



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Familiarize the students with the varied problems often faced by Business Organizations
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understand the importance of systematic approach to problem solving
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Gain exposure to globally accepted theories and methodologies of conducting business research
Effective Communication (EC)	<ul style="list-style-type: none"> Understanding the crucial aspects of effective communication and interpretation of research findings.

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Business Research Fundamentals: Defining Business Research, Concept of Basic and Applied Research, Steps of Decision Making</p> <p>Business Research Process - I: Steps of Business Research, Research Design (Exploratory, Descriptive, Causal)</p>	6	14
II	<p>Business Research Process - II: Scaling: Types of Scales, Validity & Reliability</p> <p>Data Collection: Sources (Primary and Secondary), Survey and Observation, Questionnaire Designing</p> <p>Sampling Designs: Meaning and Methods of Random and Non-Random sampling</p>	10	21
III	<p>Hypothesis & Data Analysis: Hypothesis: Meaning, Types, Procedure, Types of Error.</p> <p>Data Analysis:</p> <ul style="list-style-type: none"> - Univariate Data Analysis <ul style="list-style-type: none"> o Comparing observed data with standard / expected <ul style="list-style-type: none"> ▪ Parametric – T test ▪ Non-parametric – Runs, One Way Chi-Square - Bivariate Data Analysis <ul style="list-style-type: none"> o Difference between variables 	15	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Research Methodology & Applied Statistics (RMAS)

Subject Code: 1529301

With effective
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	<ul style="list-style-type: none"> ▪ Parametric - T-test (independent & paired) ▪ Non-parametric – Mann-Whitney U test ○ Analysis of Variance <ul style="list-style-type: none"> ▪ Parametric – One Way ANOVA, ▪ Non-parametric – Kruskal Wallis. 		
IV	Research Writing: <ul style="list-style-type: none"> - Research Proposal - Review of Literature - Research Report 	9	14
V	Application: A group of two students (Maximum) has to work on a Minor Research Project on the topic selected from the beginning of the semester in line with all the steps of Research Design starting from Identification of Research Problem to Findings & Conclusion and has to submit a Report to the concerned faculty member.	-----	(50 Marks of CEC Internal Evaluation)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

The Subject Should Be Taught Right From The First Topic With The Use Of Actual Research Problem & Data And Analyzing The Same Through Use Of Statistical Software.

5. Evaluation: Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Naval Bajpai	Business Research Methods	Pearson	Latest Edition
2	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest Edition
3	Naresh Malhotra & Satyabhusan Das	Marketing Research: An Applied Orientation	Pearson	Latest Edition
4	Donald R Cooper and Pamela S Schindler	Business Research Methods	Tata McGraw Hill Publishing Company Ltd.	Latest Edition
5	D K Bhattacharyya	Research Methodology	Excel Books	Latest Edition
6	Bryman Alan	Business Research Methods	Oxford University Press	Latest Edition
7	Panneerselvam R	Business Research Methods	John Wiley and Sons	Latest Edition
8	J K Sachdeva	Business Research Methodology	Himalaya Publication	Latest Edition
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel Books	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Financial Management (FM)

Subject Code: 1529302

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">The course content will equip the students with conceptual understanding of finance and its practical application.The course also intends to make students gain the practical knowledge of various financial decisions of the organisation with the help of selected numerical problems.The course will help the students in applying the concepts of Financial Management in their role as Financial Managers.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Critically evaluate investment decisions, dividend decisions and financing decisions
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Make sound and ethical financial decisions in a risky business environment

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Overview of Financial Management: <ul style="list-style-type: none">Meaning, Objectives, Scope and Finance FunctionsFinancial Goal - Profit Maximization versus Shareholders' Wealth Maximization Time value of Money: (Theory and Numerical) <ul style="list-style-type: none">Concepts, Compounding, Discounting, Annuities Sources of Long-Term Finance: <ul style="list-style-type: none">Overview of Equity Shares, Preference Shares and Debentures.	10	17
II	Understanding Investment Decisions (Capital Budgeting Decisions): <ul style="list-style-type: none">Capital Budgeting Techniques - Discounted Cash Flow (DCF) Techniques (NPV, IRR, PI) and Non-Discounted Cash Flow Techniques (ARR, Payback period) (Theory and Numerical) Understanding Dividend Decision: <ul style="list-style-type: none">Dividend and dividend policyDividend Payment Models – Dividend relevance model (Walter model, Gordon model) and Dividend irrelevance model (MM model) (Theory and Numerical)	10	18



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Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Financial Management (FM)

