



DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

1 – University Avenue, Awantipora, Pulwama, J&K, 192122.

MASTER OF BUSINESS ADMINISTRATION - INTERNATIONAL BUSINESS

Course Title: Global Strategic Management

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| Course Code: MIB-CC-301 | Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1) |
| Course Objective: <i>To expose students to the various perspectives and concepts of global strategic management and its nature in competitive and institutional landscape with an aim to develop a strategic perspective towards managing global businesses.</i> | |
| Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • Understand the core philosophy of strategic aspects of management. • Understand the complex and dynamic forces shaping the global business environment. • Demonstrate the ability to formulate corporate and business level strategies in a global context. • Understand the various methods and techniques of implementing a global strategy. | |
| SYLLABUS | |
| Unit I: Nature, significance and process of strategic management. Competitive advantage a focal point strategy; business strategy, strategic intent, Globalisation of markets and competition, Designing a global strategy. Phases of global strategy. | |
| Unit II: Global business Environment, external macro environment, PEST analysis, Natural environmental influences and the diamond model, Understanding and adopting to industry environment, Strategic group analysis, Porters five force model; Internal environment, Resource based perspective, global value chain and value system. | |
| Unit III: Global entry mode strategies- Export, licensing, international franchising, wholly owned ventures, Global strategic alliances; Global strategy levels, corporate level strategies, global generic strategies, Cost leadership, differentiation, focused strategy and integrated strategy, blue ocean strategy. | |
| Unit IV: Strategic analysis and choice; BCG matrix, GE- nine cell matrix, grand strategy matrix. Strategy implementation, 7-S framework for understanding implementation issues; strategy & structure, domestic organizational structures, strategy and structure for multinational firms; change management- types of change, strategic evaluation & control. | |
| Skill Development Activities: <ol style="list-style-type: none"> 1. Craft strategy & strategic intent for an organization. 2. Conduct internal analysis using SWOT, RBW. 3. Competitive analysis using Michael Porter's 5 force model. 4. Conduct strategic analysis using BCG matrix and GE Nine cell matrix. | |
| Suggested Readings: <ol style="list-style-type: none"> 1. Wheelen, T.L., Bamford, C.E., Hoffman, A.N., Kansal, P., and Hunger, J.D. (2019). <i>Strategic Management and Business Policy</i>. Pearson India. 2. Ghemawat, P. (2007). <i>Redefining Global Strategy</i>. Harvard Business School Press. 3. Collis, D. (2014). <i>International Strategy: Context, Concepts and Implications</i>. Wiley. 4. Davidson, W.H. (1982). <i>Global Strategic Management</i>, John Wiley. Ellis, J. and Williams, D. (1995). <i>International Business Strategy</i>, London. | |
| Note: <i>The schedule for case discussion shall be announced by the concerned faculty in the class</i> | |



