

**Teaching Scheme and Syllabus
of
Master of Business Administration
(International Business)
*[delivered in Online mode]***

2nd Semester (w.e.f. 2025-26)



Gujarat Technological University
Nr. Visat Three Roads, Visat - Gandhinagar Highway
Chandkheda, Ahmedabad – 382424 – Gujarat

Teaching Scheme

Subject Code	Subject Name	Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
				Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-content hours		
MB02090011	Research Methodology	4	12	12	24	20	20	44	120
MB02090021	Operations, Supply Chain & Logistics Management	4	12	12	24	20	20	44	120
MB02090031	International Marketing Management	4	12	12	24	20	20	44	120
MB02090041	International Human Resource Management	4	12	12	24	20	20	44	120
MB02090051	International Corporate Finance	4	12	12	24	20	20	44	120
MB02090061	Export Import Practices	4	12	12	24	20	20	44	120



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090011

Course Name: Research Methodology

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Courses

Prerequisite:	
Rationale:	The Research Methodology course is designed to develop analytical, logical, and evidence-based decision-making capabilities among MBA (IB) students. It provides systematic knowledge of research design, data collection methods, sampling techniques, and statistical tools required for business analysis. The subject enables students to interpret quantitative and qualitative data, test hypotheses, and draw meaningful managerial insights. By integrating research methodology with applied statistics, the course strengthens problem-solving skills, enhances research competence for academic and corporate studies, and supports informed decision-making in dynamic and uncertain business environments.

Course Outcomes:

After completion of the course, the student will be able to:

No	Course Outcomes	RBT* Level
01	To develop understanding of fundamental concepts of Research Methodology	UN
02	To apply systematic process for Scaling, Data Collection and Sampling Design for Social Science research	AP
03	To statistically analyze collected data with the help of various methods of hypothesis testing	AN
04	To evaluate components of ideal Research Proposal and Report writing	EL

**Revised Bloom's Taxonomy (RBT)*

Teaching Scheme:

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Course Code: MB02090011
Course Name: Research Methodology

Examination Scheme:

Assessment Pattern & Marks			
Summative	Formative		Total Marks
ESE (E)	TW/SL	ESE (V)	
50	50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
1	Fundamentals of Business Research Video 1: Defining Business Research Video 2: Basic and Applied Research Video 3: Steps of Decision Making	1
2	Steps of Business Research Video 1: Steps of Business Research 1-3 Video 2: Steps of Business Research 4-7 Video 3: Steps of Business Research 8-10	1
3	Types of Research - 1 Video 1: Descriptive Research Video 2: Exploratory Research - 1 Video 3: Exploratory Research – 2	1
4	Types of Research - 2 Video 1: Exploratory Research – 3 Video 2: Exploratory Research – 4 Video 3: Exploratory Research – 5	1
5	Review of Literature Video 1: Meaning and Objectives of Review of Literature Video 2: Sources and Process of Literature Review Video 3: Steps of Literature Review	1
6	Measurement and Scaling Video 1: Types of Scales and Validity Video 2: Reliability and Sensitivity Video 3: Single item Scales	1
7	Measurement and Scaling Video 1: Multiple item and Continuous rating Scales Video 2: Factors affect for selecting appropriate scales Video 3: Statistical measures for scaling	1



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8	Data Collection Methods Video 1: Meaning of Data and types of data collection methods Video 2: Secondary Data Collection Methods Video 3: Primary Data Collection Method – Survey Method	1
9	Data Collection Methods Video 1: Questionnaire Designing Process – Phase-1 Video 2: Questionnaire Designing Process – Phase-2 Video 3: Questionnaire Designing Process – Phase-3	1
10	Data Collection Methods Video 1: Observation Method of Data Collection Video 2: Case Study Method of Data Collection Video 3: Ethical Consideration for using Primary Data Collection Methods	1
11	Sampling Designs Video 1: Meaning of Sampling and Steps of Sampling Design Process Video 2: Random Sampling Methods Video 3: Non-random Sampling Methods	1
12	Research Proposal Video 1: Meaning and Format of Research Proposal Video 2: Components of ideal Research Proposal - 1 Video 3: Components of ideal Research Proposal - 2	1
13	Hypothesis Testing Video 1: Meaning and Types of Hypothesis Video 2: Steps of Hypothesis Testing Video 3: One/Two Tailed of Hypothesis and Errors	1
14	Parametric Hypothesis Test Video 1: Meaning and Definition of Univariate t-test Video 2: Univariate t-test - 1 Video 3: Univariate t-test - 2	1
15	Parametric Hypothesis Test Video 1: Meaning and Definition of Bivariate t-test Video 2: Bivariate t-test Video 3: Paired t-test	1
16	Goodness of Fit Test Video 1: Meaning and Definition of Chi-Square Test Video 2: Univariate Chi-Square Test Video 3: Bivariate Chi-Square Test	1



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17	ANOVA Hypothesis Test Video 1: Meaning and Definition of ANOVA Video 2: One-Way ANOVA – 1 Video 3: One-Way ANOVA – 2	1
18	Non-Parametric Hypothesis Test Video 1: Meaning, Definition and Types of Non-Parametric Tests Video 2: Runs Test and Mann-Whitney U Test Video 3: Kruskal Wallis Test	1
19	Research Ethics Video 1: Meaning and scope of ethics in research and its importance Video 2: Fabrication, falsification, and plagiarism (FFP) Video 3: References and Bibliography	1
20	Research Report Writing: Video 1: Meaning and Format of Research Report Video 2: Components of ideal Research Report - 1 Video 3: Components of ideal Research Report - 2	1
Total		20