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III	<p>Cost of Capital: (Theory and Numerical)</p> <ul style="list-style-type: none"> • Significance, Concept of the Opportunity Cost of Capital • Component Costs of Capital - Cost of Debt, Preference Capital and Equity Capital • Weighted Average Cost of Capital (WACC) <p>Leverage:</p> <ul style="list-style-type: none"> • Types of Leverage - Operating, Financial and Combined Leverage (Theory and Numerical) <p>Understanding Financing Decisions (Capital Structure Decisions): (Theory and Numerical)</p> <ul style="list-style-type: none"> • NI Approach • NOI Approach 	10	18
IV	<p>Working Capital Management:</p> <ul style="list-style-type: none"> • Concepts of Working Capital • Operating Cycle (Theory and Numerical) • Determinants of Working Capital. • Issues in Working Capital Management. <p>Inventory Management –</p> <ul style="list-style-type: none"> • Significance and Objectives • Costs associated with Inventory • Inventory Management Techniques (EOQ & ABC) (Theory and Numerical) 	10	17
V	<p>Application: Select suitable organization and study:</p> <ul style="list-style-type: none"> • The role and functions of Finance department; • Select Scrip or bonds and do the valuation of its Securities; • Study the investment decisions, working capital policy and cash budgeting etc. 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



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Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Financial Management (FM)

Subject Code: 1529302

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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication
1	I M Pandey	Financial Management	Vikas Publication	Latest Edition
2	Chandra Prasanna	Financial Management, theory and Practice	Tata McGraw Hill	Latest Edition
3	Khan and Jain	Financial Management	Tata McGraw Hill	Latest Edition
4	Rajiv Srivastava & Anil Misra	Financial Management	Oxford Higher Education	Latest Edition
5	Ravi Kishore	Financial Management – Problems and Solutions	Taxmann	Latest Edition
6	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
7	Kulkarni, Satyaprasad	Financial Management	Himalaya Publication	14 th Revised Edition
8	Brigham, Ehrhardt	Financial Management	Cengage	14 th Edition
9	Vyuptakesh Sharan	Fundamentals of Financial Management	Pearson	3 rd Edition
10	R P Rastogi	Financial Management	Taxmann	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. News Paper: Business Standard, Economic Times, Times of India
2. Journals: Finance India, Global Journal of Finance & Management, Journal of Business & Financial Affairs etc.
3. Websites pertaining to companies, capital market, RBI etc.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Global Operations Management (GOM)

Subject Code: 1529303

With effective
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1. Learning Outcomes:

2.

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> The course content will equip the students with conceptual understanding of global operations and its practical application. The course also intends to make students gain the practical knowledge of various operational decisions of the organisation with the help of selected numerical problems. The course will help the students in applying the concepts of Operational Management.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Critically evaluate layout decisions, PPC & Project management decisions and supply chain decisions
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Make sound and ethical operational decisions in a risky business environment with a perspective of global operations.

3. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

4. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Overview of Operational Management (OM): <ul style="list-style-type: none"> Meaning, Role, Trends & challenges in OM and Reasons to study OM OM in Service sector & productivity challenge Overview of Operations strategy in Global Environment- issues, options and decisions to be taken Project Management- Importance in OM, Planning, Scheduling, Monitoring & Controlling, Techniques- PERT & CPM 	08	14
II	Designing Operations: <ul style="list-style-type: none"> Design of Goods & Services- Goods & services selection, Product development, Issues for Product design & service design Managing Quality- Defining quality, Quality & strategy, International Quality standards, TQM, Overview of Statistical Process Control, International Quality documentation and Awards Location Strategy- Importance, factors affecting location decisions Layout Strategy- Importance of layout, types of layout, methods of layout, services location strategy Capacity Planning - long term planning decisions, 	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Global Operations Management (GOM)

Subject Code: 1529303

With effective
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	timing & sizing decisions, Process Strategy for services & manufacturing, design decisions		
III	Managing Operations <ul style="list-style-type: none"> Supply Chain Management- Design, network analysis, integration & sustainability Aggregate Planning - Process, strategies, methods & aggregate planning for services Material Requirement Planning (MRP) - Master Production schedule, Explosion, MRP structure & management, MRP in services ERP system design 	10	14
IV	Global trends in Operations Management <ul style="list-style-type: none"> Lean Production Systems- Characteristics, design, operational benefits and Implementation, Lean organisation Just in Time (JIT)- JIT partnerships, Layout, Scheduling, Kanban systems Maintenance & Reliability- Strategic importance, Preventive & productive maintenance, <i>improving individual components</i>, providing redundancy Mass Customization- competitive advantage, supply chain management Learning Curves- Implications in services & manufacturing, limitations of learning curves 	12	21
V	Quantitative Applications Decision Trees PERT & CPM Forecasting Linear Programming- Graphical & Simplex Transportation method Monte Carlo Simulations Work measurement Vendor selection Evaluation of Location Alternatives	---	(30 marks CEC)

5. Pedagogy:

- Classroom teaching supplemented with presentations, Case study, Practical / live assignment, Interactive discussions

6. Evaluation:

Students shall be evaluated on the following components during / throughout the semester:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment- 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Global Operations Management (GOM)