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MASTER OF BUSINESS ADMINISTRATION - INTERNATIONAL BUSINESS

Course Title: Cross Cultural Management

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| Course Code: MIB-CF-302 | Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T=1) |
| Course Objective: <i>Develop cross-cultural competencies among students for effective communication, management and leadership in diverse cultural contexts.</i> | |
| Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Understand the various perspectives of culture and their implications for management.</i> • <i>Manage multicultural teams in a global business context</i> • <i>Develop skills for effective communication in a cross cultural context</i> • <i>Develop competencies for cross-cultural leadership and decision making.</i> | |
| SYLLABUS | |
| Unit I: Meaning and concept of Culture, Determinants of Culture, Salient features of cross culture, socio, ethnic, historical and religious perspectives of cross culture; Cultural transition, Culture diversity. Cross-national differences; Differences in communication, work settings, negotiations, leadership and motivational context. | |
| Unit II: Frameworks of cross cultural management, Cultural shock and acculturation, Cross cultural training, Managing multicultural teams, Working with International teams, Global leadership and motivational issues, Cultural differences in ethics and decision making, Conflicts and cultural difference. Cultural mix: Cultural dissimilarities across world; Major issues and challenges, Influence of global culture, Relationship between national culture and organization structure; International dimensions of organizational culture. | |
| Unit III: Cross - cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication. Business communication across cultures Barriers to intercultural communication-Negotiating Internationally. Emerging Trends in Cross-Cultural Management, Impact of Technology on Cross-Cultural Management, Influence of Global Culture on Personal and Work Life. | |
| Unit IV: Adjusting to the New Culture, Cultural Relativity of Management Theory, and Competencies for Global Manager. Cross Cultural Leadership and Decision making, Cross-Cultural Negotiation, Conflict Management in Cross-Cultural Contexts, Emerging Trends in Cross-Cultural Management. | |
| Skill Development Activities: <ol style="list-style-type: none"> 1. Country-specific Cross-Cultural Management Presentation. (Student has to perform verbal and non-verbal as per allotted country). 2. Case Studies 3. Cross-Cultural Negotiation Role Play (student has to perform (verbal-non-verbal and gestures as per country allotted) 4. Cross-Cultural Scenario Analysis and Presentation (Meeting between a Japanese and an American company). | |



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Suggested Readings:

1. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Sage publications.
2. Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture: Understanding diversity in global business*. Nicholas Brealey Publishing.
3. Bhagat, R. S., & McQuaid, S. J. (2016). *Handbook of cultural intelligence: Theory, measurement, and applications*. Routledge.
4. Maznevski, M. L., & DiStefano, J. J. (2016). *Global leadership: Research, practice, and development*. Routledge.
5. Brett, J. M., Adair, W. L., & Okumura, T. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. John Wiley & Sons.

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MASTER OF BUSINESS ADMINISTRATION - INTERNATIONAL BUSINESS

Course Title: International HRM

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| Course Code: MIB-DE-903 | Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1) |
| Course Objective: <i>To equip students with a comprehensive understanding of the key concepts, theories, and practices of managing human resources in a global context.</i> | |
| Course Outcomes: After attending the course, students will be able to: | |
| <ul style="list-style-type: none"> • Understand the evolution, importance and models of international human resource management. • Develop an understanding of the international labour market, global staffing choices and selection techniques. • Understand the principles of designing international training, development, and compensation programs. • Develop an understanding of the labour standards, regulatory framework, and trade unions in an international context. | |
| SYLLABUS | |
| Unit I: Human Resource Management: Evolution – Objectives – Significance – HR Planning – Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession- - Domestic HRM v/s IHRM - Growth of Internationalization of World Business- Strategic Orientation of IHRM- Types of International Assignments Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. | |
| Unit II: International Workforce planning and staffing: International labour market, International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Selection criteria and techniques, interviews for international selection, international staffing issues, Successful expatriation, repatriation, re-entry and career issues | |
| Unit III: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, International Compensation and International Employment Laws, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management | |
| Unit IV: IHRM Challenges and Opportunities: Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation, Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis | |



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Skill Development Activities:

1. Industrial visit to get hands-on exposure.
2. Industry expert lectures to provide students with valuable insights and perspectives.
3. Group discussions: Students can be presented with different case studies or scenarios related to international human resource management.

Suggested Readings:

1. Dowling, P. J., & Welch, D. E. (2009). International human resource management. *Cengage*.
2. Aswathappa, K., & Dash, S. (2009). International human resource management. *Tata McGraw Hill*.
3. Bhatia, S. K. (2005). International human resource management: A global perspective: Practices and strategies for competitive success. *Deep and Deep Book Publishers*.
4. Dessler, G. (2005). Human resource management (10th ed.). *Prentice Hall Publishing*.
1. Edwards, T., & Rees, C. (2011). International human resource management: Globalization, national systems and multinational companies. *Pearson*.

