Pimpri Chinchwad Education Trust's

Pimpri Chinchwad University

Sate, Pune - 412106

PCU

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Learn I Grow I Achieve

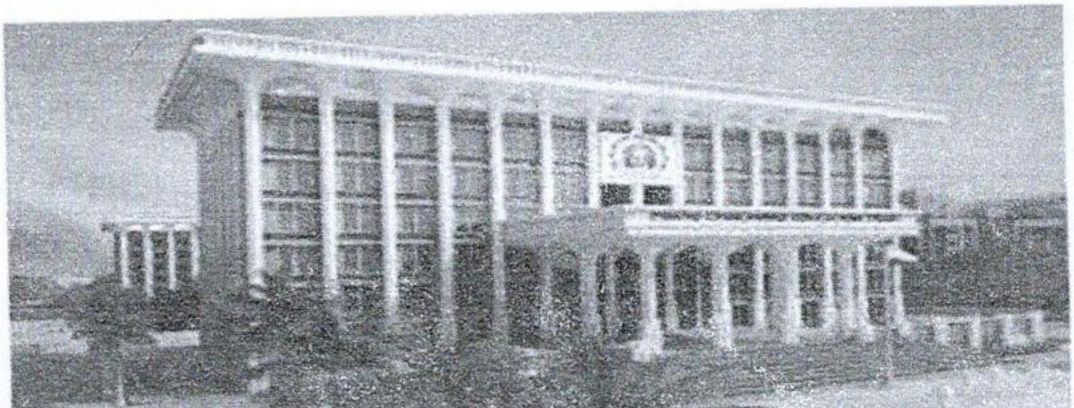
Curriculum Structure

Master of Business Administration (MBA)

(International Business specialization Marketing Innovations)

(Pattern 2026)

School of Management



Effective from Academic Year 2026-27

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Preamble:

The Master of Business Administration (MBA) in International Business is a specialized program designed to equip students with the knowledge and skills required to operate effectively in the global business environment. In today's interconnected world, businesses are increasingly expanding beyond national boundaries, creating a demand for professionals who understand international markets, cross-cultural management, global trade policies, and economic dynamics.

This program focuses on developing a comprehensive understanding of global business strategies, international marketing, export-import management, foreign exchange, and international finance. It aims to nurture future leaders who can analyze global opportunities, manage risks, and make strategic decisions in a multicultural and competitive environment.

The curriculum integrates theoretical concepts with practical exposure through case studies, industry interactions, internships, and research projects. It also emphasizes the development of analytical, communication, and decision-making skills essential for managing international operations.

The MBA in International Business prepares students for diverse career opportunities in multinational corporations, export-import firms, global consulting organizations, and international trade bodies. It fosters a global mindset and ethical business practices, enabling graduates to contribute effectively to the growth of organizations in the international arena.

Vision and Mission of Program:

Vision - Nurture Managers and Responsible Corporate Citizens for an era of International Business Management and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs. (emerging international business marketing innovation trends)
- M2: Develop skills and competencies in the international business domains and transformation.
- M3: Nurture agile early career executives and managers with ability to drive marketing innovation, and transformation.
- M4: To make the students employable and retainable for future global opportunities

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Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

- Comprehensive knowledge of marketing innovation concepts, tools, and solutions.
- Exhibit exceptional functional knowledge and skills to meet the organizational benefits.
- Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

Program Outcomes (POs)

- *PO1:* **Managerial Acumen**: Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.

- *PO2:* **Innovation**: Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.

- *PO3:* **Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.

- *PO4:* **Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.

- *PO5:* **Global Perspective**: Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective organizational, locational, and cultural.

- *PO6:* **Role of Self in the organization & in the society**: Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.

- *PO7:* Techno-Proponent (PO): Apply the knowledge and passion for technology to solve business problems in an effective manner

- *PO8:* **Entrepreneurial Mindset**: Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- *PO9:* **Business Acumen:** Graduates will have an in-depth comprehension of various business functions, encompassing finance, marketing, operations, and human resources(should be focused only on Marketing Innovations), and will be capable of applying this knowledge to address real-world business challenges.
- *PO10:* **Decision-Making**: Students will exhibit an awareness of ethical considerations in business and possess the capacity to make informed and responsible decisions that are in accordance with ethical principles and social responsibility.

Program Specific Outcomes (PSO)

PSO 1:

Apply advanced marketing theories, innovative business practices, and digital technologies to develop effective marketing strategies in global business environments.

PSO 2:

Analyze international market trends, consumer behavior, and competitive dynamics to support strategic marketing decision-making.

PSO 3:

Design innovative branding, product development, and customer engagement initiatives that create value and sustainable competitive advantage in international markets.

PSO 4:

Leverage emerging technologies, marketing analytics, artificial intelligence, and digital platforms to enhance marketing performance and business growth.

PSO 5:

Demonstrate leadership, ethical responsibility, and cross-cultural competence in managing international marketing projects and driving innovation in global organizations.

Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviation s
1.	Program Core	PC
2.	General Elective	GE
3.	Skill Enhancement Course	SEC
4.	Value Added Course	VAC
5.	Indian Knowledge System	IKS
6.	Foreign Language	FL
7.	Ability Enhancement Courses/ MNC Masterclass	AEC/ MNC
8.	Immersion Program	IP
9.	Group Project	GP
10.	Summer Internship	SIP

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MBA Program credit Structure (according to University Standards)

Semester/ Category	I	II	Total (PG Diploma) required 40	III	IV	Total (MBA degree) required 80
Program Core	Max:12 Min:09	Max:12 Min:09	**Max:24 Min:18**	Max:00 Min:03	Max:00 Min:03	**Max:24 Min:24**
PC MOOCS	Max:03 Min:00	Max:03 Min:00	**Max:06 Min:00**	Max:03 Min:00	Max:03 Min:00	**Max:12 Min:00**
DSE	0	0	**0**	Max:09 Min:09	Max:09 Min:09	**Max:18 Min:18**
AEC/MNC	Max:02 Min:02	Max:02 Min:02	**Max:04 Min:04**	0	0	**Max:04 Min:04**
SEC	Max:02 Min:02	Max:02 Min:02	**Max:04 Min:04**	Max:02 Min:02	Max:02 Min:02	**Max:08 Min:08**
VAC+IKS+Foreign Language	Max:04 Min:04 (2+1+1)	Max:04 Min:04 (2+1+1)	**08Min-08Max**	Max:03 Min:03 (2+1)	Max:03 Min:03 (2+1)	**Max:14 Min:14**
GE	Max:03 Min:03	Max:03 Min:03	**Max:06 Min:06**	Max:03 Min:03	Max:03 Min:03	**Max:12 Min:12**
Summer Internship	0	0	**0**	Max:04 Min:04	**0**	Max:04 Min:04
Research Project/Dissertation	0	0	**0**	0	Max:04 Min:04	Max:04 Min:04
Total	23Min-23Max	23Min-23Max	**46Min-46Max**	24Min-24Max	24Min-24Max	**94Min-94Max**

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Program Structure MBA (IB) Semester I (with new course codes)

Course Code	Course Name	Course Type	Assessment Scheme								
			Th	T	P	Credit	Hrs	CIA	ESA		Total
									UL	SL	
N1PMI101	Principles of International Management	PC	3	0	0	3	3	40	60	-	100
N1PMI102	Global Managerial Economics	PC	3	0	0	3	3	40	60	-	100
N1PMI103	Global Accounting for Managers	PC	3	0	0	3	3	40	60	-	100
N1PMI104	Research Methodology in the International Context	PC/MOOCS	3	0	0	3	3	40	60	-	100
N1PMIE--	General Elective	GE	3	0	0	3	3	40	60	-	100
N1PMIA--	Ability Enhancement Courses-1	AEC	2	0	0	2	2	20	-	30	50
N1PMIS--	Skill Enhancement Courses-1	SEC	2	0	0	2	2	20	-	30	50
N1PMIV--	Value Added Courses-1	VAC	2	0	0	2	2	20	-	30	50
N1PMII--	Indian Knowledge System-1	VAC (IKS)	1	0	0	1	1	20	-	30	30
N1UFL1--	Foreign language level-1	VAC (FL)	2	0	0	2	2	20	-	30	50
	Total		24	0	0	24	24	300	450		750
			Th	Prac		Credit	Hrs	CIA	ESA		Total
	General Electives (opt one)								UL	SL	
N1PMIE01	Contemporary Geopolitical Issues in International Business	GE	3	0	0	3	3	40	60	-	100
N1PMIE02	Entrepreneurship Development		3	0	0	3	3	40	60	-	100
	Ability Enhancement Courses -1										
N1PMIA01	MNC Masterclasses-1	AEC	2	0	0	2	2	20	-	30	50
	Skill Enhancement Courses-1										
N1PMIS01	Business Statistics & Data Analysis	SEC	2	0	0	2	2	20	-	30	50
	Value Added Courses (opt one)-1										
N1PMIV01	Fundamentals of International Pricing	VAC	2	0	0	2	2	20	-	30	50
N1PMIV02	Universal Human Values and Professional Ethics		2	0	0	2	2	20	-	30	50
	Indian Knowledge System (opt one)-1										
N1PMII01	Indian Philosophy and Global Business Leadership	VAC(IKS)	1	0	0	1	1	10	-	20	30
N1PMII02	Business Ethics and Values in Indigenous Knowledge Systems		1	0	0	1	1	10	-	20	30
	Foreign Language Level 1										
N1UFL111	German -1	VAC(FL)	1	0		1	1	20		30	50
N1UFL112	Japanese -1		1	0		1	1	20		30	50
N1UFL113	Korean-1		1	0		1	1	20		30	50