Subject Code: 1529303

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7. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jay Heizer & Barry Render	Operations Management	Pearson	8 th International Edition
2	Krajewski, Malhotra, Ritzman & Srivastava	Operations Management: Process & Supply Chains	Pearson	11 th Edition
3	R. Pannerse Iyem	Production & Operations Management	PHI	Latest Edition
4.	William J. Stevenson	Operations Management	McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be used.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Managing Human Resource (MHR)

Subject Code: 1529304

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcomes
HRM Overview	Understand meaning, objectives and responsibilities pertaining to HRM
HRM Practices	Understand the strategic and functional roles of HRM in areas such as planning, recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation
Employment Relations	Understand the relationship between employer and employee; with promoting work-life balance and managing stress
HRM in international context and current trends	Understand global staffing approaches and current trends in Human Resource Management
Critical Thinking and Problem Solving	Develop generic and transferable skills-especially in diagnosing HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to HRM, evaluating alternative approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	Overview of Human Resource Management Field – Definition, Objectives, Responsibilities, History of HRM, Importance of Human Capital, Internal Structure of HR Department, HRM vs. Personnel Management, Generational Values in the workplace	10	18
II	Human Resource Management Practices – Human Resource Planning, Job Analysis & Design, Staffing in Organizations, Training & Development in Organizations, Performance Appraisals, Employee Compensation Issues	10	18
III	Employment Relations – Employment Law and Employee Rights, Promote Work-Life Balance, Managing Stress, HRM Laws & Regulations, Labor Relations	10	17
IV	International HRM – Global Staffing Approaches and Expatriate Staffing Trends in HRM – Evolution of Performance Reviews, Flexi work arrangements, Blended workforce, Increased scrutiny of workplace policies and ethics, Hiring blind, Cost-saving generic medications, Health-savings and retirement, Improved & Increased wellness benefits, Gamification, Upskill, Focused branding & employee	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Managing Human Resource (MHR)

Subject Code: 1529304

With effective
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year 2018-19

	experience, Fighting harassment, Sexual orientations protection, Ballooning employee debt and a focus on financial wellness education, Consolidation of vendors, retailers, and healthcare insurers		
V	Discussion of Case studies, Presentation and reports based on topics assigned, various activities to understand human resource practices in international context,		30 marks CEC

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Pravin Durai	Human Resource Management	Pearson	Second Edition
2	Garry Dessler and BijuVarkkey	Human Resource Management	Pearson	Fourteenth Edition
3	Uday Kumar Haldar & Juthika Sarkar	Human Resource Management	Oxford	Latest Edition
4	P. R. N. Sinha, S. P. Shekhar / Indu Bala	Human Resource Management	Cengage	Latest Edition
5	Sharon Pande & Swapnalekha Basak	Human Resource Management – Text and Cases	Vikas	Latest Edition
6	P. Subba Rao	International Human Resource Management	Himalaya Publishing House	Revised Edition
7	S.K. Bhatia	International Human Resource Management	Deep and Deep Publications	
8	Roman Peretiatko	International Human Resource Management: Managing People in a Multinational Context	Emerald Group Publishing Limited	5 th edition
9	Upinder Dhar and S. Ravishankar	Executive Skills for Global Managers		



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Managing Human Resource (MHR)

Subject Code: 1529304

**With effective
from academic
year 2018-19**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. International Journal of Human Resource Management
2. Journal of Human Resource Management
3. Human Resource Management Review
4. Human Resource Management Journal
5. HRM Guide – International Human Resource Management
6. Industrial Relations
7. Harvard Business Review
8. HR Magazine

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: International Trade Environment (ITE)

Subject Code: 1529305

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Detailed understanding of the institutional infrastructure available for promoting foreign trade in India.Understanding of the various schemes facilitating exports
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Ability to identify opportunities for facilitating exports and importsComprehension of the role of international trade blocs, agreements and institutions in facilitating foreign trade

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes** each.

3. Course Contents:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	Government framework (Basic overview pertaining to FT): <ul style="list-style-type: none">Ministry of Commerce and Department of CommerceDirectorate General of Commercial Intelligence and Statistics (DCI&S)Agricultural and Processed Food Products Development Authority (APEDA)Marine Products Export Development Authority (MPEDA)Export Promotion Councils (EPCs)Commodity Boards (CBs)Indian Institute of Foreign Trade (IIFT)Federation of Indian Export Organizations (FIEO)	10	21
II	<u>Institutional Facilitation:</u> Finance and Insurance: <ul style="list-style-type: none">Role of commercial banks in export financeRole of EXIM Bank in export financeECGC	8	14
III	<u>Incentives:</u> Duty Exemption and Duty Remission Schemes: <ul style="list-style-type: none">Objective, schemesAdvance AuthorizationExport obligationDuty Free Import AuthorizationSchemes for exports of Gems & JewelleryEPCG SEZ, EOUS, EHTPs, STPs, BTPs. Deemed Exports.	10	14
IV	Role of International Institutions / Agreements/ Associations:	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: International Trade Environment (ITE)