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MASTER OF BUSINESS ADMINISTRATION - INTERNATIONAL BUSINESS

Course Title: International Finance

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| Course Code: MIB-DE-904 | Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1) |
| Course Objective: <i>The course aims to acquaint students with international financial management, financial markets, instruments, and risk management, while also covering recent developments in green finance, digital currency, and fintech and their impact on the global financial system.</i> | |
| Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Students will be able to explain the importance of international finance and how it has evolved.</i> • <i>Students will be able to describe the various international financial markets and instruments and analyze recent trends and developments.</i> • <i>Students will be able to identify and evaluate different techniques for managing foreign exchange risk and financial risks in international trade and investment.</i> • <i>Students will be able to analyze and discuss emerging issues and opportunities in international finance, including the impact of green finance, digital currency, and fintech on the international financial system.</i> | |
| SYLLABUS | |
| Unit I: Understanding the meaning, scope, and importance of International Finance Historical overview of the international financial system and its evolution Key players and institutions in the international financial system Current global economic environment and its impact on international finance, including recent developments in green finance and digital currency. | |
| Unit II: Overview of international financial markets (money, bond, equity, and foreign exchange markets) Understanding the key financial instruments used in international finance (derivatives, options, futures, swaps) Recent developments and trends in the international financial markets and instruments, including the emergence of digital currency. | |
| Unit III: Foreign exchange risk management and hedging techniques Managing financial risks in international trade and investments Capital budgeting and financing decisions in an international context Cross-border mergers and acquisitions, joint ventures, and strategic alliances The role of sustainable finance in international financial management. | |
| Unit IV: The global financial crisis and its impact on international finance Financial regulation and governance in the international financial system Ethical issues in international finance Emerging trends and opportunities in international finance, including the integration of green finance and fintech, etc. | |
| Skill Development Activities: <ol style="list-style-type: none"> 1. Case study analysis of a multinational corporation affected by green finance, Covid-19, currency rate fluctuations, etc. 2. Simulation of foreign exchange trading in a virtual market environment. 3. Develop a case study on a multinational corporation's experience with managing foreign exchange risk. 4. Research project on the global financial crisis of 2008 and its impact on the international financial system. Rewritten: Research the impact of 2008 global financial crisis on international finance. | |



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Suggested Readings:

1. Bekaert, G., & Hodrick, R. J. (2021). International financial management (3rd ed.). Pearson.
2. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2021). Multinational business finance (15th ed.). Pearson.
3. Madura, J. (2022). International financial management (14th ed.). Cengage Learning.
4. Pilbeam, K. (2020). Finance and financial markets (4th ed.). Palgrave Macmillan.
5. Solnik, B., & McLeavey, D. (2021). International investments (11th ed.). Pearson.
6. Apte, P. G. (2021). International financial management (10th ed.). McGraw Hill Education.

Note: *The schedule for case discussion shall be announced by the concerned faculty in the class.*



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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: International Trade & Policy Framework