Program Structure MBA (IB) Semester II (with new course codes)

Course Code	Course Name	Course Type	Assessment Scheme								
			Th	Prac	Tu	Credit	Hrs	CIA	UL	SL	Total
N1PMI201	International Finance Management	PC	3	0	0	3	3	40	60	-	100
N1PMI202	Intercultural Managerial Communication and OB	PC	3	0	0	3	3	40	60	-	100
N1PMI203	International Business Strategy	PC	3	0	0	3	3	40	60	-	100
N1PMI204	Global Logistics & Supply Chain Management	PC/MOOCS	3	0	0	3	3	40	60	-	100
N1PMIE--	General Elective	GE	3	0	0	3	3	40	60	-	100
N1PMIA--	Ability Enhancement Courses-2	AEC	2	0	0	2	2	20	-	30	50
N1PMIS--	Skill Enhancement Courses-2	SEC	2	0	0	2	2	20	-	30	50
N1PMIV--	Value Added Courses -2	VAC	2	0	0	2	2	20	-	30	50
N1PMII--	Indian Knowledge System -2	VAC (IKS)	1	0	0	1	1	20	-	30	30
N1UFL1--	Foreign language level 2	VAC (FL)	2	0	0	2	2	20	-	30	50
	Total		24	0	0	24	24	300	450		750
			Th	Prac	Tu	Credit	Hrs	CIA	ESA		Total
	General Electives (opt one)										
N1PMIE01	Contemporary Geopolitical Issues in International Business.	GE	3	0	0	3	3	40	60	-	100
N1PMIE02	Entrepreneurship Development		3	0	0	3	3	40	60	-	100
	Ability Enhancement Courses-2										
N1PMIA02	MNC Master Class-2	AEC	2	0	0	2	2	20	-	30	50
	Skill Enhancement Courses -2										
N1PMIS02	Industry Training	SEC	0	4		2	4	20	30		50
	Value Added Courses (opt one)-2										
N1PMIV01	Fundamentals of International Pricing	VAC	2	0	0	2	2	20	-	30	50
N1PMIV02	Universal Human Values and Professional Ethics		2	0	0	2	2	20	-	30	50
	Indian Knowledge System (opt one)-2										
N1PMII01	Indian Philosophy and Global Business Leadership	VAC(IKS)	1	0	0	1	1	10	-	20	30
N1PMII02	Business Ethics and Values in Indigenous Knowledge Systems		1	0	0	1	1	10	-	20	30
	Foreign Language Level-2										
N1UFL111	German -1	VAC(FL)	1	0		1	1	20		30	50
N1UFL112	Japanese -1	VAC(FL)	1	0		1	1	20		30	50
N1UFL113	Korean-1	VAC(FL)	1	0		1	1	20		30	50

Name of the Program:		MBA (IB)		**Semester:** I		**Level:** PG	
Course Name		Principles of International Management		**Course Code/ Course Type: PC**		**N1PMI101**	
Course Pattern		2026		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				**CO1:** Explain the concepts, principles, theories, and significance of international management in the global business environment. **CO2:** Analyse the impact of economic, political, legal, and cultural environments on international business operations. **CO3:** Evaluate cross-cultural management practices, communication strategies, and leadership approaches in multinational organizations. **CO4:** Assess international organizational structures and human resource management practices adopted by global firms. **CO5:** Apply strategic, ethical, and sustainable management principles to solve contemporary international business challenges.			
Course Learning Outcomes (CLO):				Students would be able to: **CLO1:** Demonstrate understanding of international management concepts, globalization, and international business dynamics. **CLO2:** Examine global economic, political, legal, and institutional factors influencing international organizations. **CLO3:** Analyse cultural diversity and develop competencies for managing multicultural teams and cross-border interactions. **CLO4:** Evaluate leadership, organizational structures, and human resource practices in multinational corporations. **CLO5:** Formulate ethical, strategic, and sustainable solutions for international business challenges.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Introduction to International Management		
• Meaning, Nature, and Scope of International Management • Evolution of International Management • Globalization and Internationalization of Business • Drivers of Global Business Expansion • Multinational Corporations (MNCs), Transnational Corporations (TNCs), and Global Firms • Opportunities and Challenges in International Management • Role and Competencies of International Managers • Emerging Trends in Global Management	**Students will be able to:** 1.Explain the scope and significance of international management. 2.Discuss the process of globalization and internationalization. 3.Identify major drivers	**9**

	influencing global business expansion. 4.Analyze challenges faced by international managers.	
UNIT II: Global Business Environment		
• International Economic Environment • Political Systems and Political Risk Analysis • Legal Environment and International Regulations • International Trade Theories • Foreign Direct Investment (FDI) • International Financial Environment • Regional Economic Integration • Role of WTO, IMF, World Bank, and UNCTAD • Country Risk Assessment	**Students will be able to:** 1.Analyze economic and political factors affecting international business. 2. Explain major international trade theories. 3. Evaluate the role of international institutions in global trade. 4. Assess country-specific opportunities and risks.	**9**
UNIT III: Cross-Cultural Management		
• Understanding Culture and Cultural Diversity • Cultural Dimensions and Frameworks 1. Hofstede's Cultural Dimensions 2. Trompenaars' Cultural Framework 3. GLOBE Study • Cross-Cultural Communication • Managing Cultural Differences • Cultural Intelligence (CQ) • International Negotiation and Conflict Resolution • Managing Multicultural Teams • Global Business Etiquette	**Students will be able to:** 1.Explain the impact of culture on managerial practices. 2. Compare major cultural frameworks. 3. Develop effective cross-cultural communication strategies. 4. Manage multicultural teams effectively.	**9**
UNIT IV: International Organizational Structure and Leadership		
• International Organizational Structures 1. Export Department Structure 2. International Division Structure 3. Global Product Structure 4. Geographic Structure 5. Matrix Structure • Global Leadership Competencies • Leadership Styles Across Cultures • Decision-Making in International Organizations • Virtual and Global Team Management • Managing Organizational Change • Global Innovation and Knowledge Management • Leadership Challenges in the Digital Era	**Students will be able to:** 1.Differentiate among various international organizational structures. 2.Assess leadership requirements in multinational firms. 3.Analyze decision-making processes in global organizations. 4.Evaluate strategies for managing international teams.	**9**
UNIT V: International Human Resource Management and Ethics		

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• Nature and Scope of International Human Resource Management (IHRM) • Global Staffing Approaches 1. Ethnocentric 2. Polycentric 3. Regiocentric 4. Geocentric • International Recruitment and Selection • Expatriate and Repatriate Management • International Training and Development • Global Performance Management • International Compensation and Benefits • Ethics in International Management • Corporate Social Responsibility (CSR) • Sustainability and ESG Practices in Global Organizations • Diversity, Equity, and Inclusion (DEI)	**Students will be able to:** 1.Explain international staffing and expatriate management practices. 2.Evaluate challenges in managing global human resources. 3.Analyze ethical issues in international business. 4.Recommend sustainable and socially responsible management practices.	**9**
Total Hours		**45**

Suggested Text Books

1. International Management: Culture, Strategy, and Behavior.
2. International Management: Managing Across Borders and Cultures.
3. International Business.
4. International Management.

Reference Books

1. Global Business Today.
2. International Human Resource Management.
3. The Culture Map.
4. Managing Across Cultures.
5. Contemporary International Management.

Online Resources

- World Trade Organization (WTO) Learning Resources
- International Monetary Fund (IMF) Learning Portal
- World Bank Open Learning Campus
- UN Global Compact Academy
- Coursera – International Business Courses
- edX – Global Management Courses

Recommended Journals

- Journal of International Business Studies
- Academy of Management Journal
- International Journal of Cross Cultural Management

Name of the Program:		MBA (IB)		**Semester:** I		**Level:** PG	
Course Name		Global Managerial Economics		**Course Code/ Course Type: PC**		**N1PMI102**	
Course Pattern		2026		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				**CO1:** To develop an understanding of managerial economic principles and their application in strategic decision-making within global business environments. **CO2:** To enable students to analyze consumer behavior, demand patterns, and market trends using economic and analytical tools for effective marketing decisions. **CO3:** To equip students with the knowledge of production, cost, and pricing strategies required for achieving competitive advantage in international markets. **CO4:** To enhance students' ability to evaluate market structures, competitive dynamics, and strategic interactions among firms in innovation-driven and digital economies. **CO5:** To develop competencies in formulating sustainable, innovation-oriented, and globally competitive business and marketing strategies by integrating economic concepts with emerging technologies and international business practices.			
Course Learning Outcomes (CLO):				Students would be able to: **CLO1:** Analyze the impact of global economic forces and macroeconomic variables on managerial and marketing decisions in international business. **CLO2:** Apply demand analysis, consumer behavior theories, and forecasting techniques to support strategic marketing decisions in global markets. **CLO3:** Evaluate production, cost, and pricing decisions to enhance organizational competitiveness and profitability. **CLO4:** Assess market structures and competitive strategies using economic frameworks and strategic decision-making tools. **CLO5:** Formulate innovation-driven, sustainable, and globally competitive business and marketing strategies using economic principles.			

