



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Subject Name: Global Strategic Management (GSM)

Subject Code: 1539302

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"> Understand the concept of strategic management and its significance in managing international business successfully
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understand the strategies at corporate, business and functional levels.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understand and analyze a firm's external environment, its resources and SWOT analysis for strategy formulation to compete with rivals
Effective Communication (EC)	<ul style="list-style-type: none"> Understand the process of strategy implementation and the challenges of managing change.

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

3. Modules

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Nature of Strategic Management -Introduction to Strategic management with global outlook - I/O model - Vision and Mission for a company - SWOT & PESTEL Analysis - Competitive advantage & its importance for strategic management	12	21
II	Creating value and internal analysis - Type of strategies Business and Corporate level strategies - Value chain analysis - Strategic leadership	9	14
III	Global Strategies - International Drivers - Geographic source of advantage - Porter's Diamond model - Market selection and entry - Internationalization and performance - Roles in an international firm - Risk in international environment	12	21
IV	Collaborations and Implications - Strategic alliance - Mergers and Acquisitions - Organizational Structure, system and	7	14



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	performance - Strategic choice - Strategic implementation - Strategy evaluation		
V	Practical Application with reference to strategic perspective: A project report based on Industry and Company comprehensive (dealing with international business analysis) based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem identification and solution/s (alternatives).	-----	(50 Marks of CEC Internal Evaluation)

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:

	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	Hitt, Ireland, Hoskisson & Manikutty	Strategic Management	Cengage	Latest Edition
2	Jay Barney & William Hesterly	Strategic Management & Competitive Advantage	Pearson	Latest Edition
3	Carpenter, Sanders & Prasant Salwan	Concept & Cases- Strategic Management	Pearson	Latest Edition
4	Fred David & Forest David	Strategic Management	Pearson	Latest Edition
5	Johnson, Whittington, Scholes, Angwin & Regner	Exploring Strategy: text & cases	Pearson	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. Strategic Management Journal
2. Harvard Business Review



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3. Vikalpa – A Journal for Decision Makers
4. Management Review
5. Business Standard/Economic Times/Financial Times/ Financial Express
6. <https://www.strategicmanagementinsight.com/>
7. <https://www.blueoceanstrategy.com/>
8. <https://www.huffingtonpost.in/>
9. www.businessinsider.com/
10. <https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog>
11. <http://www.mintzberg.org/>
12. <https://hbr.org/>

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Subject Name: Export Import Management-I (EIM-I)

Subject Code: 1539303

With effective
from academic
year 2018-19

1. Learning Outcomes

Learning Outcome Component	Learning outcome
Business Environment and Domain Knowledge (BEDK)	
Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	

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>Procedure for registration as an exporter/ importer</p> <ul style="list-style-type: none"> • Registration of Organisation • Opening Bank Account • Obtaining Importer-Exporter Code Number (IEC No.) • Obtaining Permanent Account Number (PAN) • Registration with GST: • Registration with Export Promotion Council (EPC) • Registration with Export Credit and Guarantee Corporation of India (ECGC) • Registration with other Authorities-FIFO,ITPO,COC, RBI, DGFT, Income Tax authorities, Commodity Boards 	08	14
II	<p>Inco Terms</p> <ul style="list-style-type: none"> • Definition , types & validity • Structure/ Coverage of incoterms • Transportation mode & appropriate term • Transfer of risk & incoterms (incoterms chart of responsibility) <p>Payment Terms Letter of Credit</p>	12	21
III	<p>Pre Shipment Procedure</p> <ul style="list-style-type: none"> • Approaching Foreign Buyers • Inquiry and Offer • Confirmation of Order • Opening Letter of Credit • Arrangement of Pre-shipment Finance • Production or Procurement of Goods • Packing and Marking • Central Excise Clearance • Obtaining Insurance Cover • Appointment of C&F Agent <p>Pre Shipment Finance & Credit in Foreign Currency</p>	08	14



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	Packing Credit Pre Shipment Inspection		
IV	Pre shipment Documentation <ul style="list-style-type: none"> Types of documents needed- commercial, regulatory, export assistance, documents required by importing countries 	12	21
V	Student need to select a product/ service category for export/ import and identify the registration process, pre shipment procedure and documentation	-----	(CEC 50 marks)

4. Pedagogy:

1. ICT enabled Classroom Teaching
2. Case Study
3. Practical Assignment
4. Interactive Classroom discussions

5. Evaluation: Student 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	Justin Paul	Export Import management	Oxford	Latest Edition
2	Nabhi Board of editors	How to export	Nabhi Publication	Latest Edition
3	Nabhi Board of editors	How to import	Nabhi Publication	Latest Edition
4	Paras Ram, Nikhil garg	Export- What, Where, How	Anupam	Latest Edition
5	Mahajan M. I.	Export Policy, Procedure & documentation	Snow White Publications	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. <https://dgft.gov.in/>
2. <http://www.indiantradeportal.in/>
3. http://www.eximguru.com/exim/guides/how-to-export/ch_6_registration_of_exporters.aspx
4. http://www.mainfreight.nl/en/info_point/info_point_transport/incoterms/incoterms.aspx
5. <https://www.tradefinanceglobal.com/freight-forwarding/incoterms/>



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Subject Name: Export Import Management-I (EIM-I)

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6. <https://howtoexportimport.com/>
7. <http://www.eximguru.com>
8. <http://www.yourarticlelibrary.com/export-management/list-of-documentation-needed-in-export-business/41221>
9. <https://2016.export.gov/>
10. https://2016.export.gov/webinars/eg_main_039889.asp

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Subject Name: Global Supply Chain & Logistics Management (GSCLM)

Subject Code: 1539304

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"> Familiarize the students with the varied problems often faced by Business Organizations in an international marketing domain in supply chain and logistics
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understand the importance of supply chain and logistics to do the business successfully
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Gain exposure to globally accepted theories and methodologies of supply chain and logistics.
Effective Communication (EC)	<ul style="list-style-type: none"> Understanding the crucial aspects of how to establish supply chain for any business and logistics documentation and procedures.

