



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

With effective
from academic
year 2018-19

Gujarat Technological University

Master of Business Administration

International Business



Handbook

Of

COMPREHENSIVE PROJECT (CP)

(Applicable from Academic Year 2019 - 20 onwards)



Contents

Sr. No.	Topic	Page No.
1	Introduction: Comprehensive Project (CP)	3
2	Objectives: Comprehensive Project (CP)	3
3	Guidelines regarding contents and flow of the project – What is to be done	4
4	Criteria for evaluation of CP	5
5	Frequently Asked Questions (FAQs) for CP	5-7
6	Annexure I: Parameters for Evaluation	8
7	Annexure II: Format for Report Submission	9-12
8	Annexure III: Formatting Specification	13
9	Annexure IV: Role of Director, Faculty Members & Students	14
10	Annexure V: Format for External Examiner certificate	15



GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD

MASTER OF BUSINESS ADMINISTRATION- INTERNATIONAL BUSINESS (MBA-IB) GUIDELINES FOR COMPREHENSIVE PROJECT (CP)

1. INTRODUCTION:

The students will have to undergo Comprehensive Project during the Fourth Semester, and submit a “**Comprehensive Project Report**” by the end of the semester.

Comprehensive Project (CP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo CP as per the prescribed format and duration. The CP is supposed to be an extensive piece of professional work wherein the students provide specific expertise in their field of specialization. Students can choose to undertake the project either with an organization or can carry out a project independently.

2. OBJECTIVES:

CP undertaken with an organization:

- Learn strategic aspects of the specialization domain
- Select a topic of significant relevance to the organization and undertake an intensive research based investigation to identify solutions and answers. This shall serve the objective of enabling students to learn about problems faced by businesses and ways of finding remedies for them. In developing recommendations for how the organization might resolve the issue, students are expected to synthesize business concepts learned in the program and demonstrate their real-world business applications.
- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills.

CP undertaken independently:

- Provide students an opportunity to apply the knowledge and skills acquired in their courses to a specific problem or issue.
- Allow students to extend their academic experience into areas of personal interest, working with new ideas, issues and individuals.
- Students can undertake a study pertaining to an entire industry and develop a holistic and macro view of the environment.



- Students can undertake a fully-researched, costed and complete business plan for a new business venture which might justify investment against a predicted return. They shall still have to conduct a full literature review relevant to the type of business or proposition. This shall provide students an opportunity to simulate setting up of a new business venture.
- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills.
- The student should ensure that the data and other information used in the study report are obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization.

3. WHAT IS TO BE DONE?

- **The student has to undertake project individually or in a pair of two students. CP Report is to be submitted by every individual student / pair of students.**
- **How many students are allowed to undertake the project in the same organization?**

There is no limit on the number of students undertaking the CP in an organization. It shall be the Institute's prerogative to maintain the standards of a CP project through the selection and guidance of distinct, relevant and genuine projects for the students.

- If the CP is undertaken at an organization, the CP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- If the CP is undertaken independently, the student should identify a highly relevant topic in his/her domain area of specialization. He/she can then carry out a research-intensive project pertaining to the selected topic.
- Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the institute. Students may submit hard copy or soft copy of report to the organization / institute as per their requirement. The student **may** also obtain a certificate from the organization/s where the CP was done and attach the same with the copy submitted to the institute. **(Sample format of Certificate is attached in Annexure II). It is compulsory to attach the Institute Certificate in all reports.**
- The university will arrange the external viva - voce for CP. The student is expected to make a **15 – 20 minutes presentation** before the examiner regarding the CP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of CP report should be less than 30%.**



- Institute's CP Coordinator (Faculty Member) has to submit the report to E-library portal of GTU as and when asked by the University.

4. CRITERIA FOR EVALUATION OF CP

The total marks for the CP project will be 200 and it carries 4 credits. The marks will be awarded in proportion of 70:30 by external and internal examiners respectively.

Internal Viva: The institute has to conduct internal viva at institute level where internal faculty guide will give marks out of 60 to each student appearing for Viva in consultation with an external person(s) called from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)

External Viva: External examiner shall be appointed by Gujarat Technological University. He / she will give marks out of 140 on the basis of parameters given in Annexure I.

At the end of the viva, the External Examiner has to ensure that the marks given in the hard copy of the mark sheet are entered in the online mark entry portal of GTU by himself / herself before leaving the exam center.

5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken either individually or in a pair . In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries 4 credits and of 200 marks .
6	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	Yes, it is compulsory for each institute to allocate internal faculty to each student. These internal faculty will act as an internal guide for CP.



7	What is the proportion of Internal and External marks in CP?	The proportion is 30:70. Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140.
8	Is it compulsory for the institutes to organize internal VIVA at institute before University CP VIVA?	Yes, it is mandatory for all the institutes to organize internal CP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
9	Is it required to attach company Certificate in the project report?	For those students who have undertaken the CP in an organization, it is desirable to attach the company certificate in the project report. But it is compulsory to attach the Institute's certificate, certifying the genuineness of the work done by the student. For those students who have carried out the CP independently, it is compulsory to attach their Institute's certificate, certifying the genuineness of the work done by the student.
10	Is it required to attach institute certificate in the project report?	Yes, it is required for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by Principal/Director of the institute.
11	How much plagiarism/similarity is allowed in the CP report?	Upto 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	If plagiarism is above 30% the said report is not accepted for CP VIVA. It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of CP.
13	Is it compulsory to attach Plagiarism report?	Yes, it is compulsory for all the students to attach plagiarism report in the CP report.
14	Which plagiarism software should be used?	The licensed software must be used to check plagiarism. Open source and free software are not allowed. If university is providing licensed software to institute, it is compulsory for all institutes to use the same software to check the plagiarism.
15	What are the passing criteria in CP?	The passing criteria of CP are same like other subjects of MBA course.
16	How many copies of project report are required to submit?	It is compulsory for each student to bring one hard copy (spiral binding) of project at the time of University CP viva. Students are not required to submit hard copy at University. In case if institutes require then they may ask for hard copy submission. The submission of project report is required as under.