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1.	Business Research Methods	Naval Bajpai	Pearson
2.	Research methods for business: A skill building approach	Uma Sekaran	Wiley India
3.	Marketing Research: An Applied Orientation	Naresh Malhotra & Satyabhusan Das	Pearson
4.	Business Research Methods	Donald R Cooper and Pamela S Schindler	McGraw Hill
5.	Research Methodology	D K Bhattacharyya	Excel Books

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- The Chartered Accountant (www.icaai.org/category/e-journal)
- Indian Journal of Finance (www.indianjournaloffinance.co.in/)
- Indian Journal of Management – Prabandhan (www.indianjournalofmanagement.com/)
- Harvard Business Review (HBR.org)
- Journal of Marketing Research (www.ama.org/journal-of-marketing-research/)
- Business India / Business Today / Business World
- Business Standard/Economic Times/Financial Times/ Financial Express



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(c) Learning Websites

- <https://www.coursera.org>
- <https://www.edx.org>
- <https://www.linkedin.com/learning>
- <https://www.futurelearn.com>
- <https://hbsp.harvard.edu>

Quadrant-III: Discussion Forum/Interaction – 24 hours

(a) Weekly Discussion Topics

- Week 1: Meaning and Types of Business Research
- Week 2: Steps of Business Research
- Week 3: Descriptive and Exploratory Research
- Week 4: Review of Literature
- Week 5: Types of Scales, Validity, Reliability and Sensitivity
- Week 6: Single item, Multiple item and Continuous rating Scales
- Week 7: Data Collection Methods - Primary and Secondary
- Week 8: Questionnaire Designing Process
- Week 9: Sampling Designs
- Week 10: Hypothesis testing methods
- Week 11: Research Ethics
- Week 12: Research Report Writing

(b) Faculty-Student Interaction Activities

- Asynchronous mentoring
- Q/A threads
- Peer feedback discussions
- Application-based scenario responses
- Reactions to case studies

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities

- Identification of Types of Research
- Steps of Research



GUJARAT TECHNOLOGICAL UNIVERSITY
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- Literature review
- Data Collection Methods
- Sampling Methods and Hypothesis testing
- Research Report preparation

(b) Assignments:

- Research Proposal Presentation
- Research Report preparation and Presentation

(c) Virtual Group Project - Students will work in virtual groups to complete a collaborative project that involves coordination, interaction, and collective problem-solving in an online environment.

(d) Case Study Submission - Students will analyze and submit case studies that require applying course concepts to realistic organizational situations and presenting their insights clearly.

(e) Auto-graded quizzes - Students will complete auto-graded quizzes for given chapters to reinforce learning and check their understanding through immediate feedback.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
-	10	15	15	10	

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO- PO Mapping:

Semester	Research Methodology				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	1	3	1	2
CO2	3	1	2	2	3
CO3	1	2	1	3	1
CO4	2	3	2	1	2

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
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Level: PG

Course Code: MB02090021

Course Name: Operations, Supply Chain & Logistics Management

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Courses

Prerequisite:	Basic understanding of business management functions and global business environment.
Rationale:	Effective management of operations, supply chains, and logistics is critical for organizations competing in today's globalized business environment. This course offers an integrated understanding of how goods, services, information, and finances flow from raw material sources through production processes and distribution networks to end customers across international markets. It develops fundamental knowledge in areas such as demand forecasting, product and process design, capacity planning, facility location and layout, material and inventory management, quality management, project management, supply chain strategy, network design, purchasing, logistics, warehousing, transportation, and contemporary trends like digital supply chains, green logistics, and Industry 4.0. The course prepares students to address operational and supply chain challenges in both manufacturing and service organizations operating in international business contexts.

Course Outcomes:

After completion of the course, the student will be able to:

No	Course Outcomes	RBT* Level
01	Understand the fundamental concepts, scope, and strategic role of operations, supply chain, and logistics management in global business.	Understand
02	Apply demand forecasting, product design, capacity planning, facility location and layout techniques to design effective operations systems.	Apply
03	Analyze material management, inventory control, project management (PERT/CPM), and quality management practices used in global operations.	Analyze
04	Evaluate supply chain strategies, purchasing, logistics, transportation, warehousing, and performance measurement systems for competitive advantage.	Evaluate

**Revised Bloom's Taxonomy (RBT)*



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Course Code: MB02090021

Course Name: Operations, Supply Chain & Logistics Management

Teaching Scheme:

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling / Webinars / Interactive Live Lectures (1 hour per week)	Discussion Forum / asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120

Examination Scheme:

Assessment Pattern & Marks			
Summative	Formative		Total Marks
ESE (E)	TW/SL	ESE (V)	
50	50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
1	Introduction to Operations Management Video 1: Meaning, Role and Scope of Operations Management Video 2: Trends and Challenges in Global Operations Video 3: Difference between Production and Operations; Manufacturing vs. Service Operations	1
2	Operations Strategy in Global Business Video 1: Role of OM in Strategic Management Video 2: Elements of Production/Operations Strategy Video 3: Operations Strategy for International Business	1
3	Demand Forecasting Video 1: Meaning, Need and Time Horizons of Forecasting Video 2: Types of Forecasts and Steps in Forecasting Process	1



