MODULE II**

Global environment- characteristics- importance- search and analysis of International Environment- Significance of Synergistic Analysis – Value Chain Analysis- Core Competence

#### **MODULE III**

Corporate objectives- Need- Characteristics- process- Forces interacting with Corporate objectives- Generic competitive strategies- strategic alternatives: stability, growth, Retrenchment- choosing corporate strategy: Traditional approach, portfolio approach, value based management approach.

## **MODULE IV**

**Formulating functional strategies I:** Formulating International marketing strategy- making international operations Decisions- Making strategic Decisions in the field of Technology

## **MODULE V**

**Formulating functional strategies II:** International dimensions of financial management- International investment strategy- International Working capital Decisions- Management of Exchange Rate Risk- problems of Human Resource Management in an international organization

## **MODULE VI**

**Implementation of strategy:** Nature and significance of strategy implementation- dimensions- approaches- maintaining effective organizational culture- Leadership role in strategy implementation

### **References**

- Ashwathappa K. (2004). *Business Environment for Strategic Management*. Bengaluru, Karnataka: Himalaya Publishing House.
- AzharKazmi (2012). *Strategic Management and Business Policy*. West Patel Nagar, New Delhi: Tata Mcgraw-hill Publishing Co. Ltd.
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- Michale A. Hitt, Et.al. (2006). *Strategic Management Competitiveness and Globalisation*. Noida, Uttar Pradesh: Cengage Learning.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcomes</b>	<b>Level of Learning</b>
CO1: Understand International Strategic Management Concepts	Understand
CO2: Analyze the international environment	Analyze
CO3: Understand the Corporate objectives, strategic alternates as well as the existing theories	Understand
CO4: Apply International Functional strategies in the fields of Marketing and Technology	Apply
CO5: Apply international functional strategies in the fields of Finance and human Resource	Apply
CO6: Explain the implementation of strategies	Understand

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive Process</b>				
Remember				
Understand		C01, CO3, CO6		
Apply			C04, C05	
Analyze	CO2			
Evaluate				
Create				

**Semester** : IV  
**Course Code** :GBO-CC-543  
**Course Title** : International Project Management  
**Credits** : 4

PSO relevant to this course  
**PSO 16: Apply project management techniques to international projects**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO 1: Understand the international project management structure.
- CO 2: Estimate time and cost and scheduling of projects.
- CO 3: Develop project networks and assess risk involved in international projects.
- CO 4: Understand how to lead a project team and negotiate with stakeholders across the globe.
- CO 5: Evaluate and interpret project outcomes.
- CO 6: Apply international tax planning strategies while structuring cross border projects.

### **Course Content**

#### **MODULE I**

**Introduction:** Project Management-International Environmental Factors- Project Location-Cross Culture Considerations- Selection and Training for International Projects-Project Portfolio Management System- Project Management Structure- Project Prioritization- Work Break Down Structure- Project Communication Plan- Project Life Cycle Management.

#### **MODULE II**

**Estimating and Scheduling Project Time and Costs:** Factors Influencing Quality of Estimates- Top Down/ Bottom Up Estimation-Methods of Estimating Project Time and Cost-Cost of Detailing- Types of Costs- Refining Estimates-Resource Allocation- Multi Project Resource Scheduling- Crashing- Resource Smoothing-Project Budgeting Techniques (Revenue and Capital).

#### **MODULE III**

**Project Development and Risk Management:** Development of Project Networks- Activity on Node (AoN)- Level of Detailing Activities- Risk Identification- Risk Assessment-



Sensitivity Analysis- Contingency Planning- Project Supply Chain Management- Quick Response Control- Change Control Management.

#### **MODULE IV**

**Leadership and Project Team Management:** Leading a Project- Managing Project Stakeholders- Social Network Building-Acquisition and Development of Project Teams- Ethics in Project Management- Building Trust- Conflict Management- 5 Stage Team Development Model- Situational Factors- Building High Performance Project Teams- Managing Virtual Project- Project Outsourcing Negotiations.

#### **MODULE V**

**Performance Measurement, Evaluation and Control:** Project Monitoring MIS- Project Balanced Score Card- Project Control Process- Development of Earned Value/ Cost- Cost Time Trade Off- Project Status Reporting- Progress Indices- Project Audit Process- Project Closures.