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		<p>For University: Soft Copy [The institute coordinator has to submit soft copy (in pdf format) of all the projects through online portal]</p> <p>For Institute: One Soft/ Hard Copy (as per the requirement of institute)</p> <p>For Student: One Hard copy (compulsory requirement) The same hard copy of project has to bring during External Viva</p> <p>For Company/Organization: Soft /Hard Copy (as per requirement of Company)</p>
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GTUQuestionPapers.com



Annexure I

6. PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

- i) **Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- ii) **Literature Review:** Published studies, review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.
- iii) **Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- iv) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- v) **Presentation of the report, format of the report, flow of the report, style, language, etc.**
- vi) **Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.



Annexure II

7. FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

COMPREHENSIVE Project Report

On

'<Title of Project>'

At

<Name of Company / Organization> (If applicable)

Submitted to

Institute Code: 123

Institute Name: (In Full)

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 (MBA-IB)

Offered By

Gujarat Technological University

Ahmedabad

Prepared by:

<Name of Student>

< Enrolment No.>

MBA IB (Semester - IV)

Month & Year:

April 2019



< Second Page >

Date: __/__/__

Company / Organization Certificate <on Company's Letterhead >

To whomsoever it may concern

This is to certify that <Name of Student (Enrolment No.)>of<Name of Institute (Institute Code) > has successfully completed COMPREHENSIVE Project Report titled "....." at <Name of Company with location >.

<Third Page >

Student(s)'s Declaration

(On separate page)

I hereby declare that the COMPREHENSIVE Project Report titled "....." in (Name of the Company / Organization) is a result of my/our own work and my/our indebtedness to other work publications, references, if any, has/have been duly acknowledged. If I/we am/are found guilty of copying from any other report or published information and showing as my/our original work, or extending plagiarism limit, I/we understand that I/we shall be liable and punishable by the university, which may include 'Fail' in examination or any other punishment that university may decide.

Enrollment no.	Name	Signature

Place:

Date:



<Fourth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Fifth Page>

Date: __/__/__

Institute Certificate<on Institute's Letterhead>

[Please attach signed copy of this certificate in the report]

"This is to Certify that this **COMPREHENSIVE Project Report** Titled
"....."
is the bonafide work of **<Name of Student (Enrolment No.)>**, who has/have
carried out his / her / their project under my supervision. I also certify further,
that to the best of my knowledge the work reported herein does not form part
of any other project report or dissertation on the basis of which a degree or
award was conferred on an earlier occasion on this or any other candidate. I
**have also checked the plagiarism extent of this report which is % and it is
below the prescribed limit of 30%. The separate plagiarism report in the form
of html /pdf file is enclosed with this.**

Rating of Project Report [A/B/C/D/E]: _____

(A=Excellent; B=Good; C=Average; D=Poor; E=Worst)

(By Faculty Guide)

Signature of the Faculty Guide/s

(Name and Designation of Guide/s)

Signature of Principal/Director with Stamp of Institute

(Name of Principal / Director)



< Sixth Page >

Date: __/__/__

External Examiner Report

PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT

GTUQuestionPaper.com



Annexure III

8. FORMATTING SPECIFICATIONS FOR REPORTS:

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External CP viva. Student has to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.



Annexure IV

9. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

- Considering the CP as an important project for MBA students
- Ensuring the regular visit of students at selected company for training & project.
- Providing the facility for completing project work in terms of library, computer lab, journals, company visit etc.
- Organize timely internal Viva – Voce for all the students

ROLE OF CP COORDINATOR / FACULTY GUIDE:

- Allocating students to each faculty members (Max. 15 students per faculty)
- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of CP.
- Inviting the experts from companies who are providing training to students.
- Encouraging and guiding students to prepare good quality report.
- Monitoring CP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during CP
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.
- Sharing learning experiences and success stories of CP project at mba@gtu.edu.in

ROLE OF STUDENTS:

- Preparing the Project as per guidance from institute faculty guide and company mentor (if any) and submit the same with in time limit.
- Trying to explore the company to be expert in your area.
- Developing presentation skills for grabbing the job opportunity.
- Preparing the good quality report individually as per the guidelines given in CP Handbook.



GUJARAT TECHNOLOGICAL UNIVERSITY

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Subject Name: Export Import Management – II (EIM-II)

Subject Code: 1549301

With effective
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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Evaluate and justify the various documents for processing export and import orders.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop a critical perspective to examine the EXIM policy framework. Developing analytical skills for identifying export opportunities and undertaking export marketing in countries offering export potential for wide ranging products of Indian origin.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understand the implications of foreign trade policy.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate the legal implications in the area of exports and imports.
Effective Communication (EC)	<ul style="list-style-type: none"> Clarity in understanding the various ex-im documents, and ability to clearly communicate specific details in written and oral communication.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Understand how to export strategically as an entrepreneur.