Subject Code: 1529305

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	<ul style="list-style-type: none"> Organization for Economic Cooperation & Development (OECD) Association of SouthEast Nations (ASEAN) South Asian Association of Regional Cooperation (SAARC) Asia Pacific Economic Cooperation (APEC) Consumers International (CI) International Chamber of Commerce (ICC) D-8 Organization for Economic Cooperation World Customs Organization (WCO) BRICS 		
V	<p>Practical:</p> <ul style="list-style-type: none"> Students can visit various institutions and understand how they facilitate foreign traders. Students can visit existing exporters and identify the nuances of export incentives and schemes being availed by them. 	---	(30 Marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<ul style="list-style-type: none"> Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> Class Presence & Participation 	10 marks
	<ul style="list-style-type: none"> Quiz 	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Paras Ram, Nikhil Garg	Export -What-Where-How	Anupam	2017
2	Pierre A. David	International Logistics: The Management of International Trade Operations	Cenage	2017
3	Justin Paul, Rajiv Aserkar	Export Import Management	Oxford	2013
4	KishanBarai	Export Import Made Very Easy: Learn Import Export Business like ABCD	Barai Overseas	2015



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: International Trade Environment (ITE)

Subject Code: 1529305

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5	O.P.Arora, C.P.Goyal, A.K.Sinha&Mayank Sharma	Special Economic Zones, EOUs, EHTPs & STPs - Law & Practice	JBA	2018
6	Nabhi's board of Editors	How to EXPORT	JBA	2018
7	Nabhi's board of Editors	How to IMPORT	JBA	2018
8	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Marketing Management (MM)

Subject Code: 1529306

With effective from academic year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Equip the students with conceptual understanding of Marketing and its practical application. Gain the practical knowledge of various Marketing fundamentals of the organisation Help the students in applying the concepts of marketing Management in their role as managers
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Critically evaluate marketing strategy, and run time implications at the time of problems solving
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> To cater the need of organization with the help of ethical marketing.

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>An overview of Marketing</p> <ul style="list-style-type: none"> What is Marketing Differences between sales and Market orientations Why Study Marketing Customer Value delivery <p>Strategic Planning for Competitive Advantage</p> <ul style="list-style-type: none"> The nature of Strategic planning Competitive advantage Company and marketing Strategy: partnering to build customer relationships Marketing mix <p>Understanding the marketplace and Consumers</p> <ul style="list-style-type: none"> Analyzing the marketing Environment Managing marketing information to gain customer insights Consumer markets and consumer buyer behavior Business markets and business buyer behavior 	10	17
II	<p>Designing a Customer – Driven Strategy and Mix</p> <p>Segmenting and Targeting Markets</p> <ul style="list-style-type: none"> Market segmentation Strategic for selecting Target markets One to one marketing Positioning 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Marketing Management (MM)

Subject Code: 1529306

With effective
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year 2018-19

	<p>Setting product strategy</p> <ul style="list-style-type: none">• Product concept• Product items, lines and mixes• Branding• Packaging <p>Developing and Managing Products</p> <ul style="list-style-type: none">• The new –product development process• Product life cycle <p>Services and non-profit Organization Marketing</p> <ul style="list-style-type: none">• Importance of services• Services differ from goods• Service quality		
III	<p>Developing pricing strategies and programs</p> <ul style="list-style-type: none">• Pricing :understanding and capturing customer value• Pricing strategies and additional considerations <p>Integrated Marketing Channels</p> <ul style="list-style-type: none">• The promotion mix• Integrated Marketing communications• A view of the communication process• Steps in developing effective Marketing communication <p>Managing Retailing</p> <ul style="list-style-type: none">• Classification of retail operations• Types of Retail operations & Nonretail Retailing• Franchising• Retail Marketing strategy <p>Wholesaling</p> <p>Logistics</p>	10	18
IV	<p>Competitive Strategies</p> <ul style="list-style-type: none">• Basic Competitive Strategies• Approaches to marketing strategy• Competitive positions• Market leader strategy <p>Sustainable marketing</p> <ul style="list-style-type: none">• Importance of sustainable marketing• Social criticisms of marketing• Consumer actions to promote sustainable marketing• Marketing ethics	10	17
V	<p>Application:</p> <ul style="list-style-type: none">• Marketing Plan	-----	(30 marks)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Marketing Management (MM)

Subject Code: 1529306

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	<ul style="list-style-type: none"> Studying the Market Segmentation bases used by various companies to segment the markets for their products. Studying distribution strategies of various companies Analyze a few new products / services launched recently and their marketing mix Studying the product life cycle of various products/brands with strategies adopted at various level Compare and analyze marketing communications of a few brands in the same product / service category 		CEC)
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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

The Subject Should Be Taught Right From The First Topic With The Use Of Actual Research Problem & Data And Analyzing The Same Through Use Of Statistical Software.