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

3. Modules

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to supply chain management</p> <ol style="list-style-type: none"> The boundary-spanning nature of scm The rise of SCM Characteristics of a competitive supply chain Trends in SCM Carrers in SCm and professional organizations <p>Supply chain Strategy</p> <ol style="list-style-type: none"> Achieving Competitive Advantage Building blocks of Supply chain strategy Supply chain strategic decision <p>Network & system design</p> <ol style="list-style-type: none"> The supply chain system Understanding processes : Theory of constraints Integration of supply chain processes Designing Supply chain networks Enterprise Resource Planning 	15	21
II	<p>Supply performance management and evaluation.</p> <ol style="list-style-type: none"> Purchasing and supply chain performance measurement and evaluation, evaluation system and categories Performance benchmarking : comparing against the best benchmarking overview <p>Critical supply chain elements</p> <ol style="list-style-type: none"> Lean supply chain management : concepts and 	6	14



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	<p>applications</p> <ol style="list-style-type: none"> 2. Understanding supply chain inventory 3. Creating the lean supply chain 4. Six sigma 5. Approaches for managing inventory investment 6. Delivering the perfect customer order 		
III	<p>Logistics introduction, integration and Documentation</p> <ol style="list-style-type: none"> 1. Factors impacting logistics 2. Transportation elements in Logistics 3. Other elements of Logistics 4. Logistics growth drives 5. Warehousing 6. Third party logistics providers 7. Logistics in India – current context 8. Importance of logistics in supply chain management 9. Role of customs in regulating International trade 	10	14
IV	<p>Contemporary issues and challenges in supply chain from Global and national perspectives</p> <ol style="list-style-type: none"> 1. Global supply chain and utilities 2. Cost drivers and Impact on global supply chain management 3. Responsiveness-based global supply chain configuration 4. Challenges in establishing a global supply chain 5. Changes perspective of logistic infrastructure 6. Designing global supply chain network 	9	21
V	<p>Application:</p> <ol style="list-style-type: none"> 1. Students need to take up topic(s) of supply chain and logistics syllabus and understand practically how marketers use their experience and knowledge of supply chain and logistics to serve better to their customer to get competitive advantage from global perspective. 2. Study all the aspects of any one critical phase of supply chain and logistics and do the analysis from value supply chain. 	-----	(50 Marks of CEC Internal Evaluation)

4. Pedagogy:

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



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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	Nada	Supply chain	Wiley	Latest Edition
2	handfiled, Monczka, Guinipero and Patterson)	Supply chain	Cengage learning	Latest Edition
3	Ganpathi and nandi	Logistics management	Oxford	Latest Edition
4	N.chandrashekar	Supply chain	Oxford	Latest Edition
5	Chopra, Meindl, Kalra	Supply chain	Cenagage	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. Vikalpa
2. Journal of Indian Business Research
3. Journal of Brand management
4. Indian Journal of Marketing
5. Economic Times
6. Financial Express
7. Business Standard
8. Economic & Political Weekly



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Marketing Marketing

Subject Name: Global Perspective on Consumer Behaviour (GPCB)

Subject Code: 1539311

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Familiarize the students with the varied problems often faced by Business Organizations in an international marketing domain
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Understand the importance of systematic approach to problem solving
Global Exposure and Cross-Cultural Understanding (GECCU)	• Gain exposure to globally accepted theories and methodologies of understanding consumer behaviour
Effective Communication (EC)	• Understanding the crucial aspects of effective communication and interpretation of consumer behaviour research findings.

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

3. Modules

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Buying, Having and Being: An Introduction to Consumer Behavior 1. Motivation 2. Perception 3. Learning and memory 4. Attitudes and persuasion 5. personality 6. family, reference group, social class and situational effects on consumer behavior 7. Cross-cultural variations in consumer behavior : - The concept of culture, variation in culture values and in nonverbal communications, global cultures, cross cultural marketing strategy	15	21
II	Consumer decision- making process– 1. Pre-purchase processes: need recognition search and evaluation 2. Purchase 3. Post purchase processes: consumption and post consumption evolutions	6	14



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Functional Area Specialization: Marketing Marketing

Subject Name: Global Perspective on Consumer Behaviour (GPCB)

Subject Code: 1539311

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III	Consumer behavior modeling <ul style="list-style-type: none"> - Nicosia model - Howard sheth model - The Engel-Kollat Blackwell model - Bettman's information model - Perspective cognitive model - A theory of family Buying Decision model 	10	14
IV	Consumer behavior and its implications for International Marketing <ol style="list-style-type: none"> 1. Market segmentation and product positioning 2. Consumer behavior and product strategy 3. Consumer behavior and promotion strategy 4. Consumer behavior and pricing strategy 5. Consumer behavior, E-commerce and channel strategy 6. Online Consumer Behavior 	9	21
V	Application: <ol style="list-style-type: none"> 1. Students need to take up topic(s) of consumer behaviour syllabus and understand practically how marketers use the findings from research of behaviour of consumers from an international marketing perspective. 2. Study all the aspects of any one phase of decision making for a branded global product/ service 	-----	(50 Marks of CEC Internal Evaluation)

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	Hawkins	Consumer Behavior	McGraw hill	Latest Edition



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Functional Area Specialization: Marketing Marketing

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2	Blcakwell, Miniard, Engel, Rahman	Consumer Behavior	Cengage learning	Latest Edition
3	Babin Harris, Mohan –	Consumer relationships	Cengage learning	Latest Edition
4	Sharma, sheth, and mittal -	Consumer Behavior	Cengage learning	Latest Edition
5	Peter and Olson	Consumer Behavior	(MCgraw-hill)	Latest Edition
6	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	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. Vikalpa
2. Journal of Indian Business Research
3. Journal of Brand management
4. Indian Journal of Marketing
5. Economic Times
6. Financial Express
7. Business Standard
8. Economic & Political Weekly



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Marketing Management
Subject Name: Global Marketing and Communication (GMC)
Subject Code: 1539312

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Understand the usage of Global marketing and communication in achieving business competitive advantage.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Analyse how secured Global marketing and communication practices impact a firm in terms of value creation.
Global Exposure and Cross-Cultural Understanding (GECCU)	Implementation of Four p's for business models at global level
Social Responsiveness and Ethics (SRE)	Understanding decision to be taken for global marketing and communication.

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	<ul style="list-style-type: none"> Introduction to Global marketing Global marketing : what it is and what it isn't Importance of Global Marketing Management International Market development Drivers of international market development The changing nature of world marketers International competitive strategy International marketing environment Organizing for International regional and global markets 	10	21
II	<p>Entry mode Decisions Entering International Markets Concept of international market entry Modes of entry in International Markets Investment Entry modes Selection of international market entry modes Choosing the right entry mode mix for international markets</p> <p>Global Market-Entry Strategies: Licensing Investment Global strategic planning International partnerships in developing countries Cooperative strategies in Asia</p>	10	14



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Functional Area Specialization: Marketing Management

Subject Name: Global Marketing and Communication (GMC)

Subject Code: 1539312

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III	<ul style="list-style-type: none">• The Global marketing MixBrand and product decisions in Global Marketing<ul style="list-style-type: none">Basic product conceptNeed based approach to product planningCountry origin as brand elementDeveloping products for international marketsProduct standardization v/s Adaptation in international marketingNew products in Global marketingPricing Decisions<ul style="list-style-type: none">Basic pricing conceptsGlobal pricing objectives and strategiesFactors influencing pricing decisionEnvironmental influences on pricing decisionsGlobal pricing : three policy alternativesGray market goodsDumpingPrice fixingTransfer pricingCountertradeGlobal marketing Channels<ul style="list-style-type: none">Distribution channels: objectives, terminology and structureEstablishing channels and working with channel intermediariesSelecting channels of international distributionGlobal Retailing	10	14
IV	<p>Communication decisions for International Marketing</p> <p>Role of international advertising and promotion for international business</p> <p>Decision areas in international Advertising</p> <ol style="list-style-type: none">1. Organizing for international advertising2. Agency selection3. Advertising research4. Creative decision5. Media selection <p>Role of other promotional mix in international marketing</p> <ol style="list-style-type: none">1. Sales promotion2. Public relations and personal selling3. Direct marketing, event sponsorship and product placement4. Digital media5. Social communication platforms	10	21
V	<p>Case studies:</p> <p>Students may study various case studies to understand the</p>		30 marks CEC