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>Planning for transportation:</p> <ul style="list-style-type: none"> Intermediaries <ul style="list-style-type: none"> Customs brokers, Freight forwarders, consolidators, Customs House Agents, shipping agents, shippers, airlines, air integrators, ports. Container Freight Stations and Inland Container Depot Choosing the logistics operator Containerization, types of containers, container classification, FCL and LTL Global Ocean transportation <ul style="list-style-type: none"> Types of service Size of vessels Type of vessels / ships Flag Cargo inspections Shipping Conference Carrier, conference shipping and non-conference shipping Ocean Freight rates and calculations Freight Adjustments <ul style="list-style-type: none"> Currency Adjustment Factor Bunker Adjustment Factor 	10	18



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	<ul style="list-style-type: none"> ○ Important Sea Routes <ul style="list-style-type: none"> ▪ North Atlantic, Mediterranean, Indian Ocean, Panama Canal, Cape Route, Suez Canal, South Atlantic ○ Major sea ports of India, World, Port Codes ● Global Air transportation <ul style="list-style-type: none"> ○ Cargo airlines ○ Types of service ○ Types of aircraft, Unit Load Devices ○ Air freight tariff ○ Air carriers ○ TIACA – role, tariff structures ○ International air cargo security ● Role of IATA 		
II	<p>Shipment Procedure and Documentation:</p> <ul style="list-style-type: none"> ● Excise Clearance for Exportable Goods / GST provisions ● Shipping procedure <ul style="list-style-type: none"> ○ Dispatch from factory ○ Booking space on a carrier (ship / plane) ○ Port formalities and documents ○ Inspection at the port ○ Carting order ● Shipping Bill <ul style="list-style-type: none"> ○ Types, procedure for filling up the shipping bill ○ Necessary endorsements on the shipping bill ● Carrier <ul style="list-style-type: none"> ○ Loading ○ Mate receipt ○ Bill of Lading <ul style="list-style-type: none"> ▪ Meaning, types ▪ Significance ▪ B / L procedure <p>Quality Control and Pre-shipment Inspection</p> <ul style="list-style-type: none"> ● Objectives of Quality Control and Pre-shipment Inspection ● Methods of Quality Control and Pre-shipment Inspection ● Procedure for Pre-shipment Inspection ● Procedure for Shipping and Customs Clearance 	10	18
III	<p>Marine Insurance Policy:</p> <ul style="list-style-type: none"> ● Procedure for Marine Insurance Policy ● Types of Marine Insurance Policies ● Procedure for Filing Marine Insurance Claim ● Registration-cum-Membership Certificate (RCMC) ● Role of Customs House Agents (CHAs) 	10	17



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from academic
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	Post Shipment Documentation and Procedure: <ul style="list-style-type: none"> • Submitting documents to the bank • Guaranteed Remittance (GR) Form • Bill of Exchange • Airway Bill • Import Documents • Realization of Export Proceeds 		
IV	Import Procedure: <ul style="list-style-type: none"> • Categories of Importers • Import License • Import of Samples • Import Contract • Pre-import Procedure • Legal Dimensions of Import Procedure • Retirement of Import Documents • Customs Clearance for Imported Goods • Warehousing of Imported Goods • Exchange Control Provisions for Imports • Import Risks • Import Duties • Valuation for Customs Duty • Import Incentives under Special Schemes • Import of Personal Baggage • Import of Gifts 	10	17
V	Practical: <ul style="list-style-type: none"> • Students can visit exporters and importers and understanding the practical processes and formalities involved. • Students can also simulate an export order and create a detailed process involving all documentation and procedural aspects. 	---	(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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Subject Name: Export Import Management – II (EIM-II)

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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Mahajan M. I.	Export Policy, Procedures and Documentation	Snowwhite Publications	2015
2	Paul Justin and Rajiv Aserkar	Export Import Management	Oxford	2013
3	D C Kapoor	Export Management	Vikas	Latest Edition
4	Parul Gupta	Export Import Management	McGraw Hill	2017
5	Dr. Khushpat S. Jain, Dr. Apexa V. Jain	Foreign Trade – Theory, Procedures, Practices and Documentation	Himalaya	Latest Edition
6	Kumar Aseem	Export and Import Management	Excel	Latest Edition
7	Nabhi's board of Editors	How to EXPORT	JBA	2018
8	P.Veera Reddy & P.Mamatha	Manual on EXPORT Documentation	JBA	2018
9	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 / Web resources, etc.

1. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard
7. <https://dgft.gov.in/>
8. <http://www.indiantradeportal.in/>
9. http://www.eximguru.com/exim/guides/howtoexport/ch_6_registration_of_exporters.aspx
10. http://www.mainfreight.nl/en/info_point/info_point_transport/incoterms/incoterms.aspx
11. <https://www.tradefinanceglobal.com/freight-forwarding/incoterms/>
12. <https://howtoexportimport.com/>
13. <http://www.eximguru.com/>
14. <http://www.yourarticlelibrary.com/export-management/list-of-documentation-needed-in-export-business/41221>
15. <https://2016.export.gov/>
16. https://2016.export.gov/webinars/eg_main_039889.asp



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Business Analytics (BA)

Subject Code: 1549302

With effective
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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Develop domain knowledge of various technology and its application to facilitates managerial decision /MIS
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Enhance capabilities for innovative use of I.T.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understanding the significance of global platform for data retrieval/process among different business cultures of the world
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Understanding of ethics and prevention of fraud through technology, theft of data etc.
Effective Communication (EC)	<ul style="list-style-type: none"> Enable communication for data driven decision making
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Encourage cross functional collaboration to enhance efficiency and productivity.