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Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Global Economic Environment and Managerial Decision Making		
• Nature and Scope of Managerial Economics • Economic Principles in Business Decision Making • Globalization and International Business Environment • Macro-Economic Indicators and Business Decisions ❖ GDP, Inflation, Interest Rates ❖ Exchange Rates ❖ Balance of Payments • Economic Systems and International Trade Policies • Economic Risk Analysis in Global Markets • Impact of Geopolitical and Technological Changes on Business **Practical Component** • Analysis of global economic reports from IMF, World Bank, and WTO • Case Study: Impact of currency fluctuations on multinational firms.	**Students will be able to:** After studying this unit, students will be able to understand the functioning of global economic systems and evaluate how macroeconomic variables such as inflation, exchange rates, interest rates, and trade policies influence managerial decisions. Students will develop the ability to interpret international economic indicators and assess their impact on business strategy, marketing decisions, and organizational performance in a global context.	9
UNIT II: Demand Analysis, Consumer Behavior and Market Forecasting		
• Demand Analysis and Estimation • Consumer Choice Theory • Behavioral Economics and Consumer Decision Making • International Consumer Behavior • Market Segmentation and Demand Forecasting • Big Data Analytics in Demand Prediction • AI and Machine Learning Applications in Consumer Analytics ❖ Forecasting Techniques ❖ Trend Analysis ❖ Regression Models ❖ Scenario Forecasting **Practical Component** • Consumer demand forecasting using market datasets • International consumer preference analysis	**Students will be able to:** After studying this unit, students will be able to analyze consumer behavior across international markets and apply economic concepts to estimate and forecast demand. They will understand how cultural, behavioral, and technological factors influence purchasing decisions and will be capable of utilizing data analytics and forecasting tools to support market segmentation, demand planning, and strategic marketing decisions.	9
UNIT III: Production Economics, Cost Analysis and Innovative Pricing Strategies		
• Production Function and Economies of Scale • Cost Concepts and Cost Analysis • Learning Curve and Experience Curve Effects • Pricing Decisions in Global Markets • Dynamic Pricing Models • Freemium and Subscription-Based Pricing • Value-Based Pricing • Pricing in Digital Platforms and E-Commerce • Revenue Optimization Strategies **Practical Component** • Pricing strategy design for innovative products	**Students will be able to:** After studying this unit, students will be able to evaluate production and cost structures in domestic and international business environments. They will understand the relationship between costs, productivity, and profitability and will be able to formulate pricing	9

• Cost-benefit analysis of digital business models	strategies using economic principles. Students will gain competence in designing innovative pricing models suitable for digital platforms, subscription-based businesses, and global markets.	
UNIT IV: Market Structures, Competition and Strategic Economic Behavior		
• Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly • Game Theory and Strategic Decision Making • Competitive Intelligence and Market Power • Platform Economics and Network Effects • Digital Marketplaces and Two-Sided Markets • Innovation Economics and Disruptive Technologies • Antitrust Policies and Global Competition Regulations • Competitive Strategy in International Markets **Practical Component** • Simulation exercises using game theory • Competitive analysis of digital platform companies	**Students will be able to:** After studying this unit, students will be able to assess different market structures and understand the strategic behavior of firms operating in competitive and innovation-driven environments. They will learn to apply game theory, competitive analysis, and platform economics concepts to evaluate market opportunities, anticipate competitor actions, and formulate effective business and marketing strategies in global markets.	**9**
UNIT V: Economics of Innovation, Sustainability and Global Marketing Strategy		
• Economics of Innovation and Knowledge Economy • Innovation Diffusion Models • Intellectual Property Rights and Global Competitiveness • Sustainability Economics and Circular Economy • ESG and Green Marketing Economics • Economic Evaluation of Marketing Innovations • Global Market Entry and Expansion Strategies • Emerging Trends: ❖ Artificial Intelligence ❖ Blockchain ❖ Metaverse Marketing ❖ Digital Transformation **Practical Component** • Development of an economic strategy for global market entry • Case studies on innovative multinational companies	**Students will be able to:** After studying this unit, students will be able to examine the economic dimensions of innovation, sustainability, and global market expansion. They will understand how emerging technologies, intellectual property, sustainability initiatives, and digital transformation influence business competitiveness. Students will be capable of developing economically viable and sustainable marketing strategies for international business growth and innovation management.	**9**
Total Hours		**45**

Suggested Text Books

1. Managerial Economics and Business Strategy – Michael Baye & Jeff Prince.
2. Managerial Economics – Dominick Salvatore.
3. Managerial Economics: Theory and Applications – D.N. Dwivedi.
4. International Economics.

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5. The Economics of Business Strategy.

Reference Books
1. Principles of Economics.
2. Behavioral Economics.
3. Competitive Strategy.
4. Blue Ocean Strategy.
5. Innovation and Entrepreneurship.

Online Learning Resources

MOOCs
- Coursera – Managerial Economics Courses
- edX – Economics and Global Business Programs
- SWAYAM
- NPTEL Economics Courses

International Databases & Reports
- World Bank Data Portal
- International Monetary Fund (IMF)
- World Trade Organization (WTO)
- OECD Statistics
- UNCTAD Statistics

Industry and Market Intelligence Sources
- McKinsey Insights
- Deloitte Insights
- PwC Insights
- Statista

Name of the Program:	MBA (IB)	Semester: I		Level: PG	
Course Name	Global Accounting for Managers	Course Code/ Course Type PC		N1PMI103	
Course Pattern	2026	Version		1.0	

Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**CO1:** To develop an understanding of accounting concepts, principles, and financial reporting frameworks used in global business organizations. **CO2:** To enable students to interpret and analyze financial statements for managerial decision-making and performance evaluation. **CO3:** To equip students with knowledge of cost management, budgeting, and managerial accounting techniques for effective resource allocation. **CO4:** To develop analytical skills for evaluating business performance, investment decisions, and financial sustainability in international markets. **CO5:** To familiarize students with emerging trends in global accounting, including IFRS, ESG reporting, digital accounting technologies, and data-driven financial management.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain and apply accounting principles, standards, and financial reporting practices in global business contexts. **CLO2:** Analyze and interpret financial statements to support managerial and strategic decision-making. **CLO3:** Apply managerial accounting tools for cost control, budgeting, pricing, and performance management. **CLO4:** Evaluate investment, financing, and business performance decisions using accounting and financial information. **CLO5:** Assess contemporary developments in global accounting, sustainability reporting, and financial technologies for strategic business advantage.

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Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Global Accounting and Financial Reporting.		
• Nature, Scope, and Importance of Accounting • Financial Accounting vs Managerial Accounting • Accounting Principles and Concepts • Accounting Standards and Regulatory Frameworks • International Financial Reporting Standards (IFRS) • GAAP vs IFRS • Accounting Cycle and Recording Process • Preparation of Basic Financial Statements • Ethical Issues in Accounting and Corporate Governance **Practical Component** • Preparation and interpretation of basic financial statements • Comparative analysis of IFRS and local accounting standards	**Students will be able to:** After studying this unit, students will be able to understand the fundamental concepts of accounting and financial reporting used by organizations operating in global markets. They will gain knowledge of international accounting standards, financial reporting frameworks, and ethical accounting practices required for effective managerial decision-making.	9
UNIT II: Financial Statement Analysis and Decision Making		
• Income Statement Analysis • Balance Sheet Analysis • Cash Flow Statement Analysis • Ratio Analysis ❖ Liquidity Ratios ❖ Profitability Ratios ❖ Solvency Ratios ❖ Efficiency Ratios • Common Size Statements • Trend Analysis • Financial Performance Evaluation • Accounting Information for Strategic Decisions **Practical Component** • Analysis of annual reports of multinational corporations • Financial ratio interpretation using real company data	**Students will be able to:** After studying this unit, students will be able to analyze financial statements and interpret accounting information to evaluate organizational performance. They will develop the ability to identify strengths, weaknesses, opportunities, and risks associated with business operations and support strategic managerial decisions.	9
UNIT III: Managerial Accounting, Cost Management and Budgeting		
• Introduction to Managerial Accounting • Cost Concepts and Classification • Cost-Volume-Profit (CVP) Analysis • Break-Even Analysis • Contribution Margin Analysis • Activity-Based Costing (ABC) • Budgeting and Budgetary Control • Flexible and Zero-Based Budgeting • Standard Costing and Variance Analysis • Pricing Decisions and Cost-Based Strategies **Practical Component** • Budget preparation exercises • Break-even and profitability analysis for business cases	**Students will be able to:** After studying this unit, students will be able to utilize managerial accounting techniques for planning, controlling, and optimizing organizational resources. They will gain skills in budgeting, cost analysis, profitability assessment, and pricing decisions essential for managerial effectiveness.	9
UNIT IV: Accounting Information for Investment and Strategic Decisions		