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	practical implications of above mentioned topics		Internal Evaluation
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4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

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

6. Text / Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Keegan & Green	Global Marketing	Pearson	Ninth Edition
2	Rakesh Mohan joshi	International Marketing	Oxford	Second Edition
3	Belch, Belch & Purani	Integrated marketing communication	Mc Graw Hill	Latest Edition
4				
5	Noel Capon Siddharth Shekhar Singh	Managing marketing – An Applied Approach	Wiley	Latest Edition
6	Baines, Fill, Page, Sinha	Marketing – Asian Edition	Oxford	Latest Edition
7	Cateora, Grahman and Salwan	International Marketing	Mc Graw Hill	Thirteenth 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. Journals:

- Journal of Electronic Commerce Research
- Electronic Commerce Research and Applications
- International Journal of Electronic Commerce
- Electronic Commerce Research



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Finance Management

Subject Name: Global Financial Management (GFM)

Subject Code: 1539321

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Familiarize the students with the International Perspective of Financial Management
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Understand the Risk and Return from Cross Border Investment Decisions
Global Exposure and Cross-Cultural Understanding (GECCU)	• Gain exposure to Global Financial Markets and International Project Appraisal

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	Financial Management in Global Context: <ul style="list-style-type: none">• Significance of International Financial Management• The Emerging Challenges• Recent Changes in Global Financial Markets Global Financial Markets & Interest Rates: <ul style="list-style-type: none">• Domestic and Offshore Markets• Euromarkets• Interest Rates in the Global Money Market• An Overview of Money Market Instruments	08	14
II	Cross Border Investment Decisions: <ul style="list-style-type: none">• Capital Budgeting• Approaches to Project Evaluation• Risks in Cross Border Investment Decisions Financing Decision of MNCs: <ul style="list-style-type: none">• The Cost of Capital• Capital Structure• Methods of Raising Capital Foreign Investment: <ul style="list-style-type: none">• Foreign Direct Investment (FDI)• Foreign Investments in India• Indian Depository Receipts• Foreign Investments by Indian Companies• Bottlenecks in FDI Flows to India	12	21



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Functional Area Specialization: Finance Management

Subject Name: Global Financial Management (GFM)

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III	Short Term Financial Management in a Multinational Corporation: <ul style="list-style-type: none"> Short Term Borrowing and Investment Centralized Vs. Decentralized Cash management Long Term Borrowing in the Global Capital Markets: <ul style="list-style-type: none"> Major Market Segments The International Financing Decision 	10	17
IV	International Equity Investment: <ul style="list-style-type: none"> Risk and Return from Foreign Equity Investment Equity Financing in the International Market Cross-Border Mergers & Acquisitions International Project Appraisal: <ul style="list-style-type: none"> The Adjusted Present Value (APV) Framework Project Appraisal in the International Context Cross-Border Direct Investment Appraisal 	10	18
V	Application: <ul style="list-style-type: none"> Case Study on above topics Research Projects 	-----	(50 Marks of CEC Internal Evaluation)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Interactive class room discussions
- Assignments and Presentations

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.	P.G. Apte	International Financial Management	Tata McGraw Hill	Latest Edition
2.	Thummuluri Siddaiah	International Financial Management – An Analytical Framework	Pearson	Latest Edition



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Subject Name: Global Financial Management (GFM)

Subject Code: 1539321

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3.	Vyuptakesh Sharan	International Financial Management	PHI Learning Pvt. Limited	Latest Edition
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7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of International Financial Management & Accounting
2. International Journal of Financial Management
3. Journal of Multinational Financial Management
4. Journal of International Financial Markets, Institutions and Money

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Finance Management

Subject Name: International Investment & Portfolio Management (IIPM)

Subject Code: 1539322

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"> Familiarize the students with the varied Investment Alternatives and Securities Markets.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understand the importance of systematic approach to Investment Analysis and Portfolio Management
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Gain exposure to globally accepted theories and methodologies of Analysing Securities of various Key Stock Markets of the leading economies
Effective Communication (EC)	<ul style="list-style-type: none"> Understanding the crucial aspects of effective methods of various Investment Analysis.

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>Introduction of Investment: Basics of Investment, Investment Objectives, Investment v/s speculation and Gambling, Factors in Choice of Investment, Return vis-à-vis Risk and its types, Common Errors in Investment Management, Portfolio Management Process, Global Trends and Practices</p> <p>Overview of Investment Alternatives: Deposits, Government Savings Schemes, Money Market Instruments, Bonds/Debentures, Equity Shares, Mutual Funds Schemes, Insurance & Retirement Products, Real Estate.</p>	10	21
II	<p>Overview of Security Markets: Primary and Secondary Market, Trading & Settlement, Buying & Selling of securities, Stock Market Indices, Government Securities, Corporate Bonds, Money Market, Other Fixed Income Securities.</p> <p>Security Analysis and Valuation: Fundamental Analysis: Economic, Industry and Company Analysis,</p> <p>Equity Valuation: Dividend Discount Model, Valuation on the basis of P/E & EPS, Efficient Market hypothesis and Random Walk Theory</p> <p>Technical Analysis: Charting Technique, Technical</p>	11	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Finance Management

Subject Name: International Investment & Portfolio Management (IIPM)

Subject Code: 1539322

With effective
from academic
year 2018-19

	Indicator, Evaluation		
III	Portfolio Management: Diversification and Portfolio Risk, Portfolio Return & Risk, Efficient Frontier, The Single Index Model, Capital Assets Pricing Model & Arbitrage Pricing Theory: Introduction of CAPM, Empirical Evidence, Arbitrage Pricing Theory	7	14
IV	Behavioral Finance: Biases, Heuristics, Emotional and Social Influences, Market Efficiency, Critique of Behavioral Finance International Investing: Benefits & Risks of Global Investing, Measuring Risk and Return of Foreign Investing, Equilibrium in International Capital, Markets, Tracking Global Markets	4	14
V	Application: A group of two students (Maximum) has to work on a Minor Research Project on the topic	-----	(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)

Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Prasanna Chandra	Investment Analysis and Portfolio Management	McGraw Hill	Latest
	Donald Fischer,	Security Analysis and	Pearson	



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Finance Management

Subject Name: International Investment & Portfolio Management (IIPM)

Subject Code: 1539322

With effective
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2	Ronald Jordan, A K Pradhan	Portfolio Management		Latest
3	P. Pandian	Security Analysis & Portfolio Management	Vikas Publishing	Latest
4	Gordon Alexander, William Sharpe and Jeffery Bailey	Fundamental of Investments	Pearson	Latest
5	ZviBodie, Alex Kane, Alan Marcus and Pitabas Mohanty	Investments	McGraw Hill	Latest
6	Reilly/Brown	Investment Analysis and Behaviour	McGraw Hill	Latest

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.

