SEMESTER – IV: COMMON

Mandatory Course 1: International Business

Course Type:	PG: Program General	Course Credits:	4
Course Code:	C4PM529	Course Duration:	60 Hours

Course Objective:

- This course aims to build foundational understanding of international business concepts and global dynamics, develop skills to manage cross-border operations and market entry, analyze global opportunities and risks, and foster strategic, ethical, and competitive decision-making across cultures.

Course Outcomes:

- CO1: Understand key concepts and global contexts driving international business strategies.
- CO2: Apply analytical frameworks to evaluate countries, markets, and global value chains.
- CO3: Formulate strategic decisions on entry modes, market selection, and subsidiary structuring.
- CO4: Assess financial, legal, cultural, and operational challenges in cross-border operations.
- CO5: Design comprehensive country entry strategies considering institutional, cultural, and competitive factors.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	**Global Business Landscape:** Globalization, political-economic dynamics, Thucydides' Trap, and the Clash of Civilizations; implications of geopolitical tension and civilizational conflict for firms operating internationally.	CO1	5
2	**Theories of International Trade:** Mercantilism; Absolute and Comparative Advantage; Heckscher-Ohlin; Product Lifecycle Theory — foundations of why nations trade and specialize.	CO1	5

3	**Drivers and Process of Internationalization:** Strategic intent, global competitive pressures, and common pitfalls firms face while expanding beyond home markets.	CO1, CO2	4
4	**Country Analysis Frameworks:** PESTEL, CAGE distance framework, and the Economic Complexity Atlas; use of quantitative and qualitative techniques to assess market attractiveness.	CO2	6
5	**Market Entry Strategy Design:** Ghemawat's AAA (Adaptation–Aggregation–Arbitrage) framework; crafting entry strategy based on institutional and cultural differences across countries.	CO2, CO5	7
6	**Modes of Entry:** Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, and Mergers & Acquisitions; evaluating strategic fit, risk, and degree of control in each mode.	CO3, CO5	5
7	**Subsidiary Management and MNE Structures:** Types of subsidiaries; autonomy levels; performance evaluation; mandate assignment within multinational enterprise (MNE) networks.	CO3	4
8	**Competitive Advantage of Nations:** Porter's Diamond model; national and regional industry clusters; how location choices shape innovation and competitiveness.	CO3	4
9	**Bottom-of-the-Pyramid Markets:** Institutional voids; product and service innovation for emerging markets; non-traditional and alternative operating models in low-income segments.	CO3, CO4	4
10	**Cross-Cultural Management and HRM:** Hofstede's cultural dimensions; Erin Meyer's culture map; expatriate management; the EPRG (Ethnocentric, Polycentric, Regiocentric, Geocentric) framework for staffing and control.	CO4	5
11	**International Trade Mechanics:** INCOTERMS, trade documentation, letters of credit, and global logistics processes involved in international trade.	CO4	3
12	**Global Finance and Risk Management:** Currency	CO4	4

	structures; sourcing capital internationally; intra-firm fund transfers; multilateral netting; exposure and risk management in cross-border operations.		

Textbooks:

- **International Business: Strategy, Management, and the New Realities** – S. Tamer Cavusgil, Gary Knight, John Riesenberger. Pearson.
- **Transnational Management: Text, Cases, and Readings in Cross-Border Management** – Christopher Bartlett, Sumantra Ghoshal, Paul Beamish. McGraw Hill International Edition.
- **International Management** – Arvind V. Phatak, Rabi S. Bhagat, Roger J. Kashlak. Tata McGraw Hill.

Reference & Online Resources:

- The Future of the Multinational Company – Julian Birkinshaw, Sumantra Ghoshal, Constantinos Markides, John Stopford, George Yip (Eds.). John Wiley & Sons.
- Multinational Management: A Strategic Approach – John Cullen. South-Western / Thomson Learning.
- Global Business Strategy – Cornelis A. de Kluyver and John Pearce II. Business Expert Press.