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• Capital Budgeting Decisions • Time Value of Money • Net Present Value (NPV) • Internal Rate of Return (IRR) • Payback Period Analysis • Investment Risk Assessment • Performance Measurement Systems • Responsibility Accounting • Balanced Scorecard • Transfer Pricing in Multinational Corporations • Strategic Cost Management **Practical Component** • Evaluation of investment proposals • Strategic decision-making simulations	**Students will be able to:** After studying this unit, students will be able to evaluate investment opportunities and strategic business alternatives using accounting and financial information. They will understand how accounting data supports long-term planning, performance measurement, and value creation in global organizations.	9
UNIT V: Global Accounting Trends, Sustainability and Digital Transformation		
• Sustainability Accounting and ESG Reporting • Integrated Reporting Framework • Carbon Accounting and Green Accounting • Accounting for Global Supply Chains • Financial Technology (FinTech) and Accounting • Artificial Intelligence in Accounting • Blockchain and Distributed Ledger Technologies • Cloud-Based Accounting Systems • Data Analytics for Financial Decision-Making • Future of Accounting Profession **Practical Component** • ESG reporting analysis of multinational companies • Study of AI-enabled accounting systems and digital finance platforms	**Students will be able to:** After studying this unit, students will be able to assess emerging developments in global accounting and their impact on business competitiveness. They will understand sustainability reporting, digital accounting technologies, and innovative financial management practices that support responsible and data-driven business decisions.	9
Total Hours		**45**

Suggested Text Books

1. Financial Accounting for Managers
2. Management Accounting
3. Financial Accounting
4. Managerial Accounting
5. International Accounting

Reference Books

1. Financial Statement Analysis
2. Management and Cost Accounting
3. International Financial Reporting
4. Accounting for Managers
5. Strategic Cost Management

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Online Learning Resources

MOOCs

- Coursera – Accounting and Finance Courses
- edX – Financial Accounting Programs
- NPTEL Accounting and Finance Courses
- SWAYAM Learning Platform

Professional Accounting Bodies

- IFRS Foundation
- Institute of Chartered Accountants of India (ICAI)
- Association of Chartered Certified Accountants (ACCA)

Industry Reports and Databases

- Deloitte Accounting Insights
- PwC Accounting Publications
- KPMG Insights
- EY Reporting Resources

Name of the Program:	MBA (IB)	**Semester:** I	**Level:** PG
Course Name	Research Methodology in the international context	**Course Code/ Course Type: PC**	**N1PMI104**
Course Pattern	2026	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-

Pre-Requisite: Bachelor's Degree	

Course Objectives (CO):	**CO1:** To develop an understanding of research philosophy, research processes, and scientific inquiry in international business contexts. **CO2:** To enable students to formulate research problems, develop research designs, and select appropriate methodologies for global business research. **CO3:** To equip students with quantitative and qualitative research techniques for collecting and analyzing international business data. **CO4:** To develop competencies in interpreting research findings and generating managerial insights for decision-making in multinational environments. **CO5:** To familiarize students with contemporary research tools, business analytics, ethical considerations, and emerging trends in international research.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain research concepts, methodologies, and frameworks applicable to international business and management research. **CLO2:** Design and execute research studies by selecting appropriate research methods, sampling techniques, and data collection procedures. **CLO3:** Apply quantitative and qualitative analytical tools to evaluate business problems and derive meaningful insights. **CLO4:** Interpret research findings and prepare professional research reports for managerial and strategic decision-making. **CLO5:** Evaluate ethical, technological, and global considerations in conducting research across international and multicultural environments.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Research in International Business.		
• Meaning, Nature, and Scope of Research • Scientific Research Process • Research Philosophy and Paradigms ❖ Positivism ❖ Interpretivism ❖ Pragmatism • Types of Research ❖ Exploratory ❖ Descriptive ❖ Causal ❖ Applied and Basic Research • Research in International Business and Global Markets • Role of Research in Managerial Decision Making • Identification and Formulation of Research Problems • Development of Research Objectives and Research Questions **Practical Component** • Identification of international business research problems • Development of research objectives and problem statements	**Students will be able to:** After studying this unit, students will be able to understand the foundations of scientific research and appreciate its role in solving international business problems. They will develop the ability to formulate research questions, identify business research opportunities, and select appropriate research approaches for global business environments.	9
UNIT II: Research Design and Data Collection in Global Contexts		
• Research Design and Its Importance • Exploratory, Descriptive, Diagnostic and Experimental Designs • Qualitative and Quantitative Research Approaches • Data Sources ❖ Primary Data ❖ Secondary Data • International Business Databases and Information Sources • Questionnaire Design and Survey Development • Observation Techniques • Interview Methods • Focus Groups • Case Study Methodology • Cross-Cultural Data Collection Challenges • Reliability and Validity in Research **Practical Component** • Designing questionnaires for international market studies • Developing interview guides and survey instruments	**Students will be able to:** After studying this unit, students will be able to design research projects and select suitable methods for collecting data from diverse international markets. They will understand the challenges of cross-cultural research and learn to ensure reliability and validity in research design.	9
UNIT III: Sampling Techniques and Data Analysis Methods		
• Population and Sampling Concepts • Probability Sampling Methods • Simple Random Sampling • Stratified Sampling • Cluster Sampling • Non-Probability Sampling Methods ❖ Convenience Sampling ❖ Judgment Sampling ❖ Snowball Sampling • Data Preparation and Coding • Descriptive Statistics	**Students will be able to:** After studying this unit, students will be able to apply sampling methods and statistical techniques to analyze business data. They will gain hands-on experience in quantitative analysis and develop the capability to draw meaningful conclusions from research findings.	9

• Measures of Central Tendency and Dispersion • Correlation and Regression Analysis • Hypothesis Testing • Introduction to SPSS, Excel, and Data Analytics Tools • Data Visualization Techniques **Practical Component** • Statistical analysis using Excel/SPSS • Sampling plan development for international studies		
UNIT IV: Qualitative Research, Interpretation and Research Reporting		
• Qualitative Research Methods • Content Analysis • Thematic Analysis • Grounded Theory • Narrative Analysis • Mixed Methods Research • Interpretation of Research Results • Drawing Conclusions and Recommendations • Research Report Structure • Academic Writing Standards • Citation and Referencing Styles • Presentation of Research Findings • Executive Summary Preparation **Practical Component** • Analysis of qualitative business cases • Preparation of research reports and presentations	**Students will be able to:** After studying this unit, students will be able to interpret research outcomes and communicate findings effectively through professional reports and presentations. They will learn how to transform data into actionable managerial recommendations for international business decision-making.	**9**
UNIT V: Contemporary Research Trends, Ethics and Business Analytics		
• Research Ethics and Academic Integrity • Plagiarism and Ethical Compliance • Ethical Issues in International Research • Cross-Cultural Research Ethics • Artificial Intelligence in Research • Big Data Analytics • Business Intelligence Systems • Social Media Analytics • Digital Research Platforms • Sustainability and ESG Research • Emerging Trends in International Business Research • Dissertation and Consultancy Research Frameworks **Practical Component** • Plagiarism checking and ethical review exercises • AI-based business research applications and analytics projects	**Students will be able to:** After studying this unit, students will be able to evaluate ethical and technological dimensions of modern research practices. They will understand how emerging technologies such as AI, big data analytics, and digital research tools are transforming international business research and managerial decision-making.	**9**
Total Hours		**45**

Suggested Text Books

1. Business Research Methods
2. Research Methodology

3. Marketing Research
4. Research Methods for Business
5. International Business Research

Reference Books

1. The Craft of Research
2. Qualitative Inquiry and Research Design
3. Research Design
4. Applied Multivariate Statistical Analysis
5. Case Study Research and Applications

Online Learning Resources

MOOCs

- Coursera – Research Methods Courses
- edX – Business Research Programs
- NPTEL Research Methodology Courses
- SWAYAM Learning Platform

Research Databases

- Scopus
- Web of Science
- Google Scholar
- JSTOR
- ScienceDirect

International Data Sources

- World Bank Data
- International Monetary Fund (IMF) Data
- UNCTAD Statistics
- World Trade Organization (WTO) Statistics
- OECD Data Portal

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<table>
<tr><td colspan="2">Name of the Program:</td><td colspan="2">MBA (IB)</td><td colspan="2">Semester: I</td><td colspan="2">Level: PG</td></tr>
<tr><td colspan="2">Course Name</td><td colspan="2">Contemporary Geopolitical Issues in International Business</td><td colspan="2">Course Code/ Course Type GE</td><td colspan="2">N1PMIE01</td></tr>
<tr><td colspan="2">Course Pattern</td><td colspan="2">2026</td><td colspan="2">Version</td><td colspan="2">1.0</td></tr>
<tr><td colspan="5">Teaching Scheme</td><td colspan="3">Assessment Scheme</td></tr>
<tr><td>Theory</td><td>Practical</td><td>Tutorial</td><td>Total Credits</td><td>Hours</td><td>CIA (Continuous Internal Assessment)</td><td>ESA (End Semester Assessment)</td><td>Practical/Oral</td></tr>
<tr><td>3</td><td>-</td><td>-</td><td>3</td><td>3</td><td>40</td><td>60</td><td>-</td></tr>
<tr><td colspan="8">Pre-Requisite: Bachelor's Degree</td></tr>
<tr><td colspan="4">Course Objectives (CO):</td><td colspan="4">CO1: To develop an understanding of geopolitical concepts, international relations, and their influence on global business operations.
CO2: To enable students to analyze the impact of global political, economic, and trade developments on international business decisions.
CO3: To examine geopolitical risks, regional conflicts, and strategic competition affecting multinational corporations and global supply chains.
CO4: To develop competencies in assessing international business opportunities and challenges arising from geopolitical transformations.
CO5: To equip students with strategic frameworks for managing geopolitical uncertainty and developing resilient global business strategies.</td></tr>
<tr><td colspan="4">Course Learning Outcomes (CLO):</td><td colspan="4">Students would be able to:
CLO1: Explain key geopolitical concepts and evaluate their relevance to international business environments.
CLO2: Analyze the impact of global political, economic, and trade policies on international business strategy and market competitiveness.
CLO3: Assess geopolitical risks and their implications for multinational enterprises, investments, and global supply chains.
CLO4: Evaluate emerging geopolitical trends and their influence on international business expansion and innovation.
CLO5: Develop strategic responses to geopolitical challenges and opportunities in a rapidly evolving global economy.</td></tr>
</table>