6. 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), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: International Human Resource Management (IHRM)

Subject Code: 1539331

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"> Ability to understand the international business environment & required Human resource practices to ensure right person at place at right time at right place internationally.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understanding of cultural issues and aligning of IHRM practices with strategy to develop competitive advantage in organization
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Better understanding of different culture to deal with diversity and utilizing diversity for best global performance.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Students will be more sensible to crucial/ desirable social responses for improving image of organisation in the society pin pointed by cultural issues of different country.
Effective Communication (EC)	<ul style="list-style-type: none"> Understanding of IHRM will improve communication will lead to better International HR solutions of the issues
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Understanding of subject will help student to exercise effective leadership, also understanding of subject may make students a effective team members in the team

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>Introduction to IHRM:</p> <ul style="list-style-type: none"> Definition Evolution of overall field of IHRM IHRM Challenges and Opportunities Difference between IHRM and Domestic HRM Models of IHRM. <p>Organizational dynamics and IHRM:</p> <ul style="list-style-type: none"> Role of culture in International HRM Culture and employee management issues Managing cross-cultural diversity Organizational Processes in IHRM Creating a strategy oriented IHRM system; linking IHRM with competitive advantage. 	8	14
II	<p>Human Resource Planning</p> <p>Recruitment, Selection and staffing in International context:</p> <ul style="list-style-type: none"> International Managers 	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: International Human Resource Management (IHRM)

Subject Code: 1539331

With effective
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year 2018-19

	<ul style="list-style-type: none"> • Parent country nationals • Third country nationals • Host country nationals • Selection Criteria and Techniques • Use of selection tests • Interviews for international selection • Different approaches to multinational staffing decisions • Recruitment methods using head-hunters, cross-national advertising, e-recruitment. <p>Training and development in international context:</p> <ul style="list-style-type: none"> • Context Backdrop of international training • Role of expatriate training • HCN training, Career Development • Process of repatriation • Job related adjustments • Repatriate training • Components of effective pre-departure training programmes • Developing international staff and multinational teams. <p>Knowledge management and IHRM</p> <ul style="list-style-type: none"> • Knowledge transfer in multinational companies • Changing scope of International management development • International manager roles for Knowledge Management 		
III	<p>Performance Management:</p> <ul style="list-style-type: none"> • A conceptual background • Constraints in goal attainment • Performance management cycle • Models of Performance Management • Performance and appraisal in IHRM appraisal of expatriate, third and host country employees, • Issues and challenges in international performance management. <p>International Compensation:</p> <ul style="list-style-type: none"> • Forms of compensation and factors that influence compensation policy • Key components of international compensation • Approaches to international compensation • Compensation practices across the countries • Emerging issues in international Compensation 	10	18
IV	<p>International Labor Relations:</p> <ul style="list-style-type: none"> • Key issues of International Labor relations • Response of labor unions to MNCs. 	10	17



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Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: International Human Resource Management (IHRM)

Subject Code: 1539331

With effective
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	<ul style="list-style-type: none"> IR practices in IHRM <p>Career Management & International HRM M & A</p> <ul style="list-style-type: none"> Integration of acquired employees in newer cultures Global Mobility and HR-International postings <p>Managing HR in Virtual Organization:</p> <ul style="list-style-type: none"> Meaning and types of virtual organizations Difference between traditional and virtual organizations Features of virtual organization Managing HR in virtual organizations <p>Socio cultural factors and ethical issues in BPO Industry Problems of women expatriates</p> <p>Futuristic view of IHRM</p>		
V	Discussion of Case studies, Presentation and reports based on topics assigned various activities to understand human resource practices in international context; Assignment may be given for studying HRM practices in different countries: Japan, USA, UK, India and China.	---	(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:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<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	Peter J. Dowling & Denice E. Welch	International Human Resource Management	Cengage Learning	2009
2	Aswathappa K. & Sadhna Dash	International Human Resource Management	Tata McGrawHill	2009
3	Bhatia S.K.	International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success	Deep and Deep Book Publishers	2005



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: International Human Resource Management (IHRM)

Subject Code: 1539331

With effective
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4	P. Subba Rao	International Human Resource Management	Himalaya Publishing House	Revised Edition
5	Roman Peretiatko	International Human Resource Management: Managing People in a Multinational Context	Emerald Group Publishing Limited	5 th edition
6	UpinderDhar and S. Ravishankar	Executive Skills for Global Managers		
7	Evans, Pucik, Barsoux	The Global Challenge- framework for international human resource management	Tata McGraw-Hill Irwin	Latest Edition
8	Tony Edwards, Chris Rees	International Human Resource Management	Pearson Education	Latest Edition
9.	Monir H Tayeb	International Human Resource Management	Oxford University Press - 2005	Latest Edition
10	Dowling, P., Festing, M., Engle, A.	International Human Resource Management	Cengage Learning	Latest Edition
11	Chris Brewster, Paul Sparrow, Guy Vernon and Elizabeth Houldsworth	International Human Resource Management	Chartered Institute of Personnel and Development, CIPD House	
12	Anne-Wil Harzing, Ashly Pinnington	International Human Resource Management	SAGE	

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. 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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

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"> Ability to understand business environment and accordingly fulfilling Human Resource requirement/Competencies at different level to satisfy the business world's requirement in present as well as for future.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understanding of HRP&D will lead to identification of competency/ies and skill/s gap as well as key issues of designing and evaluating HRD program also it will add on ability to decide type of training/trainer/ training program and evaluation of training programme
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> In HRD process students needs to understand global events/trends and it's effect on HR requirement and accordingly He has to plan, design, implement & evaluate the HRD Program. Also it will improve cross cultural understanding of student as they need to design programs customised to different employees belong to different culture and thus can capitalised them for organization's Benefit
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Developed sensitivity to different cultures and sense of responsibility for employee's development.
Effective Communication (EC)	<ul style="list-style-type: none"> It will improvise communication skills of students as they are aware of different learning techniques as well as better understanding of Human psychology
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Understanding of subject will help to identify leadership style for better need assessment, design as well as to solve the issues arise during implementation of HRD program. It will also improvise the team skills.