#### **MODULE VI**

**Tax Implications on International Projects:** International Taxation Issues- General Agreement on Anti Avoidance Rules (GAAAR)- Double Taxation Avoidance Agreements (DTAA)-Tax Implication on International Transactions- Tax Planning- Tax Heavens- Transfer Pricing and Tax Implications in Cross Border Projects.

#### **References**

- Gray, C. F., Larson, E. W., & Desai, G. V. (2017). *Project Management:the Managerial Process*. New York City: McGraw Hill Inc.
- Kerzner, H. (2013). *Project Management, a System Approach to Planning Scheduling and Controlling*. New Jersey, United States: Wiley Publishing Company.
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- Maylor, H. (2017). *Project Management*. London: Pearson.

**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

Course Outcomes	Level of Learning
CO 1: Understand the international project management structure	Understand
CO 2: Estimate time and cost and scheduling of projects	Apply
CO 3: Develop project networks and assess risk involved in international projects.	Evaluate
CO 4: Understand how to lead a project team and negotiate with stakeholders across the globe.	Understand
CO 5: Evaluate and interpret project outcomes.	Evaluate
CO 6: Apply international tax planning strategies while structuring cross border projects.	Apply

**Cognitive Processes and Knowledge Category Matrix**

Knowledge Category	Factual	Conceptual	Procedural	Meta cognitive
Cognitive Process				
Remember				
Understand		CO 1	CO 4	
Apply		CO 6	CO 2	
Analyze				
Evaluate		CO 5	CO3	
Create				

**Semester : IV**  
**Course Code :GBO-CC-544**  
**Course Title : Legal Environment of International Business**  
**Credits : 4**

PSO relevant to this course  
**PSO 17: Acquire Knowledge in interpreting legal obligations involved in the conduct of international business.**

### **COURSE OUTCOMES**

On completion of the course, students should be able to:

- CO1: Explain the legal obligations on international sale of goods.
- CO2: Understand the Intellectual Property Rights under WTO regime.
- CO3: Recognize the rules and regulations for trade and merchandise marketing.
- CO4: Understand the arbitration and conciliation process in international trade.
- CO5: Explain foreign exchange regulation in India.
- CO6: Understand the Central Excise Act 1944 and Customs Act 1962 and analyze its significance in global trade.

### **COURSE CONTENT**

#### **MODULE I**

**Uniform Law on International Sale of goods :** obligations of the seller - obligations of the buyer, common provisions - rules concerning damages -provisions of passing of risk in international sale contracts – Main Provisions of United Nations conventions on contracts for the international sale of goods - Foreign Trade (Development and Regulation) Act 1992 - Objectives - Powers of Central Govt; Import/Export Licence - Application Procedure - Refusal, Suspension of Licence - Exemptions from FTDR Act - Role of DGFT

#### **MODULE II**

**Intellectual Property Rights:** Types of IPRs - Patent - Meaning - Varieties - Provisions of Patent application procedure - procedures after filing application - patenting - patents of plant and seeds, Drugs - Life of patents and Rights of patentee - Working of patent - Infringement of patent - surrender and revocation of patent - Provisions related to secrecy direction,

application for patent out of India - Protection for security of India - Patent Regime under WTO.

### **MODULE III**

**Trade and Merchandise Marks Regulations:** Registration - procedure - opposing registration - effect of registration - prohibition of registration - Foreign Trade Mark - Privileges to nationals and non-nationals - Licensing of trade mark - registered user provisions - violation of trade mark rights - remedies.

### **MODULE IV**

**Arbitration and Conciliation Regulations :** Purpose of Arbitration - difficulties in India - Domestic Arbitration - agreement - Tribunal - Arbitral proceedings - Arbitral award - Intervention by Court - enforcement of foreign awards - International Arbitration – Conciliation: Process and Procedures.

### **MODULE V**

**FEMA Regulations:** Objectives-Need - Functions of RBI under FEMA; Regulations over transactions in foreign exchange and securities - Restriction on capital account and current account transactions - control over realisation of Foreign Exchange; Regulations of receipts and payments to resident outside India.