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Unit No.	Content	No. of e-Tutorial in hours
	Video 3: Quantitative Methods - Time Series, Moving Average, Exponential Smoothing	
4	Product and Service Design Video 1: Meaning, Importance and Factors in Product Design Video 2: Approaches to Product Design Video 3: Legal, Ethical and Environmental Issues in Product Design	1
5	Capacity Planning Video 1: Concept, Types and Measures of Capacity Video 2: Long-Range Capacity Planning Video 3: Developing and Evaluating Capacity Alternatives	1
6	Facility Location and Layout Video 1: Location Theories, Factors and Steps in Location Selection Video 2: Meaning, Scope and Objectives of Facility Layout Video 3: Principles and Types of Layout	1
7	Material Management and Inventory Control Video 1: Meaning, Objectives and Importance of Material Management Video 2: Inventory Models - EOQ, ABC, VED, FSN Analysis Video 3: Materials Management Information System (MMIS)	1
8	Project Management Video 1: Project Planning, Scheduling, Monitoring and Controlling Video 2: PERT and CPM - Concepts and Computations Video 3: Project Crashing and Resource Optimization	1
9	Quality Management Video 1: International Quality Standards and ISO Framework Video 2: Total Quality Management (TQM) Video 3: Six Sigma, Just-in-Time and Lean Production Systems	1
10	Work Study and Productivity Video 1: Method Study - Objectives and Procedure Video 2: Work Measurement Techniques Video 3: Productivity Improvement in Global Operations	1
11	Introduction to Supply Chain Management Video 1: Understanding Supply Chain Management Video 2: Supply Chain Performance Video 3: Achieving Strategic Fit in Supply Chain Management	1



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Unit No.	Content	No. of e-Tutorial in hours
12	Supply Chain Strategy and Network Design Video 1: Achieving Competitive Advantage through SCM Video 2: Building Blocks and Strategic Decisions in SCM Video 3: Designing Supply Chain Networks	1
13	Supply Chain Processes and Integration Video 1: Understanding Supply Chain Processes - Theory of Constraints Video 2: Integration of Supply Chain Processes Video 3: Enterprise Resource Planning (ERP) in SCM	1
14	Purchasing and Global Sourcing Video 1: Strategic Purchasing in Global Supply Chains Video 2: Global Sourcing Decisions and Supplier Selection Video 3: Purchasing Performance Measurement and Benchmarking	1
15	Supply Chain Performance Measurement Video 1: Performance Measurement Systems and Categories Video 2: SCOR Model and Performance Benchmarking Video 3: Internal Integration of Key Processes for Competitive Advantage	1
16	Introduction to Logistics Management Video 1: Meaning, Scope and Factors Impacting Logistics Video 2: Logistics Growth Drivers and Importance in SCM Video 3: Logistics in India - Current Context	1
17	Transportation and Warehousing Video 1: Transportation Elements and Modes in Global Logistics Video 2: Warehousing - Functions, Types and Design Video 3: Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL)	1
18	AI in Supply Chain Video 1: AI in supply chain and logistic management Video 2: AI in Inventory management and forecasting Video 3: Block chain in Supply chain	1
19	Lean, Agile and Green Supply Chains Video 1: Lean Supply Chain Management - Concepts and Applications Video 2: Agile and Responsive Supply Chains Video 3: Green Supply Chain Practices and Sustainability	1



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Level: PG

Course Code: MB02090021

Course Name: Operations, Supply Chain & Logistics Management

Unit No.	Content	No. of e-Tutorial in hours
20	Global Trends and Digital Supply Chains Video 1: Digital Supply Chain, Industry 5.0 and Automation Video 2: Outsourcing, Mass Customization and Service Operations Video 3: Contemporary Issues and Coordination of Global Supply Chains	1
	Total	20

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1.	Operations Management	Jay Heizer, Barry Render	Pearson, Latest Edition
2.	Operations Management	William J. Stevenson	McGraw Hill, Latest Edition
3.	Production and Operations Management	R. Panneerselvam	PHI Learning, Latest Edition
4.	Operations Management	B. Mahadevan	Pearson, Latest Edition
5.	Supply Chain Management: A Global Perspective	Nada R. Sanders	Wiley, ISBN: 978-0470141175
6.	Purchasing and Supply Chain Management	Handfield, Monczka, Giunipero & Patterson	Cengage Learning, ISBN: 978-1285869681
7.	Supply Chain Management: Strategy, Planning and Operation	Sunil Chopra & Peter Meindl	Pearson Education, Latest Edition
8.	Logistics Management	S. L. Ganapathi, S. K. Nandi	Oxford University Press, ISBN: 9780198098898
9.	Global Supply Chain and Operations Management: A Decision-Oriented Introduction	Dmitry Ivanov, Alexander Tsipoulanis & Jorn Schonberger	Springer, Cham (Switzerland)
10.	Production and Operations Management	K. Aswathappa & K. Shridhara Bhat	Himalaya Publishing House, Latest Edition



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Course Name: Operations, Supply Chain & Logistics Management

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- International Journal of Production Economics
- Journal of Operations Management
- International Journal of Production Research
- International Journal of Physical Distribution & Logistics Management
- Journal of Supply Chain Management
- International Journal of Logistics Management
- Supply Chain Management: An International Journal
- Economic Times - Logistics & Supply Chain section
- Business Standard - Operations & SCM section
- <https://www.scmr.com> (Supply Chain Management Review)
- <https://www.logisticsmgmt.com>

