

MBA (INTERNATIONAL BUSINESS)**SEMESTER I**

Course No.	Course Name	Course Outcomes
P2IBTC101	Managing Across Borders	• Understand the complexities of the international business environment and be equipped to make informed, strategic decisions in a global business context. • Gain a strong understanding of international trade theories and the PESTLE framework. • Critically evaluate the implications of globalization and regional economic integration. • Evaluate how MNEs manage international operations and assess their internationalization strategies. • Analyse and understand the implications for managers of ethical, social, corporate and environmental responsibilities on the behaviour of multi-national / across-border enterprises.
P2IBTC102	Culture, Society and Organizational Behaviour	• Understand the implications of organisational behaviour from a holistic perspective. • Address the complexities associated with individual, group, and organisational behaviour and its management. • Apply theoretical and conceptual frameworks of organisational functioning in designing interventions for solving organisational issues and problems. • Comprehend the role of a multicultural workforce in organisational functioning and identify the competencies and skills required for managing across cultures. • Explain how organisational change and culture affect working relationships within organisations.
P2IBTC103	Accounting for Managers	• Recognize commonly used financial statements, their components and how information from business transactions flows into these statements. • Evaluate the financial performance of an organization using these various reports. • Analyse and evaluate financial information relating to product or service costs and contribution to profit. • Demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment. • Prepare Financial Statements and or financial schedules in accordance with Generally Accepted Accounting Principles through analysis and synthesis of information as well.
P2IBTC104	Economics for Managers	• Understand fundamental economic principles relevant to managerial decision-making. • Apply key microeconomic concepts, such as demand and supply analysis, elasticity, and utility theory, to managerial decision-making. • Apply production and cost theories to optimize resource allocation. • Evaluate different market structures and understand the economic implications of these market structures for businesses. • Critically evaluate the impact of macroeconomic policies and national economic indicators on international business.
P2IBTC105	Marketing Management	• Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.

		• Apply contemporary marketing theories to the demands of business and management practice. • Find and generate information/data needed to inform problem solving in marketing using appropriate methodology. • Analyze information/data critically and synthesize new knowledge and communicate that knowledge via engaging written and oral formats. • Organize information and data to reveal patterns and themes, and manage teams and evidence gathering and problem-solving processes.
P2IBTC106	Corporate Communication	• Enhance proficiency and competencies in verbal and non-verbal communication skills with a holistic long-term perspective. • Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships. • Demonstrate critical thinking and problem-solving skills in communication situations. • Prepare students for corporate interviews, interaction and networking.
P2IBTC107	Industry Immersion Programme	• Gain insights into the application of academic concepts in real-world operations. • Learn about current trends, challenges, and innovations in the industry. • Observe and interact with industrial machinery and technologies. • Understand safety standards and workplace dynamics in industrial settings. • Analyze operational practices and identified areas for optimization.
P2IBTC108	Digital Marketing and Artificial Intelligence	• Develop a holistic understanding of the digital marketing landscape and understand the digital customer based on needs and behavior. • Learn the process of strategic decision-making in the digital world and evaluate digital marketing channels to meet strategic objectives. • Gain proficiency in industry-relevant tools such as Google Analytics, ChatGPT, and Tableau. • Use AI tools for content creation, SEO optimization, and campaign management. • Create and execute integrated digital marketing campaigns across multiple channels using practical strategies.
P2IBTC109	IT Systems & Analytics	• Integrate knowledge of Information Systems and Business Analytics to evaluate and improve organizational performance through data-driven decision-making. • Explain the characteristics of data and information identify different types of Information Systems, and apply strategic models such as Porter's Five Forces and the Value Chain to analyze IS impact. • Classify different types of Information Systems and demonstrate understanding of Business Intelligence systems, their architecture, components, and practical applications in business. • Distinguish between Business Intelligence and Business Analytics, and apply techniques such as data visualisation, big data handling, and data mining to solve real-world business problems.
P2IBTC110	Indian Knowledge System in Business and Leadership	• Demonstrate a foundational understanding of the IKS and critically evaluate myths and facts associated with it. • Interpret and apply philosophical and scientific insights from ancient Indian texts to relevant knowledge domains. • Analyse and apply ancient Indian principles of leadership, strategy, and governance to contemporary management and economic scenarios. • Integrate ethical values and sustainable practices drawn from IKS into modern organisational and business frameworks, reflecting cultural sensitivity and social responsibility.