### **MODULE VI**

**Central Excise Act 1944 and Customs Act 1962 :** Definitions – Duties levied – Classification of Excisable Goods – Registration – Valuation of Excisable Goods - Payment of Duties and Removal of Goods – Refunds of Duties on Returned Goods – Procedure of Exported and Re-imported Goods – Officers of Custom – Appointment of Customs ports, airports, warehousing station – Prohibition of Import and Export of Goods – Detection of illegally imported goods and prevention of the disposal – Abatement – Remission – Exemptions – Refund – Recovery

### **REFERENCES**

- Bohlman, H. L., & Dundas, M. J. (1998). *Legal, Ethical and International Environment of Business*. Cincinnati, United states: South Western college Publishing.
- Datey, V. S. (2001). *Students Guide to Economic Laws*. New Delhi: Taxman Company.
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**Mapping of Course Outcomes to Levels of Learning  
(As per Revised Bloom's Taxonomy for cognitive domain)**

<b>Course Outcome</b>	<b>Level of Learning</b>
CO1: Explain the legal obligations on international sale of goods.	Understand
CO2: Understand the intellectual property rights under WTO regime	Understand
CO3: Recognize the rules and regulations for trade and merchandise marketing.	Understand
CO4: Understand the arbitration and conciliation process in international trade.	Understand
CO5: Explain foreign exchange regulation in India.	Understand
CO6: Understand the Central Excise Act 1944 and Customs Act 1962 and analyze its significance in global trade.	Analyze

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Meta cognitive</b>
<b>Cognitive Processes</b>				
Remember				
Understand		CO1, CO2, CO3, CO4, CO5		
Apply				
Analyze		CO6		
Evaluate		CO5		
Create				

**Semester : IV**

**Course Code : GBO-CC-445**

**Course Title : Dissertation**

**Credits : 6**

**Semester : I to IV**

**Course Code : GBO-GC-5A1**

**Course Title : Stock Market Operations**

**Credits : 2**

**Programme Specific Outcomes (PSO) relevant to this course**

Acquire knowledge about the trading mechanism of both stock and derivative market and with this skill set the student will be equipped to trade and invest in the stock market as well as derivatives market

**Course Outcomes (CO's)**

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

CO1- Recognise the logic of investment in shares and other stock market products

CO2- Identify the process of issue of shares to the public in the primary market

CO3- Understand the process of trading through a Demat account with a broker

CO4- Understand the clearing and settlement process in stock exchanges

CO5- Evaluate the pros and cons of investing in the stock market

CO5- Understand the types of derivatives and derivative trading operations in Indian stock market.

**COURSE CONTENT**

**Module I- Investment Basics:** Why should one invest? When to Start Investing? various options available for investment Stock Exchange- the concept of actual return and real return- time value of money concept- Equity share- Debentures- bonds-other debt instrument- Derivatives, Mutual funds, Index- Depository- Dematerialisation (basic concept Knowledge only)

**Module II- Primary Market:** Primary market- meaning- the issue of shares- methods of public issue of shares- Greenshoe-option-ASBA -- Private placement- Role of intermediaries in the primary market -present scenario IPO- FPO- Book building process- prospectus- listing of shares- the role of underwriters, bankers, and brokers – SEBI's role in the primary market

**Module III- Secondary Market:** stock exchanges- functions of stock exchanges- stock exchange indices- SENSEX, NIFTY-stock trading- screen-based trading- depository- types of orders- place orders with the broker- Price quotes- contract note- precautions before investing in the stock market- do's and don'ts should an investor bear in mind when investing in the stock markets

**Module IV- Clearing and settlement:** Clearing and settlement – Rolling settlement – Investment Vs Speculation- types of speculators – Role of intermediaries in the secondary market - Role and functions of SEBI – regulatory functions – developmental functions – Investor protection fund

**Module V- Derivative Market:** Meaning - Types of derivatives – purposes of derivatives- derivatives Vs cash market- Commodity vs financial derivatives- Forwards – Futures – Options – SWAPS- Trading mechanism of derivatives

## References

Warren Buffett: *The Intelligent Investor: A Magician of Stock Market* [A Book of Practical Counsel][eBook]

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Dr S Guruswamy, “*Merchant Banking and Financial Services*”, Tata McGraw-Hill Publishing Co.Ltd.New Delhi.

PreethiSingh “*Dynamics of Indian Financial System*”, Ane Books Pvt. Ltd., New Delhi.

Sojikutar.K and Alex Mathew “*Indian Financial System and Markets*”, Tata McGraw-Hill Publishing Co.Ltd., New Delhi.

Kevin S “*Security Analysis and Portfolio Management*”, PHI, New Delhi

Bharathi V. Pathak “*Indian Financial System*“, Pearson Education, Noida.

Gupta S. L. “*Financial derivatives Theory, Concepts and Problems*”, Prentice Hall of India Pvt.Ltd.