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	Latest Edition
2	Lamb, Hair, Sharma & McDaniel	Principles of Marketing – A South Asian Perspective	Cengage Learning	Latest Edition
3	Philip Kotler & Gary Armstrong	Principles of Marketing	Pearson	Fifteenth edition
4	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest Edition
5	Kotler, Keller, Koshy and Jha	Marketing Management – A South Asian Perspective	Pearson Education	Latest Edition
5	Ramaswamy & Namakumari	Marketing Management	SageTexts	6e



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 2nd Semester

Subject Name: Marketing Management (MM)

Subject Code: 1529306

With effective
from academic
year 2018-19

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Marketing
2. Indian Journal of Marketing
3. Journal of Marketing Management
4. Journal of Retailing
5. Journal of Consumer Behaviour
6. Brand Equity

GTUQuestionPapers.com

**Graduate School of Management Studies
(GSMS)**

Gujarat Technological University



Handbook

of

**Country Study & Foreign Language
(CSFL)**

A Part of MBA (International Business)

(Applicable from Academic Year 2018-19 and Onwards)

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1. Vision and objectives of Country Study Project

ABOUT COUNTRY STUDY

In the new MBA (International Business) program, introduced by Graduate School of Management Studies (GSMS), GTU since August 2018, every student is required to study the business environment in some country with the perspective of an Indian analyst. The two-semester course of Country Study has been introduced at the 2nd and the 3rd semesters in MBA (IB) program and the students are encouraged to establish contacts with businesses and scholars in the country, which they are studying.

They are also encouraged to visit the country during the course.

VISION OF COUNTRY STUDY PROJECT:

SCALING UP THE EXISTING REGIONAL / NATIONAL BUSINESS PRACTICES ON GLOBAL PLATFORM

TAG LINE: "THINK GLOBALLY, ACT LOCALLY"

OBJECTIVES OF PROJECT:

- To prepare GTU's Management students for their globally competitive future.
- To impart the knowledge of international business among management students.
- To understand the cross cultural diversity in implementing sound business policies and creating the knowledge economy.
- To enhance the skills of management faculties as an expert of International trade.
- To develop the higher order thinking skills among all stakeholders to meet global competitiveness.

2. Guidelines regarding contents and flow of the project (for one group of 3 students)

(Please read thoroughly to prepare better quality Report):

Semester-II:

1. Know the Country in Nutshell: study and understand the people, culture, business environment, economy, international relations and demographic profile of the selected Country.

2. Select the prospective industry:

Through the analysis of the country in general, and analysis of its economic scenario, identify the list of prospective industries of the country. The prospects shall be considered generally (in overview) in terms of the positive industry growth (past and forecasted), favourable policies of state and federal government of the country, positive growth in export/import with India/other countries of the world, match with the same industry prospects in Gujarat.

Note:

1. The industry selection has to be done through basic information search by the student group only.
2. Industry Should not be allocated from the faculty guide by their own judgements.
3. In case, multiple group come with the same industry as a preferred industry for study, the faculty has to take the decision in terms of proper analysis and justification from the specific group.
4. More than one group may work on same industry but they have to take the different industry sectors (sub-industry) for the study on mandatory basis.

3. Study the Industry in - depth: STEEPLED Analysis:

- a. Carry out STEEPLED analysis of the selected industry/industry sector of Selected Country.
- b. To carry out STEEPLED analysis of the industry/industry sector of Gujarat with the latest data.
- c. Compare the findings of both STEEPLED analysis of selected industry/industry sector (of Foreign Country & Gujarat) (in a Tabular form) to find relative strengths and weakness, as well as opportunities and threats for selected sector/industry.

4. Know the Value Chain of your industry/industry sector:

To understand the value chain of the selected industry/industry sector in depth, each group of the students must identify and visit a company located within Gujarat during sem-II and sem-III on regular basis.

Note:

1. The company has to be identified during the sem-II and approval of the company visit has to be confirmed before the final viva.
2. The company should be of considerable size. i.e **minimum size of the company should come under the category of MSME or above.**

Semester-III:

5. Selection of Product/Service:

- a. Based on STEEPLED analysis of the industry, published data of 3-5 years (latest and forecast) for the exports-imports, company visit and other required sources of information, **identify products or services** in which the bilateral trade can be established between Gujarat and Country of study.
- b. Students have to take care that selected product /service must have a proper demand/supply status to justify the export/import/trade in the same.

6. Prepare a Business Plan:

After selecting the product/service, develop a proper business plan which consist appropriate market identification, marketing strategies, financial analysis, logistic and supply chain analysis etc. which may provide a complete guide to any business house on – **“How to start/expand international trade with reference to country of study”** of specific product/service from/to Gujarat/Foreign country.

