

**DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-12)**

**DSE 12: MULTINATIONAL OPERATIONS**

**Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Multinational Operations (DSE 12)	4	3	1	0	2 <sup>nd</sup> Year Undergraduate	None

**Learning Objectives**

This course provides learners with a solid foundation in international supply chain, logistics, and foreign currency exchange. The first half of the course reviews critical roles that supply chain management, sourcing, logistics, and transportation play in contemporary global business. In the second half, the focus shifts to foreign currency exchange risks and methods for mitigating those risks, both financial and non-financial.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

1. Develop the fundamentals of international business and management of global operations.
2. Comprehend the importance of global supply chains, sourcing, and operations management in the execution of global businesses.
3. Compare and select between logistics intermediaries available to assist with the movement of goods and services between nations and across borders.
4. Evaluate foreign currency exchange risks in international transactions and identify means to mitigate those risks.

**SYLLABUS FOR DSE 12**

**Unit 1: Introduction to International Operations (12 Hours)**

International Business : Concepts and Organisations, International Business Environment, Multinational Enterprise: Evolution and Rise of Multinational Corporation The Process of Overseas Expansion by Multinationals- Exporting, Overseas Production, Licensing, Trade-offs Between Alternative Modes of Overseas Expansion, Strategic Business Alliances, Managing Global Operations: The Global Manager, Risk and Crisis Management, Managing Subsidiaries, Agents and Associates, Multinational Business Strategy- Developing Competitive Strategies for International Competition, Technology collaborations and Transfer.

**Unit 2: Global Supply Chain and Sourcing (9 Hours)**

Basics of Supply Chain and Operations Management, Examples of Operations and Supply Chains in different industries, Global Operation and Supply Chain strategies: Value Added and Costs,

Strategic Fit; Supply Chain Coordination: BullWhip Effect, Vendor Managed Inventory, Collaborative Planning, Forecasting and Replenishment, Supply Chain Contracting, Global Sourcing : Sourcing Process and Principles, Sourcing Strategies, Supplier Relationship Management.

### **Unit 3: Global Logistics and Transportation**

**(12 Hours)**

Facility Location Planning and Network Design: Global Supply Chain Design, Regional Facility Location, Factor-Ranking Analysis; Generic Transport Network Structures, Economies of Scale in Transportation, Trade-Off-Based Transportation Network Design, Capacity Allocation in a Many-to-Many Network- The Transportation Problem, Decision Model, Finding the First Feasible Model Solution, Optimality Check, Solution Improvement, Distribution Network Design- Types of distribution Network, Transportation Modes.

### **Unit 4: Forex Markets and Hedging**

**(12 Hours)**

Foreign Exchange Market- Organisation, The Spot and Forward Market, Foreign Exchange Risk and Economic Exposure, The Economic Consequences of Exchange Rate Changes, Identifying Economic Exposure, An Operational Measure of Exchange Risk, Alternative Measures and Management of Foreign Exchange Exposure- Translation, Transaction and Operating Exposure, Designing a Hedging Strategy- Forex hedging techniques. non-financial hedging methods such as cash flow netting, as well as financial hedging methods including forwards, swaps, futures, and options.

#### **Essential/recommended Readings** (latest editions should be referred to)

1. Shapiro, A. C., & Hanouna, P. (2019). *Multinational financial management*. (11th ed). John Wiley & Sons.
2. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). *Global supply chain and operations management*. Springer International Publishing.

#### **Suggestive Readings** (latest editions should be referred to)

1. Wolfgang, L. (2017). *The global supply chain: How technology and circular thinking transform our future*. Springer
2. Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). *Environmental sustainability in fashion supply chains: An exploratory case based research*. International journal of production economics, 135(2), 659-670.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.