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	Introduction to HRD <ul style="list-style-type: none"> Definition Relationship between HRM & HRD Functions of HRD HRD Climate Roles & Competencies of HRD professional Aligning HRD with corporate strategy The evolution of the HRD theory Shift from training to Learning Interventions to informal workplace training 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

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	<ul style="list-style-type: none"> • Psychology to sociological perspective of learning • Model of Employee Behavior and Employee Influences <p>Work System of HRD</p> <ul style="list-style-type: none"> • Human Resource Planning and procurement techniques • Work planning and role analysis • Work review and feedback • Potential individual as well as team appraisal • Trends in performance management and feedback <p>The Role & Theories of Learning and HRD</p> <ul style="list-style-type: none"> • Learning and Instruction • Different theories of learning • Maximizing Learning • Potential barriers in learning • Learning strategies and style 		
II	<p>HRD Needs</p> <ul style="list-style-type: none"> • Purpose of Assessment • Different level of Need Assessment (i.e. --- Personal/task/Organizational/Strategic) • Prioritizing HRD needs • A systematic approach to Training need Assessment • Training & HRD process model <p>Designing Effective HRD programs:</p> <ul style="list-style-type: none"> • Defining the objectives of the HRD interventions. • Make –versus –buy decision • Selecting the Trainer • Preparing a lesson Plan • Selecting training methods • Preparing training materials • Scheduling HRD Programs 	10	18
III	<p>Training Delivery methods:</p> <ul style="list-style-type: none"> • Various On-Job Training methods • Different Off the Job/Classroom Training approaches • Computer based training program and others • Implementing the Training Programs <p>HRD Program evaluation</p> <ul style="list-style-type: none"> • Purpose of HRD Evaluation • Models and frameworks of evaluation • Accessing impact of HRD Programs • Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc. • The training Evaluation Process • Data Collection for HRD evaluation • Ethical issues concerning Evaluation 	10	18
IV	Global Perspectives of HRD	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

With effective
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	<ul style="list-style-type: none">• Implications of Globalization on HRD• Current and future International trends in HRD• Cultural Diversity Management• HRD and Knowledge Management <p>HRD Applications:</p> <ul style="list-style-type: none">• Management Development and Management education/Training• Socialization & orientation of Employees• Employee Counseling and wellness Services• Coaching and performance management- Competency Mapping• Assessment centers• Career planning and development• Succession Planning and Career Management• Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc)		
V	<p>Practical Module: Faculty can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise on different topics/issues like;</p> <ul style="list-style-type: none">• The technique of designing actual training programme for skill development• Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted• Undertake training impact analysis in any company• Cost benefits analysis of any training and Development programme• Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level• Assignment can be given for preparing detailed training programme for the company in which students have taken SIP.• After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement.	---	(30 marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

With effective
from academic
year 2018-19

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:

	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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Werner & Desimone	Human Resource Development	Cengage Learning	Latest Edition
2	Mankin	Human Resource Development	Oxford	Latest Edition
3	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
4	P. L. Rao	Training and Development	Excel	Latest Edition
5	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
6	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition
7	Udai Pareekh & T.V.Rao	Designing and Managing Human Resource Systems	Oxford University Press	Latest Edition
8	Uday Kumar Haldar	Human Resources Development	Oxford University Press	Latest Edition
9	V.D. Dudheja	Human Resource Management & Development in the new millenium	Commonwealth Publishers, New Delhi	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.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

**With effective
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year 2018-19**

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

1. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Investment Banking (IB)

Subject Code: 1539341

With effective from academic year 2018-19

1. Learning Outcomes

Learning Outcome Component	Learning outcome
Business Environment and Domain Knowledge (BEDK)	The Course intends to develop understanding of the techniques and skills involved in market making, equity and fixed income underwriting, proprietary trading, mergers and acquisition advisory services
Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Understanding of critical evaluation and application of Investment Banking and valuation concepts and also ensures practical application of same through Financial modelling exercise.

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 Investment Banking: <ul style="list-style-type: none"> Investment Banking, Investment Banker and Core activities of Investment Banker Principal Businesses of Investment Banks Difference between Merchant Banking, Investment Banking and Commercial Banking Post crisis Global Investment Banking Firms and other Investment Banking Firms Regulatory Framework for Investment Banking in India / across globe 	08	14
II	Issue Management: <ul style="list-style-type: none"> New Capital issue management- Pre and Post issue activities Listing Guidelines –IPOs Pricing of public issues, Underwriting, brokerage, Registrar, Share transfer agents Publicly traded Markets: Secondary trading market , stock exchanges , Market Indices, Liquidity volatility issues ,Fundamentals of technical Analysis – private Equity/ venture Capital and Direct Investment , Essential difference between stocks/equity and bonds/credit markets , Fixed income /bond markets , Corporate credits and impacts on bond markets, interest rates, yields and credit pricing spreads , Investment grade vs. non-investment grade (High Yield /Junk bonds) Fundamentals of the working of Credit markets , 	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Investment Banking (IB)

Subject Code: 1539341

With effective
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	Convertible bonds and Asset backed securities- Trading , Positioning underwriting and distribution <ul style="list-style-type: none"> • Credit Rating Agencies, Clearing and Settlement 		
III	Investment Process: <ul style="list-style-type: none"> • Methods/Sources of funding/Investor decision making, Credit Borrowing Vs. Issue Equity • Analysis of Funding options: Bank borrowing, cross currency, private placements, private equity, Public Stock/bond market , High Yield market, Floating rate vs. fixed rate borrowing, equity vs. convertible securities Disinvestments mechanisms 	08	14
IV	Valuation :Discounted Cash Flow Analysis LBO and Merger and Acquisition <ul style="list-style-type: none"> • Discounted Cash Flow Analysis: Identifying key performance Drivers, WACC (Weighted Average Cost of Capital), Terminal value, Sensitivity analysis to determine valuation • LBO: Characteristics, Economics of LBO, Determining LBO financing structure • M&A: Sale side and buy side , Merger Consequences Analysis for the Buyer co/ Value Co transaction 	12	21
V	Basic Financial Modelling : (With the help of Excel) <ul style="list-style-type: none"> • Discounted Cash Flow Model • Leveraged Buyout Model • Merger and Acquisition Model 	-----	(CEC 30 marks)

4. Pedagogy:

- ICT enabled Classroom Teaching
- Case Study
- Practical Assignment
- Interactive Classroom discussions

5. Evaluation: Student 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)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Investment Banking (IB)

Subject Code: 1539341

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6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Joshua Rosenbaum, Joshua Pearl, Joseph R. Perella, Joshua Harris	Investment Banking	Wiley Publications	2017
2	David P. Stowell	Investment Banks, Hedge Funds, and Private Equity	Elsevier	2013
3	J.C.Verma	Merchant Banking : Organization and Management	TATA McGraw Hill	2005
4	Pratap G Subramanyam	Investment Banking	TATA McGraw Hill	2011
5	Ranjan Rakesh	Investment Banking	Wiley Publications	Latest Edition
6	SEBI Guidelines		Taxman's Publications	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.

