



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Branch: International Business

Course / Subject Code: MB01093031

Course / Subject Name : Indian Knowledge System and Cross Continent Business Philosophies

W. e. f. Academic Year	2025-26
Semester	1
Category of the Course:	Core Course (CC)

Prerequisite:	Not required
Rationale:	This subject equips future global managers with a unique blend of Indian wisdom and international business philosophy. By integrating Indian Knowledge System (IKS) with cross-continental cultural insights, it fosters ethical decision-making, cultural intelligence, and value-based leadership. It prepares students to navigate global business challenges with a deep understanding of both traditional Indian ethos and diverse global practices, aligning with the vision of NEP 2020 and the demands of a globalized economy.

Course Outcomes:

No.	Course Outcomes	RBT Level
01	Understand the foundational principles of the Indian Knowledge System (IKS) and its relevance to modern management and international business practices.	Remember & Understand
02	Understand and Apply ancient Indian philosophical concepts such as Dharma, Karma, Artha, and Moksha, along with leadership lessons from Indian scriptures, to contemporary business challenges.	Understand and Apply
03	Analyse the impact of cultural identity, national philosophies, and regional practices on business environments across Asia, America, Europe, Africa, and Oceania.	Analyse
04	Compare global business cultures, etiquettes, and institutional frameworks to assess their influence on international trade and cross-border collaborations.	Analyse
05	Integrate Indian ethos and global cultural philosophies to formulate ethically sound and culturally competent business strategies.	Apply/ Analyse

Course Scheme:

(in Total Hours (TH) per semester)				Total Credits =TH/30	Assessment Pattern & marks					Total Marks
L	T	PR	PBL*		C	Theory		Tutorial / Practical		
					ESE (E)	PA(M)	PA(I)	PBL(I)	ESE (V)	
45	0	30	45	4	70	30	20	30	0	150

* Problem Based Learning (PBL) aims to accommodate learning beyond syllabus as per clause 9.4 of NBA manual.



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Course Content:

Unit No.	Content	No. of Hours	Marks
1	Introduction to Indian Knowledge System (IKS): Importance of Ancient Knowledge, Defining Indian Knowledge System, Unique aspects of IKS and its integration in NEP 2020, Importance of IKS in modern management and international business. Leadership and Motivation from the Ancient Indian Literature: Application of Gita principles in conflict resolution and global leadership. Indian Ethos in Management: Understanding Dharma, Karma, Artha, Moksha in professional contexts. Indian values and the spirit of development for Global Business. Indian ethos & Indian-ness, Indian Model of Corporate Development, STEPS Model, YVK foundation of Indian Management, Vasudhaiva Kutumbakam (One World Family), Panchsheel Principles.	12	17
2	Understanding Culture: Introduction , Key Concepts, Determinants of Cultural Identity Frameworks of Culture: Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture, National Culture, Competencies for Global Manager Brief about Seven Continents: Asia, Africa, North America, South America, Antarctica, Europe, Australia (also referred to as Oceania) Asian Business Environment: Asian Business Culture and Philosophy Contribution of Major Asian Business Philosophies to Global Business Common Business Etiquettes practiced in Asia Effect of Asia on Global Business Major Trade related Institutions and Its contribution at Global Level	12	18
3	American and European Business Environment: America: (North America and South America) American Business Culture and Philosophy Common Business Etiquettes practiced in America Effect of America on Global Business Major Trade related Institutions and Its contribution at Global Level European Business Culture and Philosophy Common Business Etiquettes practiced in Europe Effect of Europe on Global Business Major Trade related Institutions and Its contribution at Global Level	10	18



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4	Australia and Africa Business environment: Australia (Oceania): Australian Business Culture and Philosophy Common Business Etiquettes practiced in Oceania Effect of Oceania on Global Business Major Trade related Institutions and Its contribution at Global Level Africa: African Business Culture and Philosophy Common Business Etiquettes practiced in Africa Effect of Africa on Global Business Major Trade related Institutions and Its contribution at Global Level	11	17
5	CEC: <ul style="list-style-type: none"> ● Case studies on Global Business for various continents ● Case studies on continent culture and its impact ● Projects on Latest Business Trends Continent wise 	30+45	PA(I) + PBL* (I) assessment (50)
Total		120	

Suggested Specification Table For Question Paper Design:

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
30	20	30	20	0	0

Suggested Specification Table For Question Paper Design:

Unit No.	Unit Title	Teaching Hours	Distribution of Theory Marks (Assessment as per Revised Bloom's Taxonomy Level*)						Total Marks
			RM	UN	AP	AN	EL	CR	
I	Introduction to Indian Knowledge System (IKS)		10	7					17
II	Understanding Culture and Asian Business Environment		3	7	7				18
III	American and European Business Environment		4		7	7			18
IV	Australia and Africa Business environment		4		7	7			17
Total			21	14	21	14			100

*RM: Remember, UN: Understand, AP: Apply, AN: Analyze, EL: Evaluate, CR: Create



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Note: This specification table provides general guidelines to assist student for their learning and to teachers to teach and question paper designers/setters to formulate test items/questions to assess the attainment of the UOs. The actual distribution of marks at different taxonomy levels in the question paper may slightly vary from the above table.