(c) Learning Websites

- <https://www.coursera.org>
- <https://www.edx.org>
- <https://www.linkedin.com/learning>
- <https://swayam.gov.in/>
- <https://nptel.ac.in>
- <https://hbsp.harvard.edu>
- <https://www.apics.org> (Association for Supply Chain Management)
- <https://www.cscmp.org> (Council of Supply Chain Management Professionals)

Quadrant-III: Discussion Forum/Interaction – 24 hours

Weekly Discussion Topics

- Week 1: Role and strategic importance of Operations Management in global business
- Week 2: Demand forecasting challenges in volatile international markets
- Week 3: Product design - balancing cost, quality and sustainability
- Week 4: Capacity planning decisions in multinational manufacturing
- Week 5: Facility location - India as a global manufacturing hub
- Week 6: Inventory management trade-offs - JIT vs. safety stock
- Week 7: Building Strategic Framework to Analyze Supply Chains
- Week 8: Designing the Supply Chain Network
- Week 9: Supply Chain Drivers and Obstacles
- Week 10: Global sourcing - opportunities and risks
- Week 11: Transportation and Logistics in Supply Chain Management
- Week 12: Digital, green and resilient supply chains - the future

Faculty-Student Interaction Activities

- Asynchronous mentoring



GUJARAT TECHNOLOGICAL UNIVERSITY

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Course Code: MB02090021

Course Name: Operations, Supply Chain & Logistics Management

- Q/A threads on operational and supply chain problems
- Peer feedback discussions on case studies
- Application-based scenario responses
- Reactions to industry case studies and current events

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities

1. Case Study Analysis – Operational and supply chain strategies of leading global companies (e.g., Toyota, Amazon, Apple, Maruti Suzuki, Reliance).
2. Industry Research – Identify and analyze SCM practices of one Indian and one global firm in the same sector.
3. Forecasting Exercise – Apply moving average, exponential smoothing and regression on real demand data.
4. Inventory Simulation – Solve EOQ, ABC and reorder point problems using realistic datasets.
5. Project Planning Exercise – Develop a PERT/CPM network for a chosen project and identify critical activities.
6. Logistics Mapping – Map the end-to-end logistics network for a product of the student's choice.
7. Quality Audit – Apply TQM/Six Sigma frameworks to a service or manufacturing process.
8. Video Review – Watch and review documentaries on global supply chains, Industry 4.0 and lean manufacturing.

(b) Assignments

Students need to take up projects in the group/individually:

1. **Demand Forecasting and Capacity Planning Case Analysis**
Select an industry (automobile, FMCG, e-commerce or pharmaceuticals) and analyze how leading firms forecast demand and plan capacity in international markets. Use published reports, annual reports and secondary data; provide quantitative forecasts and recommendations.
2. **Global Supply Chain Network Design Study**
Select 2-3 multinational firms and study their global supply chain network design, sourcing strategies and distribution arrangements. Compare with one Indian firm in the same sector and develop insights on competitive advantage.
3. **Logistics and Warehousing Operations Field Study**
Study the logistics and warehousing operations of an Indian firm (manufacturer, retailer, e-commerce player or 3PL provider). Map the inbound, internal and outbound logistics flows, identify inefficiencies and propose improvements.
4. **Lean / Six Sigma / TQM Implementation Project**
Identify a real or simulated operational problem in a manufacturing or service organization and apply Lean, Six Sigma or TQM tools (DMAIC, fishbone, value stream mapping, 5S, Kaizen) to propose a structured solution.



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(c) Virtual Group Project

Students will work in virtual groups to complete a collaborative project that involves coordination, interaction, and collective problem-solving in an online environment. The project will require students to design or analyze an end-to-end operations and supply chain solution for a chosen industry, integrating forecasting, capacity, inventory, logistics and quality dimensions.

(d) Case Study Submission

Students will analyze and submit case studies that require applying course concepts to realistic organizational situations and presenting their insights clearly. Cases will cover both manufacturing and service operations in international business contexts.

(e) Auto-graded Quizzes

Students will complete auto-graded quizzes (20) for each chapter to reinforce learning and check their understanding through immediate feedback.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
-	10	15	15	10	0

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO-PO Mapping:

Semester 2	Operations, Supply Chain & Logistics Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	2
CO2	3	3	2	2	2
CO3	2	3	1	3	1
CO4	2	3	2	3	2

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Courses

Prerequisite:	Not Required.
Rationale:	Globalisation, digital transformation, and rapidly evolving geopolitical conditions have significantly altered how firms compete across international markets. International Marketing Management equips MBA (IB) students with strategic knowledge and analytical capabilities required to understand global market environments and develop effective international marketing strategies. The course integrates concepts of cross-cultural consumer behaviour, market entry strategies, global branding, digital marketing, sustainability, and emerging technologies. Emphasis is placed on balancing standardisation and adaptation decisions while preparing students to formulate innovative, ethically responsible, and globally competitive marketing solutions for multinational and export-oriented organizations.