Journal of Finance

Journal of Finance and Economics

Journal of Banking and Finance



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester
Elective Subject Name: Digital Marketing (DM)
Subject Code: 1539342

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"> Familiarize the students with the new trend of marketing and that is Digital Marketing.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Understanding key concepts and terminology used in Digital marketing and its primary platforms.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Gain digital exposure of globally accepted and proven theories and practices of digital marketing
Effective Communication (EC)	<ul style="list-style-type: none"> To develop the knowledge and skills to effectively engage with customers across a diverse range of online platforms in marketing

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

3. Modules

Module No	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Marketing in the Digital Environment</p> <ol style="list-style-type: none"> □ Key Concepts of Digital Marketing □ Traditional v. Digital Marketing □ Implications of Digital Marketing Online Marketing Mix The need for Digital Engagement <p>Online consumer behavior □ □</p> <ol style="list-style-type: none"> Behavior Targeting v/s Contextual Targeting □ Cultural Implications of Key Web Characteristics □ Social and Ethical Issues □ CRM □ Web 2.0 and Marketing 	13	21
II	<p>Basics of Search & Search Engine</p> <p>SEO and its importance Understanding Search Searching Habits – Then & Now How Search Engines Work? Search Engines Planning for SEO</p> <p>SEO Process</p> <p>Making Your Site easy to Crawl Selecting right Keywords Content – the heart and soul of Website</p>	8	14



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Digital Marketing (DM)

Subject Code: 1539342

With effective from academic year 2018-19

	Optimize one page at a time Choosing Title and Meta-Description Tag Submitting Site URL and Sitemap		
III	<p>Understanding Search Engine Marketing / PPC Strategy and Search Marketing Introduction to PPC Synergies between Paid and Organic Search Components of a Successful PPC Campaign Nature of PPC Understanding Search and PPC Ads on Google Content Network</p> <p>Email and content marketing Email Etiquettes Effective web content writing Email marketing to build consumer and business relationships</p>	10	14
IV	<p>Social media Marketing Introduction History of social media marketing What is Social Media? Relationship building Through Social Media Importance of Content in Social media marketing</p> <p>Various platforms for Community Building Facebook , Twitter,LinkedIn, Google+ , Blogs Wikies, RSS, Mashups, Social Bookmarking</p>	9	21
V	<p>Application:</p> <ol style="list-style-type: none"> Study all the aspects of digital marketing and explore more to get latest updates in digital marketing Web analytics can be explored to know impact of digital marketing impact on business. 	-----	(50 Marks of CEC Internal Evaluation)

3. 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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester
Elective Subject Name: Digital Marketing (DM)
Subject Code: 1539342

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	• 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	Punit Bhatia	Fundamentals of Digital marketing	Pearson	Latest Edition
2	Vandana Ahuja	Digital marketing	Oxford	Latest Edition
3	Kamat & Kamat	Digital marketing	Himalaya	Latest Edition
4	Tuten & Solomon	Social Media Marketing	Sage	2nd Edition
5	Barker, barker, Bormann & Neher	Social Media Marketing: A Strategic approach	Cengae	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. Vikalpa
2. Economic Times
3. Financial Express
4. Business Standard
5. Economic & Political Weekly



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: E-Commerce (EC)

Subject Code: 1539343

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Understand the usage of e-commerce in achieving business competitive advantage.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Analyse how secured e-commerce practices impact a firm in terms of value creation.
Global Exposure and Cross-Cultural Understanding (GECCU)	Implementation of e-commerce business models at global level

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 E-Commerce <ul style="list-style-type: none">• Introduction: Definition, Functions, Significance and Scope of E-Commerce; E-Business Vs. E-Commerce;• Features of E-Commerce Technology; Advantages and Disadvantages of E-Commerce; Growth of E-commerce in India• Types of E-Commerce: B2C, B2B, C2C, Social E-Commerce, M-commerce, Local E-Commerce	10	21
II	E-Commerce Business Models <ul style="list-style-type: none">• Key Elements of Business Models;• Major Business - To – Consumer (B2C) Business Models: E-tailer, Community Provider, Content Provider, Portal, Transaction Broker, Market Creator, Service Provider• Major Business - To – Business (B2B) Business Models: E-Distributor, E-procurement, Exchanges and Industry Consortium;	10	14
III	E-Commerce Security and Electronic Payment Systems <ul style="list-style-type: none">• Dimensions of E-Commerce Security; Key Security Threats in the E-Commerce Environment;• Technology Solutions: Tools available to achieve site security;• Features of traditional Payment Systems; Major E-Commerce Payment Systems;	10	14
IV	E-CRM and SCM in E-commerce <ul style="list-style-type: none">• Supply Chain Management in E-commerce: Procurement process and Supply Chain; Benefits of E-SCM; Components of E-Supply Chain;• E- Customer Relationship Management: Importance of Customer Relationship Management; Need of E-Customer Relationship tools; Components of CRM; Benefits of E-CRM	10	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: E-Commerce (EC)

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V	Case studies: Students may study various case studies to understand the practical implications of above mentioned topics	30 marks CEC Internal Evaluation
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4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

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

6. Text / Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Kenneth C. Laudon & Carol G. Traver	E-Commerce: Business, Technology, Society	Pearson Education	Latest Edition
T2	C.S.V. Murthy	E-Commerce: Concepts, Models, Strategies	Himalaya Publishing House	Latest Edition
T3	P.T. Joseph, S.J.	E-Commerce: An Indian Perspective	PHI Learning Private Limited	Latest Edition
R1	Harvey M. Deitel, Paul J. Deitel & Kate Steinbuhler	E-Business & E-Commerce for Managers	Pearson Education	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. Journals:

- Journal of Electronic Commerce Research
- Electronic Commerce Research and Applications
- International Journal of Electronic Commerce
- Electronic Commerce Research



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 1539344

With effective
from academic
year 2018-19

1. Learning Outcome:

- Understand the process view of organization, its problems and need for reengineering
- Understand different enterprise application, rationale for acquiring and implementing ERP systems, selection of ERP software, and integration of processes and transactions in the ERP system
- Describe current advancements in information technology like Data Warehousing, Data Mining, Green Computing and Business Intelligence.
- Understand the importance of leadership and managerial implications/actions in ERP success.

2. **Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

3. Course Content:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	Process view of organization Make to stock and Make to order cycles ERP Introduction: <ul style="list-style-type: none"> • Origin, Evolution and Structure and Benefits: <ul style="list-style-type: none"> o Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP 	9	18
II	Advancement of IT and Impact on organizations data management: <ul style="list-style-type: none"> • Data ware Housing, Data Mining, Online Analytic Processing (OLAP) • Product Life Cycle Management (PLM) 	9	17
III	ERP Marketplace and Marketplace Dynamics: <ul style="list-style-type: none"> • Market Overview, Marketplace Dynamics, and The changing ERP Market. ERP- Functional Modules: <ul style="list-style-type: none"> • Introduction, Functional Modules of ERP Software 	9	18
	Integration of ERP, Supply chain and Customer Relationship Applications.		
	ERP Implementation: <ul style="list-style-type: none"> • Business Process mapping and re-engineering, ERP Implementation Life Cycle 		



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Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 1539344

With effective
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year 2018-19

IV	<ul style="list-style-type: none"> Role of Consultants, Vendors and Employees. <p>Critical Success Factors:</p> <ul style="list-style-type: none"> Guiding Selection and Evaluation of ERP, Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure 	9	17
	<p>Practical Module:</p> <ul style="list-style-type: none"> ERP & E-Commerce, Future Directives- in ERP, Integrating ERP into organizational culture. Using an open source ERP tool for orienting students to ERP 		(30 Marks CEC)

Note: *ERP marketplace, Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA) QAD, A Comparative Assessment and Selection of ERP Packages and Modules.