3. PROJECT REVIEW SYSTEM (PRS) for Country Study – Semester II

PERIODIC PROJECT REVIEW (PPR)

PPR - 1:

About selected Country

- Overview – Geographic location, languages, currency & exchange rate, religions, flag, national anthem, ruling party etc.
- Latest news/ developments in the country

Overview of Industries, Trade and Commerce in the Country of study

- List of Industries
- Contribution of industries in national GDP
- Export-Import statistics
- Major players of each industry with their market share
- Details of selected industry w.r.t. Gujarat: Brief about sub-segments of the industry/ sector, Contribution of selected industry in national GDP, Major players of selected industry and its sub-segments with their market share, Local taxes and duties applicable in selected industry/sector, any special benefits given by state government to the industry

PPR – 2

About selected Industry / Sector of country of study

- Overview of selected industry
- Justification for selecting the Industry / Sector in terms of bilateral trade opportunities with India/Gujarat (Literature review from published reports, Ministry of External affairs, National / International reputed organization or any other authentic sources for selecting industry/ product/ sector, List of Web sources/ References)

PPR – 3:

STEEPLED analysis

- STEEPLED analysis of selected sector/Industry in the country of study
- STEEPLED analysis of selected sector/Industry in Gujarat
- Comparative analysis of STEEPLED in tabular form

PPR – 4

SWOT analysis of the Industry

- SWOT analysis of selected sector/Industry in the country of study
- SWOT analysis of selected sector/Industry in Gujarat

Findings in terms of comparative analysis of selected industry in Gujarat and Country of study w.r.t. specific bilateral trade opportunity **(in tabular form)**

PROJECT REVIEW SYSTEM (PRS) for Country Study – Semester III
PERIODIC PROJECT REVIEW (PPR)

PPR - 5:

Description of Business

- Summary of Part-I report
- Brief Introduction of company selected (Name, Location, Registered office, Contact Information, Product portfolio, Export/Import status, Value Chain analysis)
- SWOT analysis of selected company / firm (For International Trade)

Product/Service

- Brief about selected product / service
- Discussion about foreign trade policy and procedures w.r.t. selected product/service

Competitive Environment (w.r.t. India and selected country)

- Porter's five forces analysis for selected industry/sub- segment of product and industry

PPR - 6:

Import/export policies & procedures for selected product/service. (W.r.t. Gujarat)

- Import/Export Norms
- Required documents to be prepared/procedure to be followed
- Mode of entry in to foreign markets
- Supporting Institutes to facilitate export/import
- Shipping & Packaging norms

Supply Chain Analysis

PPR - 7:

Market Analysis & Marketing Plan (w.r.t. India and selected country)

- STP, 4Ps, IMC, CRM strategies, etc.

Break Even Analysis

- Costing of Product and Selling price fixation

Projected Financial Statements for next 3 years

- Income Statement
- Balance Sheet

Findings and Suggestions

Conclusion in terms of Export-Import opportunities w.r.t. selected product/ service between the two Countries

4. Frequently Asked Questions (FAQs) about Country Study Project

FAQs/ Observations by GTU	Suggested Correct Method
Regarding selection of Country	The country will be allocated to each group of students during semester-II
What should be the size of a Group of Students in each class?	The group must consist maximum 3 students and the number of groups can vary depending upon the total number of students .
What shall a student study in Semester-II	The students have to study the Macro Factors of Industry/Country. STEEPLD is the new way of analyzing a sector/industry of selected Country or Province or State. In Sem-II, essentially STEEPLD (Social, Technological, Economic, Environmental, Political, Legal, Ethical and Demographic) Analysis is required to be done for selected industries / sectors.
What shall a student study in Semester - II?	The micro study of company / firm / Product/ Services followed by <u>Business Plan / Strategies</u> may be completed during Sem-II .
Report preparation for Semester-II and Semester-III	The Report to be submitted in Sem – II & III must cover the Macro and Micro analysis as per PPRs mentioned in the handbook. Hence each Group's Reports shall have no resemblance in content and data with the Report of any other group as the Country/industry/sector will be different for each group. Every year, new data will be available from published sources and the study may be for different companies / firms/ Products/ Services. The analysis and syntax would also differ from group to group.
How the Industry selection can be done?	Each group of 3 students should select one sector or industry or a segment of business , and study thoroughly with respect to all the components of STEEPLD analysis from the beginning of Sem II . (Please refer the objectives for more clarification). No two groups must have same industry.
What should be the size of the Report by one Group of 3 Students in Semester II and Semester III?	Sem II: Every group of 3 Students should prepare a 60 – 100 pages report (Part I) including summary of 6 – 10 pages. The Report includes exhibits (graphs, tables etc.) and references. Sem III: Every group of 3 students should prepare a 60 - 100 pages Report (Part – II) including summary of Part I (6 -10 pages) + summary of Part II (6 -10 pages) supplemented by Tables / Annexure etc.