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|---|---|
| Course Code: MIB-DE-905 | Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1) |
| Course Objective: <i>To acquaint the students with the theoretical foundations of international trade and enable them to learn the patterns, structure and policy framework of India's foreign trade.</i> | |
| Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Gain conceptual clarity of the theoretical aspects, foundations and principles of international trade.</i> • <i>Examine the broad patterns of changes in the arena of international trade and the evolving global economic environment.</i> • <i>Understand the concept of balance of payment and theories of economic integration.</i> • <i>Gain exposure to India's foreign trade policy and examine the various promotional measures for international trade.</i> | |
| SYLLABUS | |
| Unit I: Theoretical Foundations of International Trade, Reasons for international trade, Mercantilist and neo-mercantilist view, Theories of international trade: Absolute and comparative advantage theories, Modern theories of trade, Gains from trade, Foreign trade multiplier, Terms of trade. | |
| Unit II: Instruments of Commercial Policy, Tariffs, quotas and other measures and their effects, Arguments for and against protection, Trade regulations and WTO, Trade policy and developing countries, Factor Movements and International Trade in Services, Capital flows-Types, theories of foreign investments, Barriers to foreign investments, Labor migration, Theory of international trade in services. | |
| Unit III: Balance of Payment Account: Concept and significance of balance of payments account, Current and capital account components and accounting system, Balance of payment deficits and correction policies, Theoretical Aspects of Economic Integration, Free trade area, customs union and common market, Theory of customs union | |
| Unit IV: Policy Framework and Promotional Measures, India's foreign trade and investment policy, Policy making body and mechanism, Export promotion measures and infrastructure support –export and trading houses, export promotion schemes and incentives, Institutional arrangements for export promotion, Export processing/special economic zones, export-oriented units. | |
| Skill Development Activities: <ol style="list-style-type: none"> 1. Students will be asked to analyse some case studies related to Comparative advantage theory. 2. Students will be asked to study the contribution of Foreign Tourist Inflow on India's GDP. 3. Discussion on Balance of Payment Crisis in developing Nations. 4. Group Discussion on Trends in Indian Exports post Liberalization. | |



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Suggested Readings:

1. Bhatia, H. L. (2006). *International Economics*. Vikas Publishing, New Delhi.
2. Deardorff, A. V. (2014). *Terms of trade: glossary of international economics*. World Scientific.
3. Kenneth, A.R. (2012). *An Introduction to International Economics*. Cambridge university Press
4. Krugman, P. R. (Ed.). (1986). *Strategic trade policy and the new international economics*. MIT Press.
5. Salvatore, D. (2019). *International economics*. John Wiley & Sons.
6. Sodersten, B.O. & Geoffrey, R. (1999). *International Economics*. Macmillan London
7. Suranovic, S. (2010). *International Trade: Theory and Policy*. Saylor Foundation

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Spoken Arabic - I

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| Course Code: SBS-OE-001 | Max Marks = 100 (Mid-Term=50; End-Term=50) Credits: 4 (L =3, T=1, P=0) |
| Course Objectives: <i>The course will give the know- how of basics of modern spoken Arabic to the learners. The competencies will be taught to students in order to make the students know about the terminology, vocabulary and structural approach with special references to tourism industry. A special emphasis will be laid on communication i.e., speaking skill.</i> | |
| Course outcomes: After attending the course, student will be able to: <ul style="list-style-type: none">• Recognize and produce the sounds of Arabic and read and write the script associated with those sounds.• Communicate orally and in written form greetings, introductions, and simple descriptions.• Elicit and provide basic personal biographic information (self, family, origin, occupation).• You will discuss likes/dislikes, basic survival needs, weather, numbers, directions at a rudimentary level.• Differentiate in sounds and basic structures between formal and spoken Arabic.• Comprehend and produce accurately the basic sentence structures of Arabic. | |
| الأول والوحدة | |
| المقترحة الكتب : للمبتدئين العربية للغة درس-1 ، فاروق أحمد زبير بروفيسر وآخرون بروفيسر ، الوظيفة العربية اللغة -2 الندوي خان أحمد شفيق وآخرون | - السنة فصول / السنة شهور / الأسبوع أيام - الجهات / الألوان - الأقارب / الجسم أعضاء - الخضروات / الفواكه / الأطعمة الثانية الوحدة - النكرة و المعرفة - والصفات للأسماء و الجمع المفرد - العدد (100 - 1) - والبعد للقرى بالإشارة أسماء - ومتعلقاتها المدرسة الثالثة: |
| Suggested Readings: <ol style="list-style-type: none">1. Arabic Made East, by Abul Hashim2. New Arabic Course, by Prof. V. Abdur Rahim3. Learn Modern Arabic, by Dr. Mohammad Ajmal | |
| Note: <i>The schedule for case discussion shall be announced by the concerned faculty in the class.</i> | |