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 Intelligence:</p> <ul style="list-style-type: none"> Definitions and Examples in Business Intelligence Need, Features and Use of Business Intelligence (BI) BI Components <ul style="list-style-type: none"> Data Warehouse Business Analytics Business Performance Management User Interface <p>Business Analytics:</p> <ul style="list-style-type: none"> Introduction to Business Analytics (BA) – Need. Components (Business Context, Technology, Data Science). Types (Descriptive, Predictive and Prescriptive). Business Intelligence versus Business Analytics. Transaction Processing v/s Analytic Processing <ul style="list-style-type: none"> OLTP v/s OLAP OLAP Operations Data models for OLTP (ER model) and OLAP (Star & Snowflake Schema) 	10	18
II	<p>Types of Digital Data:</p> <ul style="list-style-type: none"> Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data <p>Data Warehouse:</p> <ul style="list-style-type: none"> Definition, characteristics, framework Data lake 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

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	Business Reporting, Visual Analytics: <ul style="list-style-type: none"> • Definition, concepts • Different types of charts and graphs • Emergence of data visualization and visual analytics 		
III	Data Mining: <ul style="list-style-type: none"> • Concepts and applications • Data mining process Text & Web Analytics: <ul style="list-style-type: none"> • Text analytics and text mining overview • Text mining applications • Web mining overview • Social media analytics • Sentiment analysis overview Big Data Analytics: <ul style="list-style-type: none"> • Definition and characteristics of big data • Fundamentals of big data analytics 	10	17
IV	Business Performance Management: <ul style="list-style-type: none"> • Business performance management cycle • KPI, Dashboard Analytics in Business Support Functions: <ul style="list-style-type: none"> • Sales & Marketing Analytics • HR Analytics • Financial Analytics • Production and operations analytics Analytics in Industries: <ul style="list-style-type: none"> • Telecom, Retail, Healthcare, Financial Services 	10	17
V	Practical: Students should prepare a detailed report on applications of analytics in different industries.	---	(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)



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Elective Subject Name: Business Analytics (BA)

Subject Code: 1549302

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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Ramesh Sharda, Dursun Delen, Efraim Turban	Business Intelligence: A Managerial Perspective on Analytics	Pearson	3 rd
2	R.N.Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	2016
3	U. Dinesh Kumar	Business Analytics – The Science of Data Driven Decision Making	Wiley	2017
4	Anil Maheshwari	Data Analytics	McGraw Hill	2017
5	Jesper Thorlund & Gert H.N. Laursen	Business Analytics for Managers: Taking Business Intelligence Beyond	Wiley	Latest
6	Sahil Raj	Business Analytics	Cengage	Latest
7	James R. Evans	Business Analytics	Pearson	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.

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

1. International Journal of Business Analytics
2. International Journal of Business Analytics and intelligence
3. International Journal on Consumer and Business Analytics
4. Analytics India – Magazine



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Marketing

Subject Name: Global Branding (GB)

Subject Code: 1549311

With effective
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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	Brands and Branding Definition of Brand, Why brands matter, can anything be branded, what are stronger brands, meaning and importance of branding, advantages and disadvantages of branding, Branding decisions, Brand management process, Customer based brand equity, brand equity as a bridge	8	14
II	Elements of Branding Brand identity- concept, essence, Approaches to Brand identity- Kapferer, Keller and Aaker Brand name decisions & processes Brand communication- Purpose, strategies, Process, communication tools and decisions Brand Positioning- concept, key decisions and approaches Brand image- development process, image and identity integration Brand Personality- Building meaningful personalities for brands, Elements of Brand Personality, Dimensions of Brand Personality	13	21
III	Managing Brands over geographic border Global branding- concept, barriers to global branding, benefits of global branding, Global brand strategy- brand equity, brand positioning, standardisation verses customisation, developing verses developed markets, building global CBBE, strategic implications of global branding	11	20
	Special Applications of Brand management <ul style="list-style-type: none"> Launching new brands- brand platforms, brand 		



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Marketing

Subject Name: Global Branding (GB)

Subject Code: 1549311

With effective
from academic
year 2018-19

IV	<p>portfolio, campaign, brand name</p> <ul style="list-style-type: none"> • Brand revitalization- growth, maturity and decline of brands, brand revitalization strategy • Brand extension- concept, types, process, advantages and disadvantages, evaluation opportunities of extension, managing brand extension • Co-branding – levels, rationale, forms, process, strategies, advantages and disadvantages • Digital branding- online brands, digital brand experience, challenges of digital branding, web branding, digital branding strategies 	8	15
V	<p>Application:</p> <ul style="list-style-type: none"> • Pick a brand, attempt to identify its sources of brand equity. Assess its level of brand awareness and the strength, favourability, and uniqueness of its association. • Pick a category basically dominated by two brands, Evaluate the positioning of each brands, its target market, what are the main points of parity and points of difference? Have they defined their positioning correctly? How might it be improved? • Pick a brand, identify all its elements and assess their ability to contribute to brand equity according to the choice criteria. • Pick brand, examine the history of the brand over the last decade. How would you characterize the brand's efforts to reinforce and revitalize brand equity? • Pick a brand marketed in more the one country, Assess the extent to which the brand is marketed on a standardized versus customized basis. 	-----	(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)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Marketing

Subject Name: Global Branding (GB)

Subject Code: 1549311

With effective
from academic
year 2018-19

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Panda Tapan	Product and Brand Management	Oxford	latest
2	Keller, Parmeswaran, Jacob	Building, Measuring and Manageing Brand Equity	Pearson	latest
3	S. Ramesh Kumar Managing	Indian Brand, Marketing Concepts & Strategies	Vikas	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.

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

1. Brand Equity
2. www.afaqs.com
3. Brand Reporter
4. Indian Journal of Marketing
5. Journal of Brand Management



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Finance

Subject Name: Mergers & Acquisitions (M&A)

Subject Code: 1549321

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 corporate Restructuring scenario and identifying probable strategies to solve the existing problems.