What are the formats for Reports for Sem II and Sem III?	For format of Reports, please refer Annexure II and Annexure III.
Which Report shall be used for Evaluation by the Examiner?	The EVALUATION will be based on the Report submitted by a Group of 3 Students at the end of semester II and semester III each. However, the Marks may differ even in the same Group depending on each and every student's performance in Report, Presentation and VIVA VOCE.
How to show Potential of Business between two countries: Gujarat / India and a foreign country under study?	The main expectation from the Project is to find out the Potential of Business / Trade (Export – Import) with the selected country and presented with Projections for say next 3 to 5 years using appropriate statistical methods like Trend Analysis.
Is it compulsory to provide references to the data and published information used in the Report?	Yes. The information contained in the previously submitted or published reports, if used, must be updated with the latest published data and new perspectives researched by every batch of new students. It is compulsory to provide a full reference of the previously submitted or published reports, otherwise the student may be detained on the ground of copying or plagiarism.
Marks for Project Report in Sem II and Sem III. (30 + 70 + 50 = 150 Marks Pattern)	The Complete Report preparation and Presentation at the end of Sem-II and Sem III has a weightage of 150 Marks . The pattern of evaluation shall have 30 for University Exam Internal + 70 for University Exam External + 50 for Foreign Language. The evaluation of the Project at the end of Sem-II & Sem-III will be done by both External and Internal examiners.
Is it compulsory to check the plagiarism of the report?	It is the responsibility of the Student/ Faculty Guide of project to ensure the plagiarism level within the limit of 30% per Report. The plagiarism must be checked by the licensed software. Otherwise the Report shall be given back to the students for re-work and re-submission, before it is finally submitted for evaluation purpose. Non – compliance of this condition may result into declaring the group as 'FAIL' in both Internal and External Exams.
Is it compulsory to visit company?	Company Identification must be done in the initial stage of semester-II and it is mandatory to visit company during 2 nd and 3 rd semester for the duration of 2 - 4 Week

Annexure - I

(Format for Report Submission)

Kindly follow the format given below to prepare a report by a group

S. No.	Content
1.	Title page
2.	Students' declaration
3.	Report Completion Certificate (Signed by Faculty guide and Director / Principal)
4.	Sem-II: Details of Company/Industry to be visited during semester II and Semester III Sem-III: Certificate of the Company Visit (issued by Visited Company or Institute)
5.	Plagiarism report
6.	Preface
7.	Acknowledgement
8.	Index
9.	Sem-II: Summary of Report (6 – 10 pages) + Full Report Sem-III: Summary of Part I (6 – 10 pages) + Summary of Part II (6 – 10 pages) + Full Report

< First Page/Title Page >

Country Study Project

On

'<Selected Industry> of <Country Name>'

w.r.t

Business Opportunities for Gujarat

Submitted to

Institute Code: 839

Graduate School of Management Studies (GSMS), GTU

Under the Guidance of

Name of Faculty

(Designation)

In partial Fulfilment of the Requirement of the award of the degree
of

Master of Business Administration (International Business)

Offered By

Gujarat Technological University

Ahmedabad

Month & Year:

<Second Page>

Student’s Declaration

(On separate page)

We, following students, hereby declare that the Country Study Project titled “ _____ in (Name of the Country / Province) is a result of our own work and our indebtedness to other work publications, references, if any, have been duly acknowledged. If we are found guilty of copying any other report or published information and showing as my/our original work, or extending plagiarism limit, we understand that we shall be liable and punishable by GTU, which may include ‘Fail’ in examination, ‘Repeat study & re-submission of the report’ or any other punishment that GTU may decide.

Enrollment no.	Name	Signature

Place :

Date :

<Third Page>

Report Completion Certificate

This is to certify that, following students of Graduate School of Management Studies (GSMS), GTU (839) has submitted the project. The title of project is Country study Report on <Selected Industry> of <Selected Country> with respect to Business Opportunities for Gujarat.

Enrollment no.	Name	Performance in Internal Viva – Voce

Signature of the Faculty Guide/s
(Name and Designation of Guide/s)

Signature of Principal/Director
(Name of Principal / Director)

< Fourth Page >

Sem II: Details of Company/Industry to be visited during semester Sem II and Sem III

Sem III: Certificate of the Company Visit (issued by Visited Company or Institute)

COMPANY/INDUSTRY DETAILS

1. Name of the Company:
2. Address of the company:
3. Sub – Segment of the Selected Industry in which company is dealing:
5. Product/Service offered by the company (to be studied by group):
6. Contact Person's Name, designation and contact details:
7. Date of Company Visit (Proposed): _____ to _____

<Fifth Page >

Plagiarism Report

PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

INDEX (SEPARATE PAGE)

FULL REPORT

Annexure II

Plagiarism Check for Report

- Faculty guides have to check plagiarism of full project report through the software provided by University.
- Acceptable limit of plagiarism is 30%.
- Students have to attach '**Plagiarism Report**' in hard copy of project report for appearing in External Viva.