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Geopolitics and International Business.		
• Meaning, Nature, and Scope of Geopolitics • Evolution of the Global Political Economy • Relationship Between Geopolitics and International Business • Theories of International Relations ❖ Realism ❖ Liberalism ❖ Constructivism • Globalization and Deglobalization Trends • Role of Governments in International Business • Political Systems and Business Environment • Political Risk and Country Risk Analysis • Geopolitical Mapping of Global Economic Power Centers **Practical Component** • Country risk assessment exercise • Analysis of geopolitical events affecting multinational corporations	**Students will be able to:** After studying this unit, students will be able to understand the fundamental concepts of geopolitics and their significance in international business. They will develop the ability to evaluate political environments, assess country risks, and understand how geopolitical developments influence global business decisions.	9
UNIT II: Global Trade Dynamics and Economic Diplomacy		
• International Trade Systems and Institutions • Global Trade Governance • Trade Agreements and Regional Economic Blocs • Bilateral and Multilateral Trade Relations • Tariffs, Quotas, and Non-Tariff Barriers • Economic Diplomacy and Trade Negotiations • Trade Wars and Their Business Implications • Foreign Direct Investment (FDI) Policies • Economic Sanctions and Embargoes • International Business Responses to Trade Disruptions **Practical Component** • Analysis of trade agreements and FDI policies • Case study on trade disputes and their impact on global companies	**Students will be able to:** After studying this unit, students will be able to evaluate the influence of international trade policies, economic diplomacy, and regulatory frameworks on global business operations. They will understand how businesses adapt to trade restrictions, policy changes, and shifting international economic relationships.	9
UNIT III: Geopolitical Risks, Security Issues and Global Supply Chains		
• Understanding Geopolitical Risk • Political Instability and Business Operations • Armed Conflicts and Regional Security Challenges • Terrorism and Business Continuity • Cybersecurity and Digital Geopolitics • Energy Security and Resource Competition • Supply Chain Vulnerabilities and Resilience • Nearshoring, Friend-shoring, and Reshoring Strategies • Crisis Management and Risk Mitigation • Geopolitical Intelligence for Business Decision Making **Practical Component** • Geopolitical risk assessment project • Supply chain resilience analysis of multinational firms	**Students will be able to:** After studying this unit, students will be able to identify and assess geopolitical risks that affect global business operations. They will develop skills to evaluate supply chain vulnerabilities, manage business continuity challenges, and formulate risk mitigation strategies in uncertain geopolitical environments.	9
UNIT IV: Emerging Geopolitical Trends and Strategic Competition		

• The Rise of Emerging Economies • Strategic Competition Among Major Global Powers • Technology and Geopolitics • Semiconductor and Digital Technology Rivalries • Artificial Intelligence and National Competitiveness • Climate Change and Geopolitical Realignment • Global Migration and Workforce Mobility • Regional Integration and New Economic Corridors • Space Economy and Geopolitical Competition • Future Global Economic Scenarios **Practical Component** • Analysis of technology-driven geopolitical competition • Evaluation of emerging market opportunities	**Students will be able to:** After studying this unit, students will be able to evaluate contemporary geopolitical developments and their implications for global markets. They will gain insights into technological competition, climate-related challenges, and emerging economic opportunities influencing international business strategies.	9
UNIT V: Strategic Management of Geopolitical Challenges in International Business		
• Geopolitical Strategy and Corporate Decision Making • Scenario Planning and Strategic Forecasting • International Market Entry Under Political Uncertainty • Global Business Resilience Frameworks • Stakeholder and Government Relations Management • Corporate Diplomacy • ESG and Sustainable Business Strategy • Ethical Issues in Global Business Operations • Business Adaptation to Geopolitical Shifts • Building Competitive Advantage in Volatile Markets **Practical Component** • Development of a geopolitical risk management strategy • Strategic business simulation based on geopolitical scenarios.	**Students will be able to:** After studying this unit, students will be able to formulate strategic responses to geopolitical uncertainties and develop resilient business models. They will understand how organizations can leverage geopolitical intelligence, corporate diplomacy, and sustainability practices to create long-term competitive advantages in international markets.	9
Total Hours		45

Suggested Text Books

1. International Business
2. Global Political Economy
3. The New Global Road Map
4. International Political Economy
5. Geopolitics: A Very Short Introduction

Reference Books

1. Prisoners of Geography
2. The Revenge of Geography
3. Connectography
4. The World Is Flat
5. Political Risk

Online Learning Resources

MOOCs

- Coursera – International Relations and Global Business Courses
- edX – Global Affairs and International Business Programs
- SWAYAM Learning Platform
- NPTEL – International Business and Global Studies Courses

International Organizations and Data Sources

- World Trade Organization (WTO)
- World Bank Data Portal
- International Monetary Fund (IMF)
- United Nations Conference on Trade and Development (UNCTAD)
- Organisation for Economic Co-operation and Development (OECD)

Think Tanks and Research Institutions

- World Economic Forum
- Brookings Institution
- Council on Foreign Relations (CFR)
- Observer Research Foundation (ORF)
- Carnegie Endowment for International Peace

Name of the Program:		MBA (IB)		**Semester:** I		**Level:** PG	
Course Name		Entrepreneurship Development		**Course Code/ Course Type: GE**		**N1PMIE02**	
Course Pattern		2026		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				**CO1:** To develop entrepreneurial mindsets and cultivate the ability to identify and evaluate business opportunities in domestic and international markets. **CO2:** To provide knowledge of venture creation processes, business model development, and startup ecosystem dynamics. **CO3:** To equip students with skills for resource mobilization, entrepreneurial finance, and strategic business planning. **CO4:** To enable students to manage startup growth, innovation, risk, and international expansion effectively. **CO5:** To foster sustainable, technology-driven, and socially responsible entrepreneurship in a global business environment.			
Course Learning Outcomes (CLO):				Students would be able to: **CLO1:** Identify entrepreneurial opportunities and evaluate their feasibility in local and global business contexts. **CLO2:** Develop innovative business models and prepare comprehensive business plans for new ventures. **CLO3:** Apply entrepreneurial finance, resource management, and strategic planning tools to startup development. **CLO4:** Analyze challenges associated with innovation, growth, risk management, and internationalization of ventures. **CLO5:** Design sustainable and globally competitive entrepreneurial strategies that create economic and social value.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Entrepreneurship and Opportunity Identification		
• Concept, Nature, and Importance of Entrepreneurship • Evolution of Entrepreneurship • Characteristics and Competencies of Successful Entrepreneurs • Types of Entrepreneurships ❖ Traditional Entrepreneurship ❖ Social Entrepreneurship ❖ Corporate Entrepreneurship ❖ Technological Entrepreneurship ❖ International Entrepreneurship • Entrepreneurial Mindset and Creativity • Innovation and Opportunity Recognition • Environmental Scanning for Business Opportunities • Design Thinking for Entrepreneurs • Startup Ecosystem and Entrepreneurial Support Institutions • Entrepreneurship in Emerging and Global Markets **Practical Component** • Entrepreneurial self-assessment exercise • Opportunity identification workshop • Design thinking challenge for business idea generation	**Students will be able to:** After studying this unit, students will be able to understand the entrepreneurial process and develop the ability to identify innovative business opportunities. They will gain insights into entrepreneurial competencies, startup ecosystems, and market dynamics that support successful venture creation in domestic and international markets.	9
UNIT II: Business Model Innovation and Venture Planning		
• Business Idea Screening and Evaluation • Feasibility Analysis ❖ Technical Feasibility ❖ Market Feasibility ❖ Financial Feasibility • Business Model Development • Business Model Canvas • Lean Startup Methodology • Customer Discovery and Validation • Value Proposition Design • Market Research for Startups • Business Plan Preparation • Pitch Deck Development • Intellectual Property Rights and Startup Protection **Practical Component** • Development of a business model canvas • Startup feasibility study • Preparation of a business plan and investor pitch	**Students will be able to:** After studying this unit, students will be able to evaluate business opportunities systematically and convert innovative ideas into viable business models. They will gain practical experience in preparing business plans and investor presentations essential for venture creation and funding.	9
UNIT III: Entrepreneurial Finance and Resource Mobilization		
• Startup Financing Needs • Sources of Entrepreneurial Finance ❖ Bootstrapping ❖ Angel Investment ❖ Venture Capital ❖ Private Equity ❖ Crowdfunding ❖ Government Funding Schemes • Financial Planning for Startups • Working Capital Management	**Students will be able to:** After studying this unit, students will be able to identify appropriate funding sources and develop financial strategies for startups. They will understand resource mobilization techniques, financial planning, and valuation approaches	9