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-Forms of Corporate Restructuring, Historical Overview of M&A Activity, Building Value: The Strategic Perspective- Approaches to formulate Strategy, , Alternative approaches , Formulating competitive strategy ,Diversification Strategy	08	14
II	Types of Mergers: Horizontal Merger, Vertical Merger, Conglomerate Merger, Framework for analysis of Merger,Managerial Synergy and horizontal and related mergers. Theories of Mergers and Tender offers, Sell offs and Divestitures, Spin offs, Equity Carve outs, Restructuring and Joint Ventures,ESOPs , Going Private and Leveraged Buy Outs(LBO)	12	21
III	International M&A: Reasons, Cross Border Acquisitions, Strategic Alliances as an alternative to M&A, Bid Strategies and Defence Tactics	08	14
IV	Regulation of Securities Trading and Take overs, Disclosure requirements, Insider Trading – Insider Trading at International Level, Anti-Trust Laws, Post Acquisition Audit and organisational Learning, Meeting the Challenges of M&A.	12	21
V	Discussion on recent National and International Case Studies of Restructuring	-----	(CEC 30 marks)

4. Pedagogy:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Finance

Subject Name: Mergers & Acquisitions (M&A)

Subject Code: 1549321

With effective
from academic
year 2018-19

5. Evaluation: Student 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	Sudarshan Sudi	Creating Value from mergers and Acquisitions	Pearson	Latest Edition
2	Weston Fred J. et al	Mergers, Restructuring and Corporate Control	Pearson	Latest Edition
3	Weston Fred J. et al	Takeovers, Restructuring and Corporate Governance	Pearson	Latest Edition
4	B.Rajesh Kumar	Mergers and Acquisitions Text and Cases	TMH	Latest Edition
5	C.Krishnamurthi and Vishwanath S.R.	Mergers , Acquisitions and Corporate Restructuring , Text and Cases	SAGE	Latest Edition
6.	Aurora, Shetty ,Kala	Mergers and Acquisitions	Oxford	Latest
7.	Prasanna Chandra	Financial Management :Theory and Practice	TMH	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.

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), 4th Semester

Functional Area Specialization: Human Resource

Subject Name: Global Leadership (GL)

Subject Code: 1549331

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Understand the various types of business and adopting an effective leadership model in business set up
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Designing the problem solving in such a way so as to stimulate innovative and cost-effective way to run business organisation
Global Exposure and Cross-Cultural Understanding (GECCU)	Evaluation of leadership effectiveness across various cultures
Social Responsiveness and Ethics (SRE)	Analyse the ethical practices in Indian leaders
Effective Communication (EC)	Differentiating between effective and ineffective leaders with usage of mode of communication as a basis
Leadership and Teamwork (LT)	Understanding various roles of strategic leader and fostering ways for effective team handling.

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	Individual As a Leader; Who is a Leader Leadership Ethics & Traits Leadership Motivation & behavioral Theories Contingency Theories in leadership	10	18
II	Team Leadership Coaching, Communication and Conflict Skills Followership and Leader-Member Exchange Self-Managed Teams and Team Leadership	10	18
III	Leadership in Organizations Transformational and Charismatic Leadership Leadership of Ethics, Diversity and culture Change Management and Strategic Leadership Learning Organization and Crisis Leadership Influencing; Politics, Power, Negotiation and Networking Developing Leadership Skill	10	17
IV	GLOBAL Leadership History of the Field of Global Leadership Global Leadership Competencies Global Leadership Development Global Leadership Roles Leadership Succession i.e. Developing next generation leaders from global perspective, Zeitgeist Leadership, Level 5 Leadership application in MNC and transformation of employees attitude, Importance of the right CEO, Insider Vs outsider for CEO Job, Choosing the Right CEO.	10	17
V	1. Assignment should be given to study auto		30 marks



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Human Resource

Subject Name: Global Leadership (GL)

Subject Code: 1549331

With effective
from academic
year 2018-19

	biography of great International and national Business Leaders like; Bill gates, Steve Jobs, Richard Branson, Ratan Tata, Mukesh Ambani, Adani, Laxmi Mittal, Sunder Pichai etc. 2. A surveys can be designed to identify and verify the traits of successful Business leader of Local /regional Industry, area. 3. Case studies may be given to understand and analyze leadership dilemmatic situation		CEC
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5. Teaching Methods:

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

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

6. 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	(CEC – 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

7. Text / Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Achua,Lussier	Effective leadership	CENGAGE	Latest Edition
2.	A. Chandramohan	Leadership and management	Himalaya	Latest Edition
3.	Gary Yukl	Leadership in Organisation	Pearson	Latest Edition
4	Peter G. Northhouse	Introduction to Leadership, Concepts & practices	SAGE	Latest Edition
5.	Afsaneh Nahavandi	The Art & Science of Leadership	Printice Hall New Jersey	Latest Edition
6.	Julian Barling	The Science of Leadership;Lessons from Research for organizational leader	Oxford University Press	Latest Edition
7.	Micheal G. Rumsey	The Oxford handbook of Leadership	Oxford University Press	Latest Edition
8.	Bhargava & Bhargava	Team Building & Leadership	Himalaya	Latest Edition
9.	Dr. D.K.Tripathi	Team Building & Leadership	Himalaya	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Functional Area Specialization: Human Resource

Subject Name: Global Leadership (GL)

Subject Code: 1549331

With effective
from academic
year 2018-19

10	Kevin Dalton	Leadership & Management Development; Developing Tomorrow's Manager	Pearson	Latest Edition
11	Mark E. Mendenhall, Joyce S. Osland, Allan Bird, Garry R. Oddou, Martha L. Maznevski, Michael J. Stevens, Gunter K. Stahl	Global Leadership – Research, Practice & Development	Routledge	2 nd edition
12	William H. Mobley, Ying Wang, Ming Li	Advances in Global Leadership	Emerald Group Publishing Limited	2009
13	Michael J. Marquardt, Angus Reynolds	The Global Learning Organization	Irwin Professional Pub.	2008

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.