* ERP functional Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, Human Resource Management

4. Teaching Methods:

The course will use the following pedagogical tools:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

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)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Alexis Leon	Enterprise Resource Planning	McGraw Hill	Latest Edition



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Elective Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 1539344

With effective
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year 2018-19

2	David L. Olson	Managerial Issues of Enterprise Resource Planning Systems	McGraw-Hill	Latest Edition
3	Jill O'Sullivan and Gene Caiola	Enterprise Resource Planning	McGraw-Hill	Latest Edition
4	S. Sadagopan	ERP-A Managerial Perspective	McGraw-Hill	Latest Edition
5	F. Robert Jacobs and D. Clay Whybark	Why ERP? A primer on SAP Implementation	McGraw-Hill	Latest Edition
6	MahadeoJaiswal, Ganesh Vanapalli	Enterprise Resource Planning	Macmillan India Ltd	Latest Edition
7	Jyotindra Zaveri	Enterprise Resource Planning	Himalaya Publication	Latest Edition
8	Mr. C.S.V. Murthy	Enterprise Resource Planning (ERP) Text and Case Studies	Himalaya Publication	Latest edition
9	Sunil Chopra , Peter Meindl	Supply Chain Management	Prentice Hall	Latest edition

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

1. Journal of Enterprise Resource Planning Studies
2. International Journal of Management Innovation System
3. International Journal of Emerging Trends & Technology in Computer Science (IJETTCS)
4. International Journal of Enterprise Information Systems



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: HR Metrics (HRM)

Subject Code: 1539345

With effective from academic year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcomes
Overview	To understand the changing role of HR as a strategic partner and identify the need to measure HR
Holistic concept	To help understand various approaches to measure HR from top to bottom and vice-versa to develop an ability to measure and quantify the contribution of HR activity at an organizational level
Financial implications	To provide evidence of critical analytical and evaluative ability by presenting in a compelling way the results of Human capital & HR analytics for Organizational effectiveness.
Challenges in measurement	To identify issues involved in the process by taking a more strategic perspective and aligning HR throughout organization

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	H.R Measurement: Measuring HR – concept and importance; need for measuring HR; benefit of HR Measurement. Traditional vs. contemporary HR Measures.	8	14
II	HR Measurement Techniques: Competitive Benchmarking; HR Accounting; HR Audit; HR Cost Monitoring; HR Effectiveness Index; HR Key Indicators; HR MBO; HR Profit Centre; HR Reputation; Return on Investment; Surveys H.R Functions; Measures of efficiency; effectiveness and impact in HR processes and optimizing HR decisions ;Staffing Metrics; Performance and compensation Metrics; Learning and developmental metrics; HR Role in value chain; Developing Human resource balanced score card.	12	21
III	Measuring Impact: HR's contributions to Enterprise Goals; Cost-Benefit Analysis for HR Interventions; Processes; Value Addition; Balanced Scorecard and HR Scorecard	8	14
IV	Data Challenge: Data & Metrics – to identify and obtain quality HR data - the purpose & efficiency of metrics – creating HR metrics and link to KPIs- transform strategic goals to HR metrics	12	21



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Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: HR Metrics (HRM)

Subject Code: 1539345

With effective from academic year 2018-19

	Challenges in Measurement: Principles of Good measurement; integrating alternative measures of Behavioral and Performance outcomes; End-to-End HR Value Report; Measuring HR Alignment		
V	Discussion of Case studies, Presentation and reports based on topics assigned, various activities to understand various approaches to measure human resource practices	---	(30 marks CEC)

4. Pedagogy:

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

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)

5. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Rajni Gyanchandani & Durdana Ovais	HR Audit	Everest Publishing House	2017
2	Arun Sekhri	Human Resource Planning & Human Resource Auditing	Himalaya Publishing House	2010
3	T.V. Rao	HRD Audit	Sage Publisher	2 nd edition
4	John. H. McConnell	Auditing your Human Resource Department	AMACOM	2 nd edition, July, 2011
5	Jac Fitzenz	The New HR Analytics	AMACOM	2010
6	Edwards, M. R., & Edwards, K	Predictive HR Analytics: Mastering the HR Metric	Kogan Page	2016
7	Becker B E, Huafelid M.A. & Ulrich.D	<i>The HR Scorecard: Linking people, strategy, and performance</i>	Harvard review business press	2001
8	Sesil, J. C.	Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey	Pearson	2014



Recommended reading:

- Sullivan, J (2010). HR metrics. Kennedy Information
- Gregory, I E (2013). HR Metrics: Practical Measurement Tools for People Management. Knowledge Resources. (ISBN: 9781869221690)
- Bucknall, H., Wei Z (2007). Magic Numbers for Human resource Management. Wiley India
- Valerie, P., & Andreasson R. HR metrics : Bench marking human resources
- Christman, W (2012) HR Metrics That Matter. HR smart
- HR Metrics standards & glossary published by the HR metrics service. Version 8.0/December 2012

E books:

<http://content.edupristine.com/HRA%20Ebook-%20Website.pdf>
<http://www.mop.ir/portal/File/ShowFile.aspx?ID=47f988a6-dee5-4c9c-b079-79d1c9f46da2>
<http://www.danangtimes.vn/Portals/0/Docs/520152012-0814416438Analytics.pdf>
<http://conferinta.management.ase.ro/archives/2014/pdf/92.pdf>
https://www.svuniversity.edu.in/Assets/PersonalBlog/201789171023392_Research-Publications.pdf <https://cic.shrm.org/sites/cic.shrm.org/files/HRMetrics.pdf>

mooc:

<https://www.analyticsinhr.com/blog/hr-analytics-courses/> 2
<https://www.ecornell.com/courses/human-resources-management/hr-analytics-for-businessdecisions/> <http://aztechtraining.com/course/hr-metrics-analytics>

ONLINE RESOURCES

<https://www.exed.hbs.edu/>
<http://www.open.edu>
<https://www.open.ac.uk/>
scribd

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. Human Resource Development Quarterly
2. Human Resource Development Review
3. International Journal of Human Resource Development and Management
4. European Journal of Training and Development information
5. Human Resource Management Review
6. Human Resource Management Journal
7. Harvard Business Review
8. HR Magazine



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Behavioural Finance (BF)