Suggested Learning Resources:

S. No.	Title of Book	Author	Publication House
1	Introduction to Indian Knowledge Systems: Concepts and Applications	B Mahadevan, Vinayak Year of Publication Pavana, Vinayaka Rajat Bhat	PHI Learning
2	Corporate Chanakya	Radhakrishnan Pillai	Jaico Publishing House, 2012
3	Ethics in Management and Indian Ethos	Biswanath Ghosh	Vikas Publishing House
4	Cultures and Organizations: Software of the Mind	Geert Hofstede, Gert Jan Hofstede, Michael Minkov	McGraw-Hill Education, 2010
5	Understanding Cultural Differences	Edward T. Hall & Mildred Reed Hall	Intercultural Press
6	International Management: Managing Across Borders and Cultures, Text and Cases, Global Edition	Helen Deresky	Pearson
7	Management in New Age Western Windows Eastern Door	Subhash Sharma	New Age International Publishers

Additional Resources:

NEP 2020 Document (for Indian Knowledge System relevance)

https://www.education.gov.in/sites/upload_files/mhrd/files/NEP_Final_English_0.pdf

IKS Division – Ministry of Education

<https://iksindia.org> – for authentic source material, videos, project ideas

Culture and Organizations: Cluckhohn's Cultural Orientation Theory by Clyde Kluckhohn (Scholarly Article)

Journals:

Journal of International Business Studies

Asia Pacific Journal of Management

The International Trade Journal

International Journal of Trade and Global Markets



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Suggested Project List:

Students need to take up one of the IEO and analyse its impact on International Business for India in last 5 to 7 years.

Suggested Activities for Students:

Students need to take up one of the Regional Groupings and analyse its impact on International Business at the global level in last 5 to 7 years.

CO-PO Mapping

Semester-1	Subject Name: Indian Knowledge System and Cross Continent Business Philosophies				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	3	0
CO2	1	1	2	2	0
CO3	2	3	2	3	3
CO4	3	2	3	3	2
CO5	1	2	2	1	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

List of Generic Activities suggested for Problem Based Learning (PBL)

Sr. No.	Activity	Description	Outcome	Suggested Hours
1	Industry Visit	The students will be taken to industrial visit.	Practical experience to students that how the operations of business are carried out.	10 hours
2	Case Study Discussion	The case study in the area of topic will be discussed with the students.	The students will be able to identify the situation and apply management theories to resolve the problem.	5 hours
3	Gamification in the subject	The students will be given the problem and asked to solve the problem by playing a game to learn the concept.	The students will be able to apply the concept and learn by playing the game.	10 hours



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4	Data collection Assignment	The students will be given the assignment based on the module of the subject.	The students will be able to learn data collection from industry and submit assignments with practical inputs.	6 hours
5	Industry Analysis	The students will be allotted industry and asked to carry out the analysis as per the requirements of the subject.	The students will be able to know the application of the concept in the specific industry.	8 hours
6	Simulation	The students will be given the simulation activities as per the requirements of the subject.	The students will learn and develop the experimental attitude that will help them to solve the industry problems.	10 hours
7	Personality Self-Assessment	Understanding personal traits and how they influence work behavior, teamwork, and managerial effectiveness.	Students will develop self-awareness of their personality traits and identify strategies to enhance their professional effectiveness.	3 hours
8	Leadership Style Self-Assessment	Exploring personal leadership tendencies and their impact on team performance and decision-making.	Students will understand their leadership style and plan ways to adapt it for effective team and organizational management.	2-3 hours
9	Cross-Cultural HR Practices Comparison Report	Analyzing how cultural differences (Hofstede dimensions) influence HR practices in India vs. another country.	Students will apply cross-cultural frameworks to analyze and compare HR practices and develop insights for managing diverse workplaces.	6 hours
10	DEI Role-Play	Applying DEI principles to resolve workplace conflicts and promote inclusion.	Students will demonstrate inclusive communication and problem-solving skills while applying DEI principles in simulated workplace scenarios.	5 hours



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11	Visit to Company for Practical Exposure	Students will be guided to visit the company and explore the practical operating of the tasks.	Students are required to visit the relevant company for practical exposure of the execution of the management activities.	8-10 hours
12	Visit to Trade Expo	Students will be taken to trade expo held for different products to understand business operation and networking.	Students are advised to visit trade expo and meet manufacturer and service providers to understand business operations and expansion.	6-8 hours
13	Industry Defined Problem	The students will be given a minor problem related to industry and they have to prepare a report depicting the probable solution of the problem.	The students will be able to apply management techniques to solve the allotted problem and will provide managerial solution for the same.	10-15 hours
14	Financial Statement Analysis	The students will be provided with the financial data to analyze financial stability of the company.	The students have to extract financial data from the authenticate database and compare the financial performance within the company and with competitors (or industry average) for future growth. The result should be presented with remarks.	12-15 hours
15	Survey / Questionnaire	Data collection through survey or Questionnaire	The students will be given topics for survey or questionnaire based research. They have to present the findings in the scientific manner and present the same for decision-making.	25-30 hours