Course Outcomes:

After completion of the course, the student will be able to:

No	Course Outcomes	RBT* Level
01	Explain the concepts, principles, and frameworks of marketing management and international marketing, and their role in achieving organizational objectives.	Understand
02	Analyze consumer behaviour, business buying behaviour, marketing environments, and cultural influences to support effective marketing decision-making in domestic and global markets.	Apply
03	Apply marketing strategies related to segmentation, targeting, positioning, product, branding, pricing, promotion, distribution, and digital marketing in diverse market contexts.	Analyze
04	Evaluate international market opportunities, entry strategies, marketing analytics, emerging technologies, and ethical considerations to develop effective global marketing strategies.	Evaluate

**Revised Bloom's Taxonomy (RBT)*

Teaching Scheme:

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling / Webinars / Interactive Live Lectures (1 hour per week)	Discussion Forum / asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

Examination Scheme:

Assessment Pattern & Marks			
Summative	Formative		Total Marks
ESE (E)	TW/SL	ESE (V)	
50	50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
1	Introduction to International Marketing Video 1: Introduction to Marketing Management Video 2: Nature and Scope of Marketing Video 3: Nature, Scope and Evolution of International Marketing	1
2	Marketing Environment Video 4: Marketing Environment and Environmental Scanning Video 5: Environment in Domestic and Global Markets Video 6: Political, Legal and Technological Environment	1
3	Consumer Behaviour & Cross-Cultural Consumer Behaviour Video 7: Consumer Buying Behaviour Video 8: Cultural Influences on Consumer Behaviour Video 9: Consumer Ethnocentrism and Country-of-Origin Effects	1
4	Business Buyer Behaviour Video 10: Organizational Buying Behaviour Video 11: Business Buying Process and Buying Centre Video 12: Factors Influencing Business Purchase Decisions	1
5	Cultural Environment & Cultural Intelligence Video 13: Culture and Marketing Decisions Video 14: Hofstede, Trompenaars and Hall Models Video 15: Cultural Intelligence and Communication Adapts	1
6	Segmentation, Targeting & Positioning Video 16: Market Segmentation Fundamentals Video 17: Global Targeting Strategies Video 18: Positioning in Domestic and International Markets	1
7	Marketing Planning & Strategy Video 19: Marketing Planning Process Video 20: Strategic Marketing Frameworks Video 21: International Marketing Planning	1



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Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

8	Product Decisions & International Product Strategy Video 22: Product Decisions and Product Life Cycle Video 23: Product Standardization vs Adaptation Video 24: New Product Development for Global Markets	1
9	Branding & Global Branding Video 25: Branding and Brand Equity Video 26: Global Branding Strategy Video 27: Global Brand Portfolios	1
10	Pricing & International Pricing Video 28: Pricing Fundamentals and Strategies Video 29: International Pricing Strategies Video 30: Transfer Pricing Concepts	1
11	Promotion & Global IMC Video 31: Promotion Mix Fundamentals Video 32: Global Advertising, PR and Sales Promotion Video 33: Integrated Marketing Communication Strategy	1
12	Distribution & Global Distribution Video 34: Distribution Channel Management Video 35: International Distribution Channel Design Video 36: Global Supply Chain and Channel Management	1
13	Digital Marketing Video 37: Introduction to Digital Marketing Video 38: Digital Marketing Tools and Platforms Video 39: Digital Marketing Strategy	1
14	Marketing Research Video 40: Marketing Research Process Video 41: International Marketing Research Video 42: Challenges in Global Market Research	1
15	International Market Entry Strategies Video 43: Exporting, Licensing and Franchising Video 44: Joint Ventures and Strategic Alliances Video 45: Foreign Direct Investment and E-Commerce Entry	1
16	Marketing Analytics & AI Video 46: Data-Driven Marketing Video 47: AI and ML in Customer Acquisition Video 48: Personalization and Marketing Automation	1

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

17	Data Privacy & International Regulations Video 49: Cross-Border Data Privacy Video 50: International Digital Regulations Video 51: Ethical Use of Marketing Data	1
18	Services Marketing Video 52: Introduction to Services Marketing Video 53: Service Marketing Mix and 7Ps Video 54: International Services Marketing Applications	1
19	Sustainable & Ethical Marketing Video 55: Ethics in Marketing and International Marketing Video 56: Sustainable Marketing and CSR Video 57: Green Marketing and Responsible Business Practices	1
20	Emerging Technologies & Future Trends Video 58: Artificial Intelligence in Marketing Video 59: Metaverse, AR and VR Marketing Video 60: Future of Global Marketing	1
	Total	20

Sr. No.	Title of Book	Author	Publisher
1.	Global Marketing Management	Warren J. Keegan & Mark C. Green	Pearson Education, Latest Ed.
2.	International Marketing (17th ed.)	Philip R. Cateora, Mary C. Gilly & John L. Graham	McGraw-Hill Education
3.	Global Marketing Strategy	Svend Hollensen	Prentice Hall / Pearson, Latest Ed.
4.	Marketing Management (Global Ed.)	Philip Kotler & Kevin Lane Keller	Pearson Education, Latest Ed.
5.	International Marketing	Michael R. Czinkota & Ilkka A. Ronkainen	Cengage Learning, Latest Ed.
6.	International Marketing Management	Rakesh Mohan Joshi	Oxford University Press India
7.	The Fortune at the Bottom of the Pyramid	C.K. Prahalad	Wharton School Publishing
8.	Export-Import Procedures, Documentation & Logistics	C. Rama Gopal	New Age International Publishers
9.	International Marketing: Analysis & Strategy	Sak Onkvisit & John J. Shaw	Routledge, Latest Ed.