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

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Journal of Leadership Studies ,Willey Online Library;
<https://onlinelibrary.wiley.com/journal/1935262x>.
4. Journal of Leadership and Organizational Studies , Sage Journal;
<http://journals.sagepub.com/home/jlo>
5. The leadership Quarterly;An International Journal Of Political, Social And behavioural Science, ISSN: 1048-9843, <https://www.journals.elsevier.com/the-leadership-quarterly>
6. Business Standard/Economic Times/Financial Times/ Financial Express/
7. International Journal of Development and Learning in Organizations
8. The International Journal of Educational Organization and Leadership
9. International Journal of Human Resource Development and Management
10. Leadership Advance Online 5. The Learning Organization



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: International Marketing Research (IMR)

Subject Code: 1549341

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>The nature and scope of Global Marketing Research Global marketing research: is it a valid concept, What's different about Global Marketing Research, Alternative types of global marketing research ,Importance of comparability ,Classification of Global marketing Research Challenges of research</p> <p>Marketing research in the global environment Introduction , Role of Research in Global Marketing Strategy formulation ,Issues specific to Global marketing Research, Complexity of Global marketing Research ,Cost, Equivalence, Personnel</p>	8	14
II	<p>Global marketing Research process Introduction , Research objective ,Problem of opportunity analysis, Decision Alternatives, Research Users, Information requirement , Unit of analysis, Data availability, Research Design, Issues in primary Data collection, Qualitative Methods, Surveys and Instrument design , Sampling, Data analysis</p> <p>Preliminary stages of the research process Instrument requirements for Global marketing Decisions, ,Market orientation, Strategic Orientation , Problem Orientation, Unit of analysis,</p> <p>Secondary Data Research Source of secondary data ,Syndicated Data sources, Electronic point of sale scanning ,Uses of secondary data Advantages and disadvantages of secondary data ,Problems in collecting secondary data ,Guidelines for effective online secondary data research</p> <p>Marketing Research on the Internet Current trends in Internet secondary research on the</p>	13	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: International Marketing Research (IMR)

Subject Code: 1549341

With effective
from academic
year 2018-19

	<p>Internet, Secondary research on the Internet, Primary research on the Internet, Social media , Leveraging big Data</p> <p>Primary data research</p> <p>Types of primary research, Issues in primary data collection, Types of primary sources, Problems with collection primary data, Advantages and disadvantages of primary data collection, Establishing equivalence in International marketing Research</p>		
III	<p>Qualitative and observational Research</p> <p>Introduction, Types of Qualitative Research, Types of Observational methods, Advantages and disadvantages of qualitative and observational research, Frequency and ease of use, Cultural influences, Biases in qualitative and observational research</p> <p>Survey research</p> <p>Introduction, Types of surveys, Advantages and Disadvantages of survey methods, Frequency and Ease of Use, Cultural influences, Problem specific to developing countries, Sources of bias in surveys ,New approaches to survey research, Advantages and Disadvantages of survey methods, Frequency and Ease of Use, Cultural influences, Problem specific to developing countries, Sources of bias in surveys, New approaches to survey research</p> <p>Scale Development</p> <p>Introduction, Attitudes, Measurement and Scaling, Measurement of equivalence, Accuracy of attitude , measurement, Types of scale, Scale in cross national research, Global or pan cultural scales, Psychophysiological approaches to scale development</p> <p>Questionnaire Design</p> <p>Introduction , Questionnaire development, Cultural Issues Construct equivalence, Guidelines for online questionnaire design</p> <p>Sampling</p> <p>Introduction, Statistical basis for sampling, The sampling process, Types of Sampling, Determining the Sample Size, Sampling equivalence, Modification requires for developing countries</p> <p>Advanced Data Analysis</p> <p>Analysis of variance, Correlation analysis, Regression analysis, Pooled time series cross sectional analysis, Multivariate Data Analysis, Introduction, Interdependence Techniques, Dependence Techniques</p>	11	20
IV	<p>Presenting the Results</p> <p>Written report, Oral Presentation , Validity, reliability and Genralizability in presentation, Integrating advances in communication technology</p>	8	15



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: International Marketing Research (IMR)

Subject Code: 1549341

With effective
from academic
year 2018-19

	<p>Asia Pacific Regional characteristics ,Language and translation issues, Secondary source of Information, Australia, China, Japan</p> <p>Europe Regional characteristics, European Statistical Sources, Europe – One Economy?, Language issues Computerized information and system , France, Germany, Great Britain</p> <p>Latin America Introduction, Conducting research in Latin America, Argentina, Bolivia, Middle east and Africa, Conducting research in the middle east and North Africa, The Gulf cooperation council, Saudi Arabia, South Africa</p> <p>North America Conducting marketing research in North America, North American free trade Agreement, The United states of America, Mexico, Canada The future of Global Marketing Research</p>		
V	<p>Application:</p> <ul style="list-style-type: none"> Conduct a desk research for any international market. 	-----	(30 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	V. Kumar	Marketing Research (A global outlook)	Sage	Latest
2	Naresh Malhotra	Marketing Research	Pearson	Latest
3	DebashisPati	Marketing Research	University Press	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.

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

1. International Journal of Market Research



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Forex Management (FM)

Subject Code: 1549342

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 Forex Management scenario and identifying probable strategies to solve the existing problems.