P2IBTC111	Design Thinking and Innovation	• Develop a human-centric mindset while designing, innovating, developing, and testing solutions. • Understand the role of innovation in the digital era and drive disruption. • Create a design thinking-centric culture that drives innovation in an organisational setup. • Envisage innovative solutions individually and in teams for maximising social impact. • Build the ability to create and test prototypes of solutions that are innovative, socially desirable, and viable.
SEMESTER II		
P2IBTC201	Financial Management	• Use finance functions for decision making, describe time value of money, how a project is made and appraised. • Differentiate between the various sources of finance and their pros & cons. • Apply the Leverage and EBIT EPS analysis associate with financial data in the corporate. • Outline capital requirements for starting a business & management of working capital. • Recommend whether and why an investment should be accepted or rejected.
P2IBTC202	Import-Export Management	• Apply various export procedures and formalities required to run an export business. • Gain knowledge about the incentives and export benefits available for engaging in cross-border trade. • Understand the complete import procedure along with its documentation. • Explain the role of various parties involved in conducting international trade through exports and imports. • Handle import-export documentation such as invoices, shipping documents, letters of credit, and customs declarations.
P2IBTC203	India's Foreign Trade & Trade Policy	• Use international trade terms and concepts when communicating. • Explain the international trade concepts used in making global decision. • Use effective communication skills to promote respect and relationship for international trade. • Utilize information by applying a variety of business and industry software and hardware to major international trade function. • Demonstrate a basic understanding of international trade.
P2IBTC204	Introduction to Scholarly Inquiry and Research Ethics	• Gain the skill of analysing data to solve real-time research problems. • Summarise data sets using descriptive statistics. • Analyse the relationship between the two variables of various managerial situations. • Apply statistical tools for drawing meaningful inferences. • Understand the importance and value of statistical principles and convert a problem description into testable research hypotheses.
P2IBTC205	International Marketing Management	• Develop an understanding of major issues related to international marketing. • Develop skills in researching and analysing trends in global markets and in modern marketing practice. • Assess an organisation's ability to enter and compete in international markets. • Have developed skills in researching and analysing international marketing issues and opportunities using the right mix of 4Ps.

		Develop international marketing plans that incorporate product adaptation, pricing, distribution, and promotional strategies tailored to various markets.
P2IBTC206	International Human Resource Management	- Diagnose cross-country IHRM differences and implications for international business management. - Undertake comparative HRM projects and assignments highlighting the case of India vis-à-vis global economies. - Identify the factors that moderate career development in international corporate assignments. - Understand the characteristics of international labour markets and resultant mobility challenges for pursuing global careers.
P2IBVC251	Corporate Communication and Global Business Etiquette	- Demonstrate a strong understanding of self-awareness and emotional intelligence in personal and professional settings. - Manage personal stress, time, and goals to enhance professional productivity. - Exhibit enhanced personality traits and communication skills for professional success. - Integrate digital proficiency and soft skills to solve real-world business communication challenges. - Master etiquette in digital and hybrid environments by practicing respectful online interaction—emails, video calls, social media—for cohesive professional representation.
P2IBPC208	Foreign Language I: French	- Interact effectively with international clients, partners, and employees. - Access a competitive edge for roles requiring bilingual or multilingual professionals. - Understand and respect different business customs, traditions, and etiquette. - Analyse and understand foreign market trends, policies, and reports.
P2IBPC209	Industry Immersion Programme/ Social Community Connect	- Gained insights into the application of academic concepts in real-world operations. - Learned about current trends, challenges, and innovations in the industry. - Observed and interacted with industrial machinery and technologies. - Understood safety standards and workplace dynamics in industrial settings. - Analyzed operational practices and identified areas for optimization. - Students become aware of the society and some of the key concerns in the society so that they can identify and study one key concern and develop a deeper understanding of the same. - Explore options for the concern/problem they have chosen for follow up research on the same for deeper understanding. - Continue to work on the same during their stay in the University and come out with a model / prototype before they complete the course.
SEMESTER III		
P2IBTC301	Business Strategy for Global Markets	- Acquire the ability to solve some complex strategic problems being faced by the corporate. - Have a critical understanding of the strategic business environment and its implications for international corporate setups. - Formulate appropriate business-level strategies and corporate-level strategies based on environmental analysis and organisational capabilities. - Critically evaluate the assumptions, logic, and empirical evidence supporting core strategic management frameworks. - Conduct research on contemporary strategic issues and provide practical solutions.