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Course Code: MB02090031
Course Name: International Marketing Management

Sr. No.	Title of Book	Author	Publisher
10.	International Business: Environments & Operations	Daniels, Radebaugh & Sullivan	Pearson Education, Latest Ed.

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of International Marketing (American Marketing Association)
- International Marketing Review (Emerald Publishing)
- Journal of World Business (Elsevier)
- Journal of International Business Studies (Palgrave Macmillan)
- Harvard Business Review — International Marketing & Branding articles
- MIT Sloan Management Review — Global Strategy section
- Economic Times — Brand Equity & International Business sections
- <https://www.ama.org>
- <https://www.warc.com>
- <https://www.marketingweek.com>
- <https://www.thedrum.com>
- <https://dgft.gov.in> (DGFT India)
- <https://www.ibef.org> (India Brand Equity Foundation)

(c) Learning Websites

- <https://www.coursera.org>
- <https://www.edx.org>
- <https://www.linkedin.com/learning>
- <https://hbsp.harvard.edu>
- <https://nptel.ac.in> (NPTEL — International Business & Marketing courses)
- <https://hbsp.harvard.edu> (Harvard Business School Case Publishing)
- <https://swayam.gov.in>
- <https://knowledge.wharton.upenn.edu>
- <https://www.ama.org/training>

Quadrant-III: Discussion Forum/Interaction – 24 hours
Weekly Discussion Topics



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

- Week 1:** Is international marketing becoming easier or more complex in the digital era? Discuss with reference to recent geopolitical developments, digital transformation, and changing global trade patterns.
- Week 2:** Can a global brand truly satisfy consumers across different cultures? Analyse how brands like McDonald's, Coca-Cola, Apple, or Netflix balance global consistency with local preferences.
- Week 3:** An Indian start-up wants to expand internationally. Which market entry strategy—exporting, licensing, franchising, joint venture, strategic alliance, or wholly owned subsidiary—would you recommend? Debate the trade-offs.
- Week 4:** Should multinational companies standardize or adapt their products for different countries? Discuss using examples from FMCG, automobile, or consumer electronics companies.
- Week 5:** "Think Global, Act Local"—How do companies like Unilever, Nestlé, and Starbucks localize their products and marketing? Which company has implemented the most effective global strategy?
- Week 6:** Exchange rate fluctuations, transfer pricing, and price differences across countries often create ethical and strategic challenges. How should multinational companies respond to these pricing issues?
- Week 7:** How are Amazon, Alibaba, Shopee, Flipkart, and Meesho transforming global distribution and supply chains? What challenges do they create for traditional distributors and retailers?
- Week 8:** Has social media marketing made global advertising more standardized or more localized? Compare international campaigns of brands such as Nike, Coca-Cola, Samsung, or Dove.
- Week 9:** Indian SMEs often struggle with export documentation, international marketing research, and trade finance. What practical measures can government agencies and businesses adopt to improve export competitiveness?
- Week 10:** Artificial Intelligence, predictive analytics, and marketing automation are changing customer engagement worldwide. Will AI become the primary decision-maker in international marketing, or will human judgment remain essential?
- Week 11:** With increasing concerns over data privacy, sustainability, and ethical marketing, should multinational companies prioritize business growth or responsible marketing practices? Discuss with real-world examples.
- Week 12:** The future of international marketing will be shaped by AI, sustainability, the Metaverse, AR/VR, geopolitical shifts, and changing consumer expectations. Which trend will have the greatest impact over the next decade, and why?

Faculty-Student Interaction Activities

- Asynchronous mentoring via discussion boards on each week's topic
- Q&A threads on international marketing strategy problems and real-world scenarios
- Peer feedback discussions on case study submissions and marketing plans
- Application-based scenario responses (e.g., 'Your company is launching in Brazil — what cultural adaptations would you make?')
- Live webinar sessions with international marketing practitioners and Indian MNC executives
- Reactions to current events, industry news, and global brand campaigns



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090031

Course Name: International Marketing Management

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities

1. **Case Study Analysis:** Examine international marketing strategies of Apple, Unilever, Samsung, Coca-Cola, LVMH and Indian MNCs (Tata, Infosys, Sun Pharma, Bajaj Auto) — compare standardisation vs. adaptation.
2. **Cultural Intelligence Journal:** Select three countries from different Hofstede clusters; analyse how the marketing mix should be adapted for each, with supporting brand examples.
3. **Market Entry Analysis:** Assess market attractiveness for an Indian product entering a foreign market; apply PEST, Porter's Five Forces and entry mode evaluation frameworks.
4. **Digital Marketing Landscape Comparison:** Compare digital marketing ecosystems across three countries; recommend a digital marketing plan for a hypothetical product.
5. **Sustainable Marketing Review:** Evaluate sustainability marketing practices of three global companies on credibility, impact and consumer reception.

(b) Assignments

Students need to take up projects in the group/individually:

- **Global Market Entry Strategy Project**

Select an Indian product or service and develop a comprehensive international market entry strategy for a chosen foreign country: environmental analysis (cultural, economic, legal, technological), market research, STP strategy, recommended entry mode, and proposed marketing mix. Use DGFT, IBEF and secondary market research data.

- **Comparative International Marketing Mix Analysis**

Select 2–3 MNCs in the same industry and analyse their international marketing mix (4Ps or 7Ps) across at least three countries. Evaluate standardisation vs. adaptation rationale and derive insights on competitive advantage from marketing mix decisions.