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• Startup Valuation • Revenue Models and Monetization Strategies • Financial Forecasting • Resource Mobilization and Networking • Entrepreneurial Negotiation Skills • Legal and Regulatory Requirements for New Ventures **Practical Component** • Startup valuation exercise • Financial projections and cash flow planning • Investor negotiation simulation	necessary for sustainable entrepreneurial growth.	
UNIT IV: Innovation Management, Growth Strategies and International Entrepreneurship		
• Innovation Management in Startups • Managing Entrepreneurial Growth • Scaling Up Business Operations • Digital Entrepreneurship • E-Commerce and Platform-Based Ventures • Technology Commercialization • Strategic Partnerships and Alliances • Internationalization of Startups • Global Market Entry Strategies • Cross-Cultural Challenges in International Entrepreneurship • Entrepreneurial Risk Management • Crisis and Resilience Management **Practical Component** • Case analysis of global startups • Growth strategy development project • International market entry simulation	**Students will be able to:** After studying this unit, students will be able to analyze the challenges and opportunities associated with venture growth and international expansion. They will learn how innovation, digital technologies, and strategic alliances contribute to entrepreneurial success in global markets.	**9**
UNIT V: Sustainable Entrepreneurship and Future Business Ventures		
• Sustainable Entrepreneurship • Social Innovation and Impact Ventures • Circular Economy and Green Entrepreneurship • ESG Principles in Entrepreneurship • Inclusive and Women Entrepreneurship • Artificial Intelligence and Entrepreneurship • Blockchain-Based Business Models • Future Business Trends and Emerging Opportunities • Entrepreneurial Leadership • Ethical Issues in Entrepreneurship • Family Business Entrepreneurship • Building Entrepreneurial Ecosystems for Economic Development **Practical Component** • Sustainable startup design project • Social enterprise business model development • Emerging technology venture assessment	**Students will be able to:** After studying this unit, students will be able to design innovative and sustainable business ventures that create long-term economic and social value. They will understand the role of technology, sustainability, ethics, and leadership in shaping the future of entrepreneurship.	**9**
Total Hours		**45**

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Suggested Text Books

1. Entrepreneurship: Successfully Launching New Ventures
2. Entrepreneurship Development
3. New Venture Creation
4. Innovation and Entrepreneurship
5. The Lean Startup

Reference Books

1. Business Model Generation
2. Zero to One
3. The Startup Owner's Manual
4. Disciplined Entrepreneurship
5. The Innovator's Dilemma

Online Learning Resources

MOOCs

- Coursera – Entrepreneurship Specialization
- edX – Entrepreneurship and Innovation Courses
- SWAYAM Entrepreneurship Courses
- NPTEL Entrepreneurship Development

Startup and Innovation Platforms

- Startup India
- Invest India
- Atal Innovation Mission
- Y Combinator Startup Library

Global Entrepreneurship Resources

- Global Entrepreneurship Monitor (GEM)
- World Economic Forum Entrepreneurship Resources
- Harvard Business Review Entrepreneurship Articles
- MIT Entrepreneurship Center

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Name of the Program:	MBA (IB)	**Semester:** I	**Level:** PG
Course Name	Business Statistics & Data Analysis	**Course Code/ Course Type: SEC**	**N1PMIS01**
Course Pattern	2026	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
2	-	-	2	2	20	30	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**CO1:** To develop an understanding of statistical concepts and their applications in business and international management. **CO2:** To enable students to organize, summarize, visualize, and interpret business data effectively. **CO3:** To equip students with analytical techniques for decision-making using descriptive and inferential statistics. **CO4:** To develop competencies in data-driven problem-solving and business forecasting. **CO5:** To familiarize students with modern data analytics tools and their applications in international business and marketing.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain and apply fundamental statistical concepts for business decision-making. **CLO2:** Organize, visualize, and interpret business data using appropriate statistical techniques. **CLO3:** Apply descriptive and inferential statistical methods to analyze business problems. **CLO4:** Use statistical tools for forecasting, hypothesis testing, and managerial decision support. **CLO5:** Evaluate business scenarios using data analytics techniques and digital analytical tools.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Introduction to Business Statistics and Data Visualization		
• Role of Statistics in Business and International Management • Types of Data ❖ Qualitative Data ❖ Quantitative Data • Sources of Business Data • Data Collection Methods • Data Classification and Tabulation • Frequency Distributions • Data Visualization Techniques ❖ Tables ❖ Charts ❖ Graphs ❖ Histograms ❖ Pie Charts ❖ Dashboard Concepts • Introduction to Spreadsheet-Based Analysis **Practical Component** • Business data organization exercises • Data visualization using Excel	**Students will be able to:** After studying this unit, students will be able to understand the entrepreneurial process and develop the ability to identify innovative business opportunities. They will gain insights into entrepreneurial competencies, startup ecosystems, and market dynamics that support successful venture creation in domestic and international markets.	6
UNIT II: Descriptive Statistics for Business Analysis		
• Measures of Central Tendency ❖ Mean ❖ Median ❖ Mode • Measures of Dispersion ❖ Range ❖ Variance ❖ Standard Deviation • Coefficient of Variation • Skewness and Kurtosis • Business Interpretation of Statistical Measures • Comparative Data Analysis • Applications in Market Research and Customer Analytics **Practical Component** • Descriptive statistical analysis using Excel • Interpretation of international business datasets	**Students will be able to:** After studying this unit, students will be able to summarize and interpret business data using descriptive statistical techniques. They will gain the ability to identify trends, patterns, and variations in business and market information.	6
UNIT III: Probability and Business Decision Making		
• Introduction to Probability • Probability Rules and Concepts • Conditional Probability • Bayes' Theorem • Probability Distributions ❖ Binomial Distribution ❖ Normal Distribution • Risk and Uncertainty Analysis • Applications of Probability in International Business • Decision Making Under Uncertainty **Practical Component** • Business risk analysis exercises • Probability-based decision-making case studies	**Students will be able to:** After studying this unit, students will be able to apply probability concepts to evaluate risks and uncertainties in business situations. They will learn to make informed decisions using probabilistic models and statistical reasoning.	6

UNIT IV: Inferential Statistics and Hypothesis Testing		
• Sampling Concepts and Techniques • Sampling Distributions • Estimation Methods • Confidence Intervals • Hypothesis Testing Framework • t-Test • Chi-Square Test • Analysis of Variance (ANOVA) – Conceptual Understanding • Interpretation of Statistical Results • Business Applications of Hypothesis Testing **Practical Component** • Hypothesis testing using Excel/SPSS • Business research data analysis	**Students will be able to:** After studying this unit, students will be able to draw conclusions about populations based on sample data. They will develop skills in testing business assumptions, validating managerial decisions, and evaluating research findings statistically.	**6**
UNIT V: Business Analytics and Forecasting		
• Introduction to Business Analytics • Data-Driven Decision Making • Correlation Analysis • Simple Linear Regression • Trend Analysis • Time Series Forecasting Basics • Predictive Analytics Concepts • Data Analytics in Marketing and International Business • Introduction to AI-Assisted Analytics • Data Ethics and Responsible Analytics **Practical Component** • Regression and forecasting exercises • Market trend analysis project • Business analytics dashboard creation	**Students will be able to:** After studying this unit, students will be able to use statistical and analytical tools to forecast trends and support strategic decision-making. They will gain an understanding of modern analytics techniques used in international business, marketing innovation, and managerial planning..	**6**
Total Hours		**30**

Suggested Text Books

1. Business Statistics
2. Statistics for Management
3. Business Statistics: A First Course
4. Fundamentals of Business Statistics
5. Statistics for Business and Economics

Reference Books

1. Business Analytics
2. Data Science for Business
3. Practical Statistics for Data Scientists
4. Statistics for Managers Using Microsoft Excel

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5. Marketing Analytics

Online Learning Resources

MOOCs

- Coursera – Business Statistics and Analytics Courses
- edX – Statistics and Data Analysis Programs
- SWAYAM Statistics Courses
- NPTEL Business Statistics and Analytics

Analytics and Data Sources

- Kaggle Data Analytics Platform
- Statista Business Data Portal
- World Bank Data Portal
- OECD Statistics Database

Analytics Software Learning

- Microsoft Excel Training
- IBM SPSS Resources
- Google Data Analytics Resources

Name of the Program:	MBA (IB)	**Semester:** I	**Level:** PG
Course Name	Fundamentals of International Pricing	**Course Code/ Course Type: VAC**	**N1PMIV01**
Course Pattern	2026	**Version**	1.0

Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
2	-	-	2	2	20	30	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**CO1:** To develop an understanding of pricing concepts, objectives, and strategic importance in international business. **CO2:** To equip students with knowledge of economic, market, and consumer factors influencing pricing decisions across global markets. **CO3:** To enable students to evaluate international pricing strategies, cost structures, and competitive pricing approaches. **CO4:** To develop analytical skills for managing pricing challenges related to exchange rates, taxation, transfer pricing, and international regulations. **CO5:** To familiarize students with digital pricing models, dynamic pricing systems, and emerging trends in global pricing management.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain the principles, objectives, and determinants of pricing in international business environments. **CLO2:** Analyze market conditions, customer behavior, and economic factors affecting international pricing decisions. **CLO3:** Apply pricing strategies and models to achieve competitiveness and profitability in global markets. **CLO4:** Evaluate financial, regulatory, and operational factors influencing international pricing and transfer pricing decisions. **CLO5:** Design innovative and technology-driven pricing strategies for international markets and digital business platforms.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of International Pricing		
• Meaning and Importance of Pricing in International Business • Role of Pricing in Marketing Strategy • Pricing Objectives ❖ Profit Maximization ❖ Market Penetration ❖ Market Skimming ❖ Survival and Competitive Positioning • Factors Influencing International Pricing Decisions • Pricing and Customer Value Perception • International Pricing Environment • Relationship Between Cost, Value, and Price • Global Pricing Challenges • Pricing Ethics and Corporate Responsibility **Practical Component** • Analysis of international pricing decisions of multinational firms • Customer value perception exercise	**Students will be able to:** After studying this unit, students will be able to understand the significance of pricing as a strategic business tool and identify the various factors influencing pricing decisions in international markets. They will appreciate the relationship between customer value, costs, and profitability.	6
UNIT II: Market-Based and Consumer-Oriented Pricing Strategies		
• Demand Analysis for Pricing Decisions • Consumer Behavior and Price Sensitivity • Price Elasticity of Demand • Market Segmentation and Pricing • Psychological Pricing • Value-Based Pricing • Competitive Pricing Strategies • Premium Pricing • Penetration Pricing • Product Line Pricing • Pricing Across Cultures and Countries • Pricing and Brand Positioning **Practical Component** • Price elasticity calculations • International market pricing case analysis	**Students will be able to:** After studying this unit, students will be able to evaluate customer behavior and market conditions influencing pricing decisions. They will gain the ability to align pricing strategies with customer expectations, market positioning, and international demand patterns.	6
UNIT III: Cost-Based Pricing and International Pricing Strategies		
• Cost Concepts Relevant to Pricing • Cost-Based Pricing Methods • Markup Pricing • Break-Even Pricing • Target Return Pricing • Export Pricing Decisions • Global Pricing Strategies ❖ Standardized Pricing ❖ Adapted Pricing ❖ Differential Pricing • Pricing New Products in International Markets • Strategic Pricing for Competitive Advantage • Pricing Across Product Life Cycles **Practical Component** • Break-even analysis and pricing exercises	**Students will be able to:** After studying this unit, students will be able to develop pricing strategies based on cost structures, market objectives, and competitive considerations. They will understand how organizations determine prices that support profitability and market growth in international business environments.	6

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• Export pricing calculation project		
UNIT IV: Financial and Regulatory Dimensions of International Pricing		
• Exchange Rate Fluctuations and Pricing Decisions • Foreign Currency Risk Management • International Taxation and Pricing • Tariffs, Duties, and Trade Barriers • Transfer Pricing in Multinational Enterprises • OECD Transfer Pricing Guidelines • Anti-Dumping Regulations • Price Escalation in International Markets • Legal and Ethical Issues in International Pricing • Pricing Compliance and Governance **Practical Component** • Transfer pricing case study • Exchange rate impact analysis on product pricing	**Students will be able to:** After studying this unit, students will be able to assess the financial and regulatory challenges associated with international pricing. They will develop an understanding of transfer pricing, taxation, exchange rate management, and legal compliance required for global business operations.	6
UNIT V: Digital Pricing and Emerging Trends in Global Markets		
• Pricing in E-Commerce and Digital Markets • Dynamic Pricing Models • Algorithmic Pricing • Subscription-Based Pricing • Freemium and Platform Pricing Models • Artificial Intelligence in Pricing Decisions • Big Data Analytics and Revenue Management • Pricing for Global Digital Services • Sustainability and Ethical Pricing • Future Trends in International Pricing • Pricing Innovation and Competitive Advantage **Practical Component** • Digital pricing strategy development • AI-based pricing simulation exercises	**Students will be able to:** After studying this unit, students will be able to design innovative pricing strategies using digital technologies and analytics. They will understand how organizations leverage AI, big data, and digital platforms to optimize pricing decisions and enhance global competitiveness.	6
Total Hours		**30**

Suggested Text Books

1. Pricing Strategy
2. Global Marketing Management
3. International Marketing
4. Marketing Management
5. The Strategy and Tactics of Pricing

Reference Books

1. Confessions of the Pricing Man
2. Pricing and Revenue Optimization
3. Value-Based Pricing
4. International Business

5. Revenue Management and Pricing

Online Learning Resources

MOOCs

- Coursera – Pricing Strategy Courses
- edX – International Marketing and Pricing Programs
- SWAYAM Business Strategy Courses
- NPTEL Marketing Management Courses

International Organizations and Reports

- Organisation for Economic Co-operation and Development (OECD) Transfer Pricing Resources
- World Trade Organization (WTO) Trade Resources
- International Monetary Fund (IMF) Data Resources
- World Bank Data Portal

Industry Insights

- McKinsey Pricing Insights
- Deloitte Pricing and Revenue Management Resources
- PwC Transfer Pricing Resources
- Harvard Business Review Pricing Articles

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Name of the Program:		MBA (IB)		**Semester:** I		**Level:** PG	
Course Name		Universal Human Values and Professional Ethics		**Course Code/ Course Type: VAC**		**N1PMIV02**	
Course Pattern		2026		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
2	-	-	2	2	20	30	-
Pre-Requisite: Bachelor's Degree							

Course Objectives (CO):	**CO1:** To develop an understanding of universal human values and their role in personal and professional life. **CO2:** To foster self-awareness, ethical reasoning, and responsible decision-making among future managers. **CO3:** To enable students to understand professional ethics, corporate governance, and ethical business practices. **CO4:** To cultivate respect for diversity, sustainability, and social responsibility in global business environments. **CO5:** To develop leadership competencies grounded in integrity, empathy, accountability, and ethical conduct.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain the significance of universal human values in personal, social, and professional contexts. **CLO2:** Apply ethical principles and value-based reasoning to address managerial and organizational challenges. **CLO3:** Evaluate professional ethics, corporate governance practices, and ethical dilemmas in business environments. **CLO4:** Analyze the role of sustainability, social responsibility, and cultural sensitivity in global business operations. **CLO5:** Demonstrate ethical leadership, integrity, and responsible behavior in professional and societal settings.

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Understanding Human Values and Self-Development		
• Meaning and Importance of Human Values • Universal Human Values and Their Relevance • Self-Exploration and Self-Awareness • Harmony within the Individual • Understanding Human Aspirations • Happiness and Prosperity • Values in Personal and Professional Life • Role of Values in Decision Making • Personality Development through Value-Based Living • Emotional Intelligence and Self-Management **Practical Component** • Self-reflection exercises • Value assessment and personal development planning • Group discussions on ethical situations	**Students will be able to:** After studying this unit, students will be able to understand the significance of universal human values and their role in achieving personal well-being and professional excellence. They will develop self-awareness and recognize the importance of value-based behavior in everyday life.	6
UNIT II: Ethics, Moral Reasoning and Responsible Decision-Making		
• Meaning and Nature of Ethics • Ethics, Morality, and Values • Ethical Theories and Frameworks ❖ Utilitarianism ❖ Deontology ❖ Virtue Ethics • Ethical Decision-Making Models • Personal Ethics and Professional Conduct • Ethical Challenges in Modern Organizations • Conflict of Interest and Ethical Dilemmas • Integrity, Honesty, and Accountability • Ethical Leadership and Responsible Management **Practical Component** • Ethical dilemma analysis • Case studies on managerial decision-making • Ethical reasoning workshops	**Students will be able to:** After studying this unit, students will be able to evaluate customer behavior and market conditions influencing pricing decisions. They will gain the ability to align pricing strategies with customer expectations, market positioning, and international demand patterns.	6
UNIT III: Professional Ethics and Corporate Governance		
• Concept of Professional Ethics • Professional Codes of Conduct • Ethics in Management and Leadership • Corporate Governance: Principles and Practices • Transparency and Accountability • Stakeholder Management • Ethical Issues in Marketing, Finance, HR, and Operations • Whistleblowing and Ethical Reporting • Fraud Prevention and Corporate Integrity • Governance Standards in Global Organizations **Practical Component** • Corporate governance case analysis • Review of organizational codes of ethics • Group presentations on ethical business practices	**Students will be able to:** After studying this unit, students will be able to understand the importance of professional ethics and governance mechanisms in organizations. They will gain the ability to evaluate corporate conduct and promote transparency, accountability, and ethical behavior in professional settings.	6
UNIT IV: Sustainability, Social Responsibility and Global Ethics		

• Concept of Sustainable Development • Environmental Ethics • Corporate Social Responsibility (CSR) • Business and Society • Stakeholder Theory • Ethics in International Business • Human Rights and Labor Standards • Diversity, Equity, and Inclusion (DEI) • Cultural Sensitivity and Cross-Cultural Ethics • Sustainable Development Goals (SDGs) • ESG (Environmental, Social, and Governance) Frameworks **Practical Component** • CSR project evaluation • Sustainability reporting analysis • Case studies on global ethical issues	**Students will be able to:** After studying this unit, students will be able to understand the role of organizations in promoting sustainability and social responsibility. They will appreciate ethical considerations in global business environments and develop sensitivity toward cultural diversity and societal well-being..	6
UNIT V: Ethical Leadership and Contemporary Challenges		
• Ethical Leadership and Value-Based Management • Leadership through Integrity and Trust • Responsible Innovation and Technology Ethics • Ethics in Artificial Intelligence and Digital Business • Data Privacy and Cyber Ethics • Social Media Ethics • Ethical Challenges in Globalization • Workplace Ethics and Organizational Culture • Building Ethical Organizations • Future of Ethics in Business and Society **Practical Component** • Leadership assessment exercises • Analysis of technology-related ethical issues • Ethical leadership development plan	**Students will be able to:** After studying this unit, students will be able to demonstrate ethical leadership qualities and address contemporary ethical challenges arising from technology, globalization, and organizational transformation. They will develop the competencies required to lead responsibly and contribute positively to society.	6
Total Hours		**30**