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	Foreign exchange Management: Concept of Forex Management; Scope & Significance of Forex Management; Role of Forex Manager; Types of Forex Market; Settlement of Transactions (SWIFT, CHIPS, CHAPS & Fed Wire) Exchange Rate System Exchange rate quotes; Spot & Forward Rates; Cross & Forward Rate Calculations; Factors determining Spot Exchange Rates	08	14
II	Foreign Exchange Rates and Risk Principle of Purchasing Power Parity; Interest Rate Parity; International Fisher Effect and Reasons for Departure from Interest Rate Parity; Types of Risks, Risk Analysis and Management; Approaches to Risk Management (Managing & Reducing); Currency Exposure Management Foreign Exchange Exposure & Strategy of Risk Management Types of Exposure (Transaction, Operating, Translation & Economic); Internal & External Strategies of Foreign Exchange Risk Management, Forward Exchange Contracts; Cross Currency Rollover Contract	12	21
III	Currency Futures: Meaning and types of Currency Futures Contracts; Currency Futures Market; Hedge Ratio; Cross Hedging & Delta Cross Hedging Currency Options: Terms of Currency Options contracts; Call Options and Put Options; Put-Call Parity; Black-Scholes Model; Greek letters	15	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Forex Management (FM)

Subject Code: 1549342

With effective
from academic
year 2018-19

	Financial Swaps: Emergence of Swaps Market; Plain Vanilla Swaps; Swap Banks; Interest Rate & Currency Swaps; Motivation for Swaps		
IV	Financing of Forex Trading Methods of Remittances in Forex Trading, Documentation in Foreign Trade, Netting System and Foreign Currency Accounts; Finance from Foreign Sources (International Financial Corporation, International Bank for Reconstruction and Development, International Development Association, International Monetary Fund and Asian Development Bank)	05	14
V	Practical: <ul style="list-style-type: none"> Students visit currency arbitrage trading terminals and analyze the mechanism of trading in currency derivatives segment and prepare a report. Students prepare a report on risk management strategies used by companies or banks for managing its foreign exchange currencies. 	-----	(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)
	• 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	C Jeevanandam	Foreign Exchange & Risk Management	S Chand	Latest
2	VyputakeshSharan	International Financial Management	PHI	Latest
3	Paresh Shah	Forex Management	Wiley/ Biztantra	Latest
4	Alan C. Shapiro, Peter Moles	International Financial Management	Wiley	Latest
5	O P Agarwal	International Financial Management	Himalaya	Latest



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Forex Management (FM)

Subject Code: 1549342

With effective
from academic
year 2018-19

6.	Institute of Chartered Accountants of India	Forex and Treasury Management	ICAI	Latest
7.	Institute of Company Secretaries of India	Financial Treasury and Forex Management	ICSI	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.

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

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Global Economics
5. Chartered Financial Analyst
6. Journal of Applied Finance
7. CFA Reader
8. Business Today
9. Business India
10. Business World
11. Finance India



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Global Knowledge Management (GKM)

Subject Code: 1549343

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcomes
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">To critically evaluate current trends in knowledge management and their manifestation in business and industry
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">To understand the challenges of Knowledge Based Organizations and the HR mechanisms to manage them effectively at a global level
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">To identify the importance of the values of autonomy and accountability in Knowledge based organizations.
Effective Communication (EC)	<ul style="list-style-type: none">To improvise communication skills of students which will help them to identify and utilize skills of knowledge workers effectively

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	Changing dimensions of the work concept / Nature of works and practices of working hours / Employees Life in knowledge based organizations / Operational mechanisms knowledge based organizations / Dimensions of HRM in managing global knowledge / New Roles and Challenges for HRM in managing global knowledge	12	21
II	Managing knowledge for organizational effectiveness / Process and Methods / Concept of Intellectual Capital and Learning Orientation in the Organizations / Knowledge and Role related issues / Performance appraisal in a KBO / Managing knowledge and Health of Human Resource and Organization / New work rules and Change of Mental makeup of the Employees /	12	21
III	Employees attrition and Stress Management / Rewarding knowledge / Management of Retention in KBO / Information and Communication Technology (ICT) implications over HR practices for managing knowledge	8	14
IV	HRIS for a KBO – Concept , Mechanisms , and Software Orientation – Performance Management – Mechanics and	8	14



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Global Knowledge Management (GKM)

Subject Code: 1549343

With effective
from academic
year 2018-19

	One Illustrative Process / Management of leisure in KBO / HR and comprehensive recreation retention practices / Online Assessment of Employees changing pattern of attitude and behavioural components		
V	Discussion of Case studies, Presentation and reports based on topics assigned, various activities to understand human resource development systems	---	(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	• 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	Frances Horibe	Managing Knowledge Workers	John Wiley and Sons	--
2	Ganesh Natarajan and Sandhya Shekhar	Knowledge Management – Enabling Business Growth	Tata McGraw-Hill Publishing Company Limited	--
3	Fernandez & Leidner	Knowledge Management	PHI Learning	2008
4	Mruthyunjaya	Knowledge Management	PHI Learning	2011
5	Elias M. Awad, Hassan M. Ghaziri	Knowledge Management	Pearson Education	2004
6	Donald Hislop	Knowledge Management	Oxford University	--
7	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal	Knowledge Management Challenges, Solutions, and Technologies	Pearson Education	--



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Global Knowledge Management (GKM)

Subject Code: 1549343

**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, etc.

1. International Journal of Knowledge Management
2. Journal of Knowledge Management
3. Global Knowledge Management Research: A bibliometric analysis
4. Journal of Information & Knowledge Management
5. Global Knowledge, Memory & Communication

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Entrepreneurship

Subject Code: 1549344

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">Understanding of the evolution of industries and economies and the role of the entrepreneur
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Understanding the components of a business planAbility to scan the environment and assess opportunities and threatsDevelop creativity and innovation in thought and action
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Sincere consideration of the ethical and environmental issues and responsibilities which managers take into account when making decisions
Effective Communication (EC)	<ul style="list-style-type: none">Develop clarity of thought to be able to communicate ideas with passion and conviction
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Inculcate the spirit and essence of an effective leader

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	Entrepreneurship: Concepts, Importance; Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mind-set, Theories & Types of Entrepreneur, Forms of business organizations (Sole Proprietorship, Partnership, HUF, Private limited, Public limited, LLP). Creativity, Innovation and Entrepreneurship, Gujarati Entrepreneur and Contribution to India and World Economy Introduction to international entrepreneurship, modes of entry.	8	14
II	Formalities For Setting Up of A Small Business Enterprise: Identifying The Business Opportunity; Growth of a Business Idea; Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile), Decide on the Constitution, Registration, Clearances from specific Departments, Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure, Prepare Project Report, Apply & Obtain Finance, Implement the Project & Obtain Final Clearances	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: Entrepreneurship