- **International Digital Marketing Campaign Audit**

Audit a global brand's recent digital marketing campaign across at least three national markets — analyse localisation in content, platform selection, language, influencer choice and creative execution; propose improvements based on digital best practices.

- **Emerging Market Penetration Strategy**

Develop a marketing strategy for an MNC or Indian firm entering Nigeria, Vietnam, Bangladesh, or Indonesia. Apply BOP marketing frameworks, blue ocean strategy and the I-R framework; address cultural adaptation, channel strategy, and pricing for low-income segments.

(c) Virtual Group Project

- Students will work in virtual groups (4–5 members) to develop and present a comprehensive Global Marketing Plan for a real or hypothetical product/service targeting at least two international markets. The plan must integrate environmental scanning, market research, STP strategy, marketing mix decisions, digital marketing strategy, budget allocation, performance



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Course Code: MB02090031
Course Name: International Marketing Management

KPIs, and risk mitigation. Groups will present findings as a business pitch deck and submit a written report.

(d) Case Study Submission

- Students will analyse and submit case studies applying international marketing concepts to real-world situations. Cases will span global FMCG, luxury, technology, services and emerging market contexts, covering both Indian and global company perspectives. Recommended sources: Harvard Business School Publishing (hbsp.harvard.edu), IIM case repositories, and the American Marketing Association case library.

(e) Auto-graded Quizzes

Students will complete auto-graded quizzes (20) for each chapter to reinforce learning and check their understanding through immediate feedback.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
-	15	15	10	10	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO-PO Mapping:

Semester 2	International Marketing Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	1	1
CO2	3	3	2	2	2
CO3	2	3	3	1	3
CO4	2	2	3	1	3
CO5	3	2	2	3	3

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite:	Not Required
Rationale:	Organizations today operate across borders, and managing people internationally is one of the most challenging aspects of global business. This course gives working professionals a clear, practical understanding of International HRM — from hiring and managing expatriates to handling cross-cultural teams and global compliance. The content is calibrated for professionals who may not have an HR background but need to understand how international people-management decisions are made and what they mean for their organizations.

Course Outcomes:

After completion of the course, the student will be able to:

No	Course Outcomes	RBT* Level
01	To understand the key differences between domestic and international HRM and the challenges of managing people in a global business context.	Understand
02	To apply practical strategies for international staffing — including recruiting, selecting, preparing, and supporting employees sent on global assignments.	Apply
03	To analyze how performance appraisal and compensation systems are designed and adapted for employees working across different countries.	Analyze
04	To evaluate how cross-cultural communication, international labour relations, and emerging trends such as remote work and HR technology shape global organizations.	Evaluate

**Revised Bloom's Taxonomy (RBT)*

Teaching Scheme:

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

Examination Scheme:

Assessment Pattern & Marks			
Summative	Formative		Total Marks
ESE (E)	TW/SL	ESE (V)	
50	50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
1	What is International HRM? Overview and Context Video 1: Defining IHRM – How it differs from domestic HRM; why it matters for global businesses Video 2: Globalization and the mobility of human resources; key IHRM challenges Video 3: IHRM Models and Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric	1
2	Cross-Cultural Differences and Workforce Diversity Video 1: Understanding cultural differences in the workplace – Hofstede's framework for managers Video 2: Strategies for managing a diverse, multicultural workforce Video 3: Building cultural intelligence (CQ) – a practical skill for global managers	1
3	Strategic IHRM and Global HR Frameworks Video 1: Strategic HRM in a global context – aligning people practices with business strategy Video 2: Developing a global HR framework; HR planning for international expansion Video 3: IHRM considerations in mergers, acquisitions, and joint ventures	1
4	Global Talent Acquisition and International Recruitment Video 1: Global talent acquisition strategies – sourcing and attracting international talent Video 2: International recruitment and selection methods – what works and why Video 3: Ethical considerations in international staffing and fair hiring practices globally	1
5	Expatriate Management: Selection, Preparation and Support Video 1: Who is an expatriate? Types of international assignments and selection criteria Video 2: Pre-departure training and cross-cultural preparation for expatriates	1



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

	Video 3: Expatriate support programmes – managing adjustment, performance and family issues	
6	Repatriation and Cross-Cultural Training Video 1: Repatriation – bringing employees back; common challenges and how to manage them Video 2: Designing and delivering cross-cultural training programmes Video 3: Virtual and short-term assignments – managing global mobility in the hybrid era	1
7	International Performance Management – Challenges and Design Video 1: Why performance management is more complex in global settings Video 2: What should be appraised? Setting meaningful goals across different cultural contexts Video 3: Who should appraise? Home vs. host country appraisers; 360-degree feedback in global teams	1
8	Performance Appraisal Systems and Common Problems Video 1: Types of performance appraisal systems used in multinational organizations Video 2: Common problems in international performance appraisal and how to overcome them Video 3: Linking performance management to rewards and career development in global firms	1
9	Objectives and Complexities of International Compensation Video 1: Objectives of international compensation management – equity, competitiveness, compliance Video 2: Why international compensation is complex – taxes, cost of living, exchange rates, legal systems Video 3: Factors affecting international compensation decisions	1
10	Structure and Approaches to International Compensation Video 1: Components of an international compensation package – base pay, allowances, benefits, incentives Video 2: Approaches to international compensation – Balance Sheet, Going Rate, Cafeteria approach Video 3: Compensation for local hires and third-country nationals – practical comparisons	1
11	Employment Laws and Regulations Across Countries Video 1: Understanding key employment laws in major business regions (USA, EU, Asia, India) Video 2: Compliance obligations for multinational employers – what global managers need to know Video 3: Immigration, work permits, and legal considerations for international assignments	1