Suggested Text Books

1. Human Values and Professional Ethics
2. Business Ethics
3. Ethics in Management and Indian Ethos
4. Professional Ethics and Human Values
5. Business Ethics and Corporate Governance

Reference Books

1. The Speed of Trust
2. The Power of Ethical Management
3. Corporate Governance
4. Ethics and Excellence
5. Conscious Capitalism

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Online Learning Resources

MOOCs

- SWAYAM – Universal Human Values Courses
- NPTEL – Human Values and Ethics
- Coursera – Business Ethics and Leadership Courses
- edX – Ethics and Corporate Responsibility Programs

International Organizations

- United Nations Sustainable Development Goals (SDGs)
- United Nations Global Compact
- World Economic Forum – Ethics and Leadership Resources
- Organisation for Economic Co-operation and Development (OECD) Corporate Governance Resources

Professional Ethics Resources

- Institute of Business Ethics
- Ethics Resource Center
- Harvard Business Review – Ethics and Leadership Articles

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Name of the Program:		MBA (IB)		Semester: I		Level: PG	
Course Name		Indian Philosophy and Global Business Leadership		**Course Code/ Course Type: VAC IKS**		**N1PMII01**	
Course Pattern		2026		**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
1	-	-	1	1	10	20	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				**CO1:** To introduce students to the core concepts of Indian philosophical thought and their relevance to leadership. **CO2:** To develop an understanding of ethical decision-making and self-leadership through Indian wisdom traditions. **CO3:** To familiarize students with Indian perspectives on management, governance, and global business leadership. **CO4:** To cultivate value-based leadership and responsible managerial behaviour. **CO5:** To encourage the application of Indian philosophical principles in contemporary global business contexts.			
Course Learning Outcomes (CLO):				Students would be able to: **CLO1:** Explain the key concepts of Indian philosophy and their relevance to business leadership. **CLO2:** Apply principles of ethical conduct, self-management, and value-based decision-making in managerial situations. **CLO3:** Analyze leadership and governance practices through the lens of Indian philosophical and strategic thought. **CLO4:** Demonstrate awareness of social responsibility, sustainability, and ethical leadership in business. **CLO5:** Integrate Indian wisdom with modern leadership approaches to address global business challenges.			

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Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Indian Philosophy and Human Values		
• Introduction to Indian Knowledge Systems (IKS) • Overview of Indian Philosophical Traditions • Concepts of Dharma, Karma, and Ethics • Human Values and Personal Excellence • Relevance of Indian Thought in Modern Society and Business • Holistic Development and Responsible Leadership **Practical Component** • Self-reflection exercise on personal values • Discussion on the relevance of Indian philosophy in professional life	**Students will be able to:** After studying this unit, students will be able to understand the foundational principles of Indian philosophy and appreciate their role in shaping ethical behavior, leadership qualities, and responsible management practices.	5
UNIT II: Bhagavad Gita and Self-Leadership		
• Bhagavad Gita as a Leadership Text • Nishkama Karma (Selfless Action) • Duty, Responsibility, and Decision-Making • Managing Stress and Uncertainty • Emotional Intelligence and Self-Management • Leadership Through Service and Purpose **Practical Component** • Leadership reflection based on selected Gita teachings • Analysis of managerial dilemmas using Gita principles	**Students will be able to:** After studying this unit, students will be able to apply principles of self-leadership, emotional balance, and ethical decision-making to personal and professional situations.	5
UNIT III: Indian Strategic Thought and Global Leadership		
• Introduction to Kautilya's Arthashastra • Leadership and Governance Principles • Strategic Thinking and Risk Management • Stakeholder-Centric Leadership • Vasudhaiva Kutumbakam and Global Citizenship • Sustainability and Ethical Business Practices • **Practical Component** • Case study on leadership and governance • Development of a personal leadership philosophy statement	**Students will be able to:** After studying this unit, students will be able to analyze leadership challenges using Indian strategic thought and develop ethical, sustainable, and globally relevant leadership approaches. They will understand the importance of stakeholder welfare, cultural intelligence, and responsible leadership in international business.	5
Total Hours		15

Suggested Text Books

1. Indian Ethos and Values in Management
2. Leadership Wisdom from the Bhagavad Gita
3. Corporate Chanakya

Reference Books

1. The Difficulty of Being Good
2. Kautilya's Arthashastra

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3. Indian Philosophy

Online Learning Resources

Indian Knowledge Systems

- Indian Knowledge Systems (IKS) Division
- SWAYAM – Indian Knowledge Systems Courses
- NPTEL – Indian Philosophy and Ethics Courses

Leadership Resources

- Harvard Business Review Leadership Resources
- World Economic Forum Leadership Insights

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Name of the Program:	MBA (IB)			Semester: I		Level: PG	
Course Name	Business Ethics and Values in Indigenous Knowledge Systems			**Course Code/ Course Type: VAC IKS**		**N1PMII02**	
Course Pattern	2026			**Version**		1.0	
Teaching Scheme					**Assessment Scheme**		
Theory	**Practical**	**Tutorial**	**Total Credits**	**Hours**	**CIA (Continuous Internal Assessment)**	**ESA (End Semester Assessment)**	**Practical/Oral**
1	-	-	1	1	10	20	-

Pre-Requisite: Bachelor's Degree

Course Objectives (CO):	**CO1:** To introduce students to indigenous knowledge systems and their relevance to business ethics and management. **CO2:** To develop an understanding of ethical values, social responsibility, and sustainability embedded in indigenous traditions. **CO3:** To examine the application of indigenous wisdom in leadership, governance, and stakeholder management. **CO4:** To foster ethical decision-making and responsible business practices in multicultural and global environments. **CO5:** To encourage the integration of indigenous values into contemporary business and management practices.
Course Learning Outcomes (CLO):	Students would be able to: **CLO1:** Explain the concepts of indigenous knowledge systems and their contribution to ethical business practices. **CLO2:** Analyze traditional value systems and their relevance to sustainability, social responsibility, and stakeholder welfare. **CLO3:** Apply indigenous ethical principles to leadership, governance, and organizational decision-making. **CLO4:** Evaluate contemporary business challenges using indigenous perspectives on ethics and sustainability. **CLO5:** Develop value-based approaches to management by integrating indigenous wisdom with modern business practices.

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Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : Foundations of Indigenous Knowledge Systems and Business Ethics		
• Meaning and Scope of Indigenous Knowledge Systems (IKS) • Characteristics of Indigenous Knowledge • Indian Knowledge Systems and Traditional Wisdom • Concept of Ethics, Morality, and Values • Indigenous Perspectives on Human Well-Being • Relationship Between Ethics, Culture, and Society • Relevance of Indigenous Knowledge in Modern Business • Value-Based Living and Professional Excellence **Practical Component** • Reflection on indigenous values and personal ethics • Discussion on traditional wisdom and contemporary business practices	**Students will be able to:** After studying this unit, students will be able to understand the foundations of indigenous knowledge systems and their relevance to ethical conduct in personal, professional, and organizational contexts. They will appreciate the role of values in shaping responsible business behavior.	5
UNIT II: Indigenous Values, Sustainability and Responsible Leadership		
• Indigenous Concepts of Harmony and Coexistence • Community-Centric Development Models • Environmental Stewardship in Indigenous Traditions • Sustainable Resource Management Practices • Traditional Approaches to Social Responsibility • Ethical Leadership in Indigenous Communities • Collective Welfare and Stakeholder Orientation • Indigenous Perspectives on Sustainable Development **Practical Component** • Analysis of indigenous sustainability practices • Case study on community-based business models	**Students will be able to:** After studying this unit, students will be able to analyze how indigenous value systems promote sustainability, social responsibility, and stakeholder welfare. They will understand the importance of balancing economic growth with environmental and social considerations.	5
UNIT III: Indigenous Wisdom for Ethical Business and Global Management		
• Ethical Decision-Making Through Indigenous Perspectives • Trust, Integrity, and Accountability in Traditional Communities • Indigenous Approaches to Conflict Resolution • Inclusive Leadership and Participative Governance • Cultural Intelligence and Global Business • Ethical Challenges in International Business • Integrating Indigenous Wisdom with Contemporary Management • Future of Indigenous Knowledge in Global Business Leadership **Practical Component** • Ethical dilemma analysis using indigenous value frameworks • Development of a value-based business leadership model	**Students will be able to:** After studying this unit, students will be able to apply indigenous ethical principles to managerial and leadership situations. They will gain the ability to address business challenges through value-based decision-making, ethical governance, and sustainable management practices while integrating indigenous wisdom with modern business approaches.	5
Total Hours		15

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Suggested Text Books

4. Indian Ethos and Values in Management
5. Leadership Wisdom from the Bhagavad Gita
6. Corporate Chanakya

Reference Books

4. The Difficulty of Being Good
5. Kautilya's Arthashastra
6. Indian Philosophy

Online Learning Resources

Indian Knowledge Systems

- Indian Knowledge Systems (IKS) Division
- SWAYAM – Indian Knowledge Systems Courses
- NPTEL – Indian Philosophy and Ethics Courses

Leadership Resources

- Harvard Business Review Leadership Resources
- World Economic Forum Leadership Insights

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