### Additional Reference

Students can refer National Stock Exchange (NSE) Modules for the courses such as National Institute of Securities Markets (NISM), NSE's Certifications in Financial Markets (NCFM), Certified Equity Market Analyst (CEMA)

### Mapping of Course Outcomes to Levels of Learning (As per Revised Bloom's Taxonomy for cognitive domain)

Course Outcome	Level of Learning
CO1: Recognise the logic of investment in shares and other stock market products	Recognise
CO2: Identify the process of issue of shares to the public in the primary market	Identify
CO3: Understand the process of trading through a Demat account with a broker	Understand
CO4: Understand the clearing and settlement process in stock exchanges	Understand



CO5: Evaluate the pros and cons of investing in the stock market	Evaluate
CO6: Understand the types of derivatives and derivative trading operations in Indian stock market.	Understand

**Cognitive Processes and Knowledge Category Matrix**

<b>Knowledge Category</b>	<b>Factual</b>	<b>Conceptual</b>	<b>Procedural</b>	<b>Metacognitive</b>
<b>Cognitive processes</b>				
Identify			CO2	
Understand		CO3, CO4, CO6		
Recognise		CO1		
Analyse				
Evaluate		CO5		
Create				

**Semester : I to IV**

**Course Code : GBO-GC-5A2**

**Course Title : Corporate Social Responsibility and Business Ethics**

**Credits : 2**

**PSO relevant to this course**

**Acquire knowledge about Corporate Social Responsibility of Business and Business Ethics. Understand linkage between Business and Society and its legal implications**

**Course Outcomes**

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

**CO1: Understand the concept of CSR**

**CO2: Recognize the relevance of Business Ethics**

**CO3: Understand the legal implications of CSR**

**CO4: Identify the good practices under CSR from present business world.**

**Course Content**

**MODULE I**

Corporate Governance: Importance – Objectives – Basic Ingredients of Corporate Governance – Principles - Theories – Phases of development of Corporate Governance in Global and Indian Perspectives – Code of Corporate Governance – Committees on Corporate Governance (Global and Indian)

**MODULE II**

Corporate Social Responsibility : CSR under Companies Act 2013 – Scope – Relevance – Importance – Areas of CSR – Arguments for and against CSR – Ackerman’s model of CSR – SEBI – Clause 49 of listing agreement – Evaluation of Corporate Governance of a Company – Corporate Philanthropy – Corporate Citizenship

**MODULE III**

Corporate Image and Excellence: Corporate image – building corporate image – Importance – Corporate Excellence – importance – Measures to achieve corporate excellence – New initiatives on corporate excellence

**MODULE IV**

Organization Culture and CSR- Organization Culture- Features – Building and Maintaining Organization Culture – Organizational Socialization – Managing cultural Diversity – Work Ethics – Work Culture – Quality of Work Life – Organization culture and Societal linkage

**MODULE V**

Business Ethics and Ethical Practices: Ethics – Sources- Importance - factors influencing Business Ethics – Benchmarks on code of Ethics – Ethics Committees – Training Programmes – Ethical Decision Making – Ethics in Finance - Marketing and HRM

**Refernces**

Bajaj P.S, Dr. Raj Agarwal – Business Ethics an Indian Perspectives, Biztantr  
Baxi, Ajit Prasad Corporate Social Responsibility: Concepts and Cases: The Indian  
Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University  
Press.

Chakraborty S.K., Ethics in Management Vedantic Perspectives, Oxford University Press

Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. University of Delhi.

George A Steiner and John F Steiner, Business , Government and Society, Mc Graw Hill International

Laura P Hartman, Perspectives in Business Ethics, McGraw Hill International

Lelouche, Idowu and Filh- Innovative CSR

Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

Mark S. Schwartz- Corporate Social Responsibility: An Ethical Approach

Muhammed Abu B. Siddiqu Growth, Sustainability, and India's Economic Reforms – Srinivasan

Quaddus M.A.- Handbook of Corporate Sustainability: Frameworks, Strategies and Tools

Subhash Sharma, Management in New Age: Western Windows – Eastern Doors, New Age International Publishing , New Delhi

Sampath K.R. Law of Corporate Governance: Principles and Perspective – 2006.

Wayne Visser and Nick Tolhurst- The World Guide to CSR

Sanjay K Agarwal - Corporate Social Responsibility in India

#### **Additional References**

Companies Act 2013

Handbook on Corporate Social Responsibility in India, CII.