P2IBTC302	International Economics	• Identify policy issues, the choice of exchange rate regime, and the desirability of free capital flows. • Apply a specific framework to illustrate the connection between a variety of models and approaches. • Understand how core models in trade and exchange rate theory interrelate and evolve across different economic frameworks. • Analyse how international economic theory has been shaped by real-world events.
P2IBTC303	International Supply Chain Management	• Manage the procurement and logistics function effectively and understand how procurement can be used to gain value for money and the improvement performance for organizations. • Develop corporate procurement and logistics management strategy in line with the corporate strategic objectives and goals and be able to negotiate contracts effectively. • Analyze the design, planning, and activities of marketing, production and operations, logistics networks and inventory which support domestic and global supply chain operations and be able to solve logistical problems. • Formulate a framework for a viable and sustainable supply chain and defend it by identifying and addressing relevant supply chain relationship, risks, disputes, drivers, and goals. • Demonstrate critical thinking, modeling, decision making and problem solving skills in a variety of contexts related to procurement, logistics and the entire supply chain.
P2IBTC304	International Financial Management	• Understand international financial and foreign exchange market • Identify risk relating to exchange rate fluctuations and develop strategies to deal with them • Identify and evaluate foreign direct investment and international acquisition opportunities • Develop strategies to deal with different types of risks associated with foreign operations • Express well considered opinion on issues relating to international financial management.
P2IBTC305	Cross Culture and Diversity Management - DEI	• Build a mindset that appreciates and leverages diversity in international organisations. • Demonstrate an integrative understanding of social, cultural, and ethical issues involved in cross-cultural management. • Address and acknowledge cultural diversity and identify ways to tap its benefits for effective organisational functioning. • Engage effectively in cross-cultural interactions and negotiations.
P2IBTC306	Research Design Logic and Proposal Development	• Prepare a research proposal and propose appropriate research designs and methodologies for a specific research project in a business function. • Formulate research problems and use statistical tools and techniques to analyze data. • Differentiate local and international perspective towards research after undertaking a comprehensive review of the literature. • Formulate representative sampling methods to investigate the research problem for better decision making • Enhance skills capability.
P2IBPC311	Summer Training Report	• Gained insights into the application of academic concepts in real-world operations. • Learned about current trends, challenges, and innovations in the industry. • Observed and interacted with industrial machinery and technologies. • Understand safety standards and workplace dynamics in industrial settings.

		Analyse operational practices and identified areas for optimisation.
P2IBPC312	Leadership Development / Student Immersion Programme	- Demonstrate confidence in taking initiative, making informed decisions, and leading effectively in various situations. - Articulate their ideas clearly, actively listen, and collaborate efficiently in diverse group settings. - Analyse complex situations, develop strategic solutions, and apply creative thinking in real-world challenges. - Exhibit integrity, accountability, and a sense of social responsibility in their leadership roles. - Equip themselves with essential leadership skills that prepare them for academic excellence, extracurricular leadership, and future career opportunities.
P2IBMO351	SWAYAM / MOOC Course	
P2IBTE307	International Business Laws	- Possess knowledge and understanding of substantive and procedural law. - Exercise the ability to perform legal analysis and reasoning, legal research, problem solving, written communication in the legal context and oral communication in the legal context. - Understand the exercise of professional and ethical responsibilities and the legal system. - Demonstrate the professional skills of collaboration, counseling and negotiation needed for competent and ethical participation as a member of the legal profession and - Demonstrate a basic understanding of business fundamentals and be able to read and understand basic financial documents.
P2IBTE308	Human Resource Development	- Get placement as HR/HRD training and development practitioners in the corporate sector. - Serve as freelance trainers and HRM/HRD consultants for small, medium and large organizations for small, medium and large organizations in all sectors of the economy. - Serve as teachers teaching undergraduate and postgraduate commerce students along with a strong potential for pursuing doctoral research in the areas of HRM/HRD. - Learn how to plan, incorporate innovators and build strategies for effective HRM Management.
P2IBTE309	Cross Cultural Consumer Behavior & Practices	- Identify and explain factors which influence consumer behaviour. - Demonstrate how knowledge of consumer behaviour can be applied to marketing. - Display critical thinking and problem-solving skills. - Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals. - Analyse the trends in consumer behaviour, and apply them to the marketing of an actual product or service.
P2IBTE310	Foreign Language II: French	- Upon successful completion of this course, the learner is expected to: - Comprehend and interpret spoken and written material from a variety of advanced-level sources. - Use advanced grammatical structures and vocabulary accurately and fluently - Participate confidently in debates, discussions, and oral presentations on academic or societal topics. - Produce coherent, well-structured written texts, demonstrating stylistic control and sophistication. Use the language appropriately in professional, academic, or real-world scenarios (e.g., study abroad, internships).