Formatting Specifications for Reports

- MS Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Calibri
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to other sides
- Page : A4
- Alignment: Single column and Justified
- Printing: Both side of paper
- Binding Type: Spiral binding

The WORD file may be converted to pdf format.

Annexure III

Marks and Number of Pages for Project

Allocation of Marks

Particulars	Internal Examiner (Viva – Voce)	External Examiner (Viva – Voce)	Foreign Language	Total Marks
Marks in sem II	30	70	50	150
Marks in sem III	30	70	50	150
Total Marks for Country Study Project				300

Number of Pages

Semester	No. of pages required per group
Pages in II semester	60 – 100 (including summary of 6 -10 pages)
Pages in III semester	Total Pages 60 – 100 including summary of Part I (6 -10 pages) + summary of Part II (6 -10 pages)

Annexure IV

Parameters for Evaluation: MBA (IB) Semester II

- Summary
- STEEPLED ANALYSIS: (Social, Technological, Economic, Environmental Political, Legal, Ethical and Demographic) at the selected sector/industry of the Country / Province / State level (PPR 1 to 4)
- Findings in terms of comparative analysis
- Presentation & Communication Skills
- Report Content and Quality

Parameters for Evaluation: MBA (IB) Semester III

- Summary
- Study of Present Business with product/service identification
- Selection of Companies / Firms by a Group Visit and Discussions with them, and SWOT Analysis
- Study of Export – Import and Investment opportunities for selected and identified industries or business segments *between* India or Gujarat and the selected Country / Province / State of foreign country.
- Strategic problems, winning strategies for doing business with selected Country / Province / State in Gujarat / India
- Business Plan/ Business Strategies
- Presentation & Communication Skills

Annexure V

Suggested Flow of Country Study Project

SUGGESTED SESSIONS FOR CSP IN SEMESTER-II:

Sr. No.	Topics to be discussed
1	Detailed discussion about guidelines from HANDBOOK
2	Why Country Study Project? Importance of Country Study in terms of job employability, setting up new business, exporting the local product in the selected country, doing Consultancy work for the company visited, building the brand image of Institute, USP of MBA (IB) Program etc.
3	About selected Country <ul style="list-style-type: none"> ✚ Overview – Geographic location, languages, currency & exchange rate, religions, flag, national anthem, ruling party etc. ✚ Latest news/ developments in the country ✚ Documentary video on social/ cultural aspects/ major highlights of the country
4	Overview of major industries in the Country of study <ul style="list-style-type: none"> ✚ List of Industries ✚ Contribution of industries in national GDP ✚ Export-Import statistics ✚ Major players of each industry with their market share ✚ Literature review from published reports, Ministry of External affairs, National / International reputed organization or any other authentic sources for selecting industry/ product/ sector, List of Web sources/ References ✚ Tentative allocation of prospective industries to all groups (One industry per group)
5	<ul style="list-style-type: none"> ✚ Justification of selected industry (small presentation must be given by students) ✚ Finalization of selected industry (if faculty guide is satisfied with the presentation)
6	Detailed discussion about STEEPLD – Discussion on general STEEPLD factors of the country and guidance on how to correlate the same with selected industry/sector
7	About Gujarat <ul style="list-style-type: none"> ✚ Overview- Population, official language, ethnic groups, natural resources, transportation connectivity ✚ Major Industries and Contribution of industries in national GDP ✚ Local Taxes and Duties
8	Organizing any festival/ cultural activity/ poster presentation/ National day celebration of the selected country to increase the involvement of students
9	How to prepare the project report and PPT for presentation
10	Conduct Mock Viva before appearing for University Viva Voce and submission of the name of company/industry to be visited with the confirmation/consent letter by group

SUGGESTED FLOW FOR CSP IN SEMESTER-III:

Session	Topics to be discussed
1	Discussion about the experience of company visit
2	Discussion about the work to be done in semester III (Refer Handbook)
3	SWOT analysis of the selected Company (Presentation by students)
4	Discussion about selected product/service by each group (Presentation by students)
5	Discussion about foreign trade policy and procedures
6	Discuss on the contents of Business Plan
7	Organizing any festival/ cultural activity/ poster presentation/ National day celebration of the selected country to increase the involvement of students
8	Presentation by students on business plan prepared for selected product/service
9	Findings in terms of Export-Import opportunities w.r.t. selected product/ service between the two Countries (Presentation by students)
10	Conduct Mock Viva before appearing for University Viva Voce
11	Compilation and Submission of final report & PPT in the given format

Important Points to be considered during the study:

- ✚ Faculties should encourage students to visit the selected country.
- ✚ **It is mandatory** to visit local company (2-4 week) during semester II and semester III, in case if students are not visiting the selected country.
- ✚ Certificate from the company or from the principal/HOD/ Director regarding company visit is to be furnished with the project report.
- ✚ Faculties should ask the students to submit weekly progress report of work done by them
- ✚ Above flow is indicative. Any other innovative way of conducting project can be suggested by faculty guide.