Subject Code: 1539346

With effective from academic year 2018-19

1. Learning Outcomes:

Learning Component	Outcome	Learning Outcome
Business Environment and Domain Knowledge (BEDK)		<ul style="list-style-type: none"> Identify and apply psychological concepts to financial markets and financial decision – making. Explore behavioural corporate finance, considering financial, investment and dividend policy decisions and contrasting traditional and behavioural approaches.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)		<ul style="list-style-type: none"> Apply the understanding of the concepts to help promote more efficient financial decisions for investors, professional traders and corporate.
Global Exposure and Cross-Cultural Understanding (GECCU)		<ul style="list-style-type: none"> Apply knowledge to infer about human decisions influencing their financial decisions in domestic and global markets.
Social Responsiveness and Ethics (SRE)		<ul style="list-style-type: none"> Use the knowledge of behavioural finance to predict and solve social ills like gambling.
Effective Communication (EC)		<ul style="list-style-type: none"> Communicate with clarity the psychological factors influencing decision making.
Leadership and Teamwork (LT)		<ul style="list-style-type: none"> Lead independently or as part of a team in assessing biases in individual and corporate decision making.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Brief overview of rational finance and classical finance theories:</p> <ul style="list-style-type: none"> Rise of the rational market hypothesis Brief overview of classical finance theories: <ul style="list-style-type: none"> Expected utility theory Modern portfolio theory Capital Asset Pricing model Efficient market hypothesis MM theory – investors are rational Arbitrage pricing theory Random walk hypothesis Challenging the classical assumptions of finance Financial market anomalies <ul style="list-style-type: none"> Fundamental anomalies Technical anomalies Calendar or seasonal anomalies <p>Behavioural Finance:</p> <ul style="list-style-type: none"> Introduction, meaning, nature. Assumptions of behavioural finance Meaning of heuristics and bias 	10	18



	<ul style="list-style-type: none"> • Building blocks of behavioural finance • Prospect theory and mental accounting <p>Important contributors:</p> <ul style="list-style-type: none"> • Daniel Kahneman and Amos Tversky • Richard Thaler • Robert J. Shiller • Michael Pompian • Parag Parikh 		
II	<p>Theories of Behavioural Finance:</p> <ul style="list-style-type: none"> • Asymmetric information • Ego centrality • Human Behavioral Theories <p>Heuristics:</p> <ul style="list-style-type: none"> • Familiarity <ul style="list-style-type: none"> ○ Familiarity, Ambiguity Aversion ○ Diversification, Functional Fixation ○ Status Quo, Endowment Effect • Representativeness <ul style="list-style-type: none"> ▪ Innumeracy ▪ Probability matching and conjunction fallacy ▪ Base Rate Neglect ▪ Availability and Salience • Anchoring <p>Cognitive Biases:</p> <ul style="list-style-type: none"> • Self-Deception <ul style="list-style-type: none"> ○ Framing ○ Overconfidence <ul style="list-style-type: none"> ▪ Miscalibration, better than average effect, over-optimism ▪ Causes: illusion of knowledge, control, understanding, skill ○ Self-attribution ○ Confirmation ○ Representativeness ○ Recency <p>Emotional Biases:</p> <ul style="list-style-type: none"> • Regret • Hindsight • Denial • Loss aversion • Affinity • Self-control 	10	18
III	<p>Bias:</p> <ul style="list-style-type: none"> • Interaction amongst biases • Outcomes of biases • Dealing with biases • Overcoming the biases and debiasing 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Behavioural Finance (BF)

Subject Code: 1539346

With effective from academic year 2018-19

	<p>Behavioural aspects of Investing:</p> <ul style="list-style-type: none"> • Behavioural Portfolio theory • Psychographic models • Sound Investment Philosophy <p>Market Bubbles:</p> <ul style="list-style-type: none"> • Introduction and brief history of stock market bubbles • Identification and classification of a stock market bubble • Explaining bubbles through behavioural finance • Investor behavior during bubbles. • Causes of bubbles <p>Value Investing:</p> <ul style="list-style-type: none"> • Central tenets of value investing • Evidence and prospects of value investing 		
IV	<p>Neurofinance:</p> <ul style="list-style-type: none"> • Neural processes during financial decision making • Future of Neurofinance • Adaptive Market Hypothesis <p>Forensic Accounting:</p> <ul style="list-style-type: none"> • Classifications of fraud • Behavioural aspects of Fraud • Origin and growth of forensic accounting • Fraud theories <ul style="list-style-type: none"> ○ Motivators of fraud ○ Triangle of fraud action ○ Fraud Scale and Fraud Diamond ○ MICE • Tools in Forensic Accounting <ul style="list-style-type: none"> ○ Ratio analysis ○ Data mining ○ Benford's Law (specific to forensic accounting) • Forensic Accounting in India <p>Behavioural Corporate Finance:</p> <ul style="list-style-type: none"> • Approaches to behavioural corporate finance • Market timing and catering approach • Issues related to valuation, dividend policy, mergers and acquisitions <p>The Future:</p> <ul style="list-style-type: none"> • From Homo Economicus to Homo Sapiens • Zurich Axioms (Risk and Greed only) • Future of behavioural finance and investing 	10	17
V	<p>Practical:</p> <p>Timing of good and bad corporate news announcement.</p>	---	(30 marks CEC)



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Elective Subject Name: Behavioural Finance (BF)

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	Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.		
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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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Prasanna Chandra	Behavioural Finance	McGraw Hill	2016 / 1 st
2	M. M. Sulphery	Behavioural Finance	PHI	2014 / 1 st
3	Richard M. Thaler	Advances in Behavioural Finance: Volume II	Princeton University Press	2005
4	Williams Forbes	Behavioural Finance	Wiley	2009 / 1 st
5	Parag Parikh	Value Investing and Behavioural Finance	McGraw Hill	2009
6	Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris.	Economics, Bounded Rationality and the Cognitive Revolution	Edward Elgar Publishing	2008
7	Mohnish Pabrai	The Dhandho Investor	Wiley	2016
8	James Montier	The Little Book of Behavioral Investing: How Not to be Your Own Worst Enemy	Wiley	2015
9	Shuchita Singh, Shilpa Bahi	Behavioural Finance	Vikas	2018 / 1 st
10	Sujata Kapoor, Jaya Mamta Prosad	Behavioural Finance	Sage	2019

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.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3rd Semester

Elective Subject Name: Behavioural Finance (BF)

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

1. Journal of Behavioural Finance
2. Journal of Behavioural and Experimental Finance
3. International Journal of Behavioural Accounting and Finance
4. The IUP Journal of Behavioural Finance
5. Outlook Money (Magazine)
6. Money Today (Magazine)
7. <https://www.dartmouth.edu/~lusardiworkshop/Papers/FPA%20BEHAVIORAL%20BIAS%20PAPER.pdf>
 - The Future of Wealth Management: Incorporating Behavioral Finance into Your Practice By Michael M. Pompian, CFA, CFP and John M. Longo, Ph.D., CFA

GTUQuestionPapers.com