Subject Code: 1549344

With effective
from academic
year 2018-19

III	Understanding of Ecosystem & MSME: Introduction to Central – level Institutions, State –level Institutions, Other Institutions (NABARD, TCOs, SIDBI) supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes Micro, Small, and Medium Enterprises (MSME): Concept, Role and Definitions of MSME, Growth & Development of MSME in India and Gujarat, Problems facing the MSME Sector	10	18
IV	Government Support for Entrepreneurship Development: Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem, Stand-up India:	10	17
V	Practical: Project/ presentation on any of the following; Survey of Entrepreneurs from local area Preparing a Business plan for dream business/project Identifying success stories of various Entrepreneurs, Case study on entrepreneurship Experience sharing with entrepreneurs by visiting industry, guest talks and live projects. Ease of Doing Business (EoDB) - Ranking, Determinants of EoDB	---	(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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Poornima M. Charantimath	Entrepreneurship Development and Small Business Enterprises	Pearson	Latest Edition
2	P. C. Jain	Hand book for New entrepreneurs	Oxford niversity Press	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

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**With effective
from academic
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3	Arya Kumar	Entrepreneurship: Creating and Leading an Entrepreneurial Organization	Pearson	Latest Edition
4	Donald F Kuratko and T V Rao	Entrepreneurship – A South-Asian Perspective	Cengage Learning	Latest Edition
5	Rajeev Roy	Entrepreneurship	Oxford	Latest Edition
6	Michael Schaper, Thierry Volery, Paull Weber and Kate Lewis	Entrepreneurship and Small Business	Wiley	Latest Edition
7	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	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 prescribed

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

1. Harvard Business Review
2. Business India / Business Today / Business World, University News
3. The Journal Of Enterprenuership by SAGE Publisher, journals.sagepub.com/home/joe
4. The journal of Enterprenuership and Innovation in Emerging Economies by SAGE Publisher, journals.sagepub.com/home/eie.
5. International Journal of Enterprenuership and Small Business by inderscience Publishers, www.inderscience.com/ijesb
6. Vikalp Prabandhan



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

Elective Subject Name: **Business Ethics and Corporate Governance (BECG)**

Subject Code: 1549345

With effective
from academic
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1. Learning Outcome:

- Understanding of the underlying concepts of Corporate Governance, business ethics
- Foster candidates' understanding of the ethical influences on economic, financial, managerial and environmental aspects of business.
- Develop a candidate's ability to critically analyze ethical issues in business.

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

3. Course Contents:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Business Ethics: Nature of Ethics; Ethical Concepts and Theories.	9	17
II	Managerial Ethics: Managerial & Ethical Dilemmas at work; Managing Ethical Problems; Managerial Ethics and Individual Decisions; Creative Accounting-Its Role in Business Scandals; Corporate Ethical Leadership and Corporate Social Responsibility and Social Reporting and Ethics of Whistle Blowing.	9	18
III	Business Ethics and Corporate Governance: Corporate Governance-Global Practice, Sarbanes Oxley Act of 2002; Reports of Various Committees (1.Narayanmurthy 2.Ganguly 3. Naresh Chandra 4. CII/OECD) and their recommendations on corporate Governance.	9	18
IV	Model working of corporate governance: Board Structure, role and responsibilities of directors, Rights and responsibilities of shareholders, ownership of independent directors – Indian Scenario, corporate governance summary, corporate governance rating	9	17
V	Practical: The students are required to undertake the practical work related to services and relationship marketing from any of the below mentioned areas: <ul style="list-style-type: none"> • Important tenets important religions (any one of them) and their implication for social and Spiritual implications. • Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare. • Important Values subscribed by great Leaders like, Akbar the Great, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding Human Behaviour. • Relevant values as practiced by corporate leaders like Lala Shree Ram, Seth Jamnalalji Bajaj, Sir Jamshetji Tata, and their role in empire building. • Relevant Values of present Business Leaderslike, AzimPremji, Narayanmurthy, Rahul Bajaj,Ratan Tata, 	---	(30 Marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

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With effective
from academic
year 2018-19

	Kumar Mangalam Birla, MukeshAmbani, Anil Ambani and their role models of corporate governance Mangalam.		
	The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas are resolved.		

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	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill	Latest Edition
2	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya	Latest Edition
3	Fernando	Business Ethics	Pearson	Latest Edition
4	Rupani Riya	Business Ethics and Corporate Governance	Himalaya	Latest Edition
5	DavidJ.Fritzsche	Business Ethics:AGlobalandManagerialPerspective	McGraw-Hill	Latest Edition
6	Andrew Crane & Dirk Matten	Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization	Oxford University Press	Latest Edition
7	NeeruVasisth, Namita Rajput	Corporate Governance Values & Ethics	Taxmann	Latest Edition
8	NadhaniAshokK	Business Ethics and BusinessCommunications	Taxmann	2 nd



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 4th Semester

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With effective
from academic
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9	Murthy C.S.V.	Business Ethics	Himalaya Publishing	11 th
10	Albuquerque Daniel	Business Ethics: Principles and practice	Oxford Uni. Press	Latest Edition
11	Ronald M. Green	The Ethical Manager: A New Method for Business Ethics	Macmillan	1994

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. Journal of Management and Governance.
2. Indian Journal of Corporate Governance
3. Journal of Business Ethics
4. Journal of Human Values
5. IBA Journal of Management & Leadership.
6. International Journal of Business Governance and Ethics
7. Principles for Responsible Management Education Anti-Corruption Toolkit, UNPRME, 2012.