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

12	Cross-Border Labour Relations and Collective Bargaining Video 1: Industrial relations in international HRM – structures and differences across countries Video 2: Cross-border collective bargaining and trade union interactions for multinational firms Video 3: Resolving employment conflicts and disputes in international settings	1
13	IHRM and Corporate Social Responsibility Video 1: What CSR means for global HR – labour standards, fair wages, and decent work Video 2: International frameworks – UN Global Compact, ILO standards, and ESG expectations Video 3: CSR in the supply chain – managing HR standards in global vendor networks	1
14	Technology in International HRM Video 1: Role of HR technology in global organizations – HRIS, ATS, payroll systems Video 2: AI and People Analytics in IHRM – how data is changing global talent decisions Video 3: Managing digital HR tools across different countries – data privacy and compliance	1
15	Ethical Considerations in International HRM Video 1: Common ethical challenges in global HR – bribery, discrimination, child labour, forced labour Video 2: Applying ethical frameworks in cross-cultural settings Video 3: Building an ethical global HR culture – policies, training, and accountability	1
16	Agile HR Practices for Global Organizations Video 1: What is Agile HR? Applying flexible, iterative HR practices in global organizations Video 2: Remote and hybrid work models – HR implications for international teams Video 3: Managing geographically distributed teams – tools, trust, and performance in the remote era	1
17	Future Trends in International HRM – Part 1 Video 1: Evolving role of the global HR function – from administration to strategic partner Video 2: Talent shortage and global competition for skills – what it means for international hiring Video 3: Managing Gen-Z and multi-generational global workforces	1



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

18	Future Trends in International HRM – Part 2 Video 1: ESG and sustainable HRM – integrating environmental and social responsibility into global HR Video 2: Diversity, Equity and Inclusion (DEI) as a global HR strategy Video 3: IHRM in emerging markets – opportunities and challenges in Asia, Africa and Latin America	1
19	IHRM in Practice – Industry Case Applications Video 1: IHRM in manufacturing MNCs – managing global plant workforces (e.g., Toyota, Tata) Video 2: IHRM in the IT and services sector – managing global delivery teams (e.g., Infosys, Wipro), Video 3: AI-Driven Global Talent Acquisition — How MNCs are Changing the Way They Hire Across Borders	1
20	Integrating IHRM – A Practitioner's Perspective Video 1: Connecting all IHRM functions – how they work together in a real global organization Video 2: The global HR manager's role – skills, challenges, and career path Video 3: Reflective discussion – What does good global HR practice look like in your industry?	1
Total		20

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1.	International Human Resource Management	Peter J. Dowling, Marion Festing & Allen D. Engle	Cengage Learning India Pvt. Ltd., 6th Ed., 2017, ISBN: 978-9386668585
2.	International Human Resource Management	K. Aswathappa & Sadhna Dash	McGraw-Hill Education, 2nd Ed., 2017, ISBN: 978-0071077941
3.	International Human Resource Management	Anne-Wil Harzing & Ashly H. Pinnington (Eds.)	SAGE Publications, 4th Ed., 2014, ISBN: 978-1446267318
4.	International Human Resource Management: Globalization, National Systems and Multinational Companies	Tony Edwards & Chris Rees	Pearson Education, 2nd Ed., 2016, ISBN: 978-1292004105



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

5.	International Human Resource Management	P. Subba Rao	Himalaya Publishing House, 2018, ISBN: 978-9352028375
6	Change Management and Organizational Development	Ratan Raina	SAGE Publications India, 1st Ed., 2019, ISBN: 978-9352806881

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- International Journal of Human Resource Management | Taylor & Francis | ISSN: 0958-5192
- Human Resource Management | Wiley | ISSN: 0090-4848
- Journal of World Business | Elsevier | ISSN: 1090-9516
- Asia Pacific Journal of Human Resources | SAGE | ISSN: 1038-4111
- Harvard Business Review | Harvard Business Publishing | hbr.org
- People Matters | People Matters Media | peplemattersglobal.com
- Economic Times – HR World | economictimes.indiatimes.com
- SHRM Global HR | Society for Human Resource Management | shrm.org
- International HR Forum | internationalhrforum.com
- McKinsey Quarterly – People & Organization | mckinsey.com
- World Economic Forum – Future of Jobs Report | weforum.org

(c) Learning Websites

- <https://www.coursera.org>
- <https://www.edx.org>
- <https://www.linkedin.com/learning>
- <https://www.futurelearn.com>
- <https://hbsp.harvard.edu>
- <https://internationalhrforum.com/>
- <https://empxtrack.com/blog/>

Quadrant-III: Discussion Forum/Interaction – 24 hours

(a) Weekly Discussion Topics

- Week 1: Why does IHRM matter? How does managing people globally differ from your current experience?



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

- Week 2: Cultural differences you have observed in your workplace – and how they affect decision-making
- Week 3: What makes an expatriate assignment succeed or fail? Have you seen examples in your organization?
- Week 4: How are global talent decisions made in your industry? Discuss recruitment challenges
- Week 5: How is performance measured fairly across cultures? Share challenges you have faced
- Week 6: Pay and compensation across countries – is a standard global pay package