SEMESTER IV		
P2IBTC401	International Project Management	• Have proficiency in critically analyzing the performance of the various projects using PERT, CPM or Financial analysis. • Combine practical and theoretical knowledge of project management and develop awareness of emerging trends in real-time project management. • Evaluate different business ideas on the basis of various project analysis techniques like PERT, breakeven analysis etc. • Develop such project organization structures that can be global in application.
P2IBTC402	Entrepreneurship Development	• Understand the entrepreneurial intricacies of starting a new venture. • Analyze the challenges that determine the success and sustainability of entrepreneurial ventures. • Develop niche business plans that address regional, national, and international market problems. • Understand various entrepreneurial prerequisites required for running an enterprise successfully.
P2IBRC407	Startup Ideation & DPR (Detailed Project Report) Development	• Identify and validate a practical business idea through real-time market research. • Design and develop a full-fledged DPR aligned with industry standards. • Demonstrate the ability to perform technical, operational, and financial feasibility analysis. • Effectively communicate project potential through professional presentations and pitching. • Collaborate with mentors and industry experts to refine entrepreneurial ideas and viability.
P2IBRC408	Research Synopsis, Data Collection & Analysis-I	• Independently conduct research on a selected topic. • Analyze complex business issues and develop research questions or hypotheses. • Collect, analyze, and interpret both primary and secondary data. • Present their research findings clearly and professionally in written and oral formats. • Formulate actionable business strategies or solutions based on research findings.
P2IBTE403	Corporate Governance, Social Responsibility and AI Ethics	• Distinguish the various expectations and demands that emanate from stakeholders. • Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues. • Describe the ethical and current social responsibility issues and the influence of these issues on society, management decision making, behavior, policies and practices; • Define governance in business and recognize the legitimacy of business as an institution in a global society. • Imbibe the ethical issues in corporate governance and adhere to the ethical codes of conduct.
P2IBTC404	Global Financial Institutions & WTO: Implications on International Business	• Analyze the role of global financial institutions and the WTO in shaping international economic policies and business operations. • Assess the implications of global financial regulations, trade policies, and financial crises on international business. • Develop strategic responses for businesses to navigate challenges and opportunities arising from global financial institutions and the WTO. • Understand the governance structures and key financial mechanisms of global financial institutions, and their interrelationships with international business.

		• Apply knowledge of financial markets, trade regulations, and international business operations in a globalized environment to real-world scenarios.
P2IBTC405	Cross Cultural Business Negotiations	• Explain the concepts of cultural contact, such as enculturation, assimilation, accommodation, acculturation, deculturalization, biculturalism, and multiculturalism. • Examine the role of culture in the construction and co-construction of cultures and cultural identities. • Analyze and reflect on the impact of their culture and co-culture on their values, assumptions, perceptions, expectations and behavior. • Construct a list of suggestions and strategies for improving intercultural communication in their field of study or occupation and • Evaluate their progress in developing your intercultural communication knowledge and skills.
P2IBTC406	Services Marketing	• Understand the application of 7P's of marketing in global services industry. • Assess the customer perceptions in service industry and resultant impact of designing of differential service strategies. • Manage service recovery in critical corporate-customer interfaces for developing customer relationship management. • Conduct trend analysis of specific service industries for developing critical insights for working in service industries. • Analyze the impact of technology, automation, and AI on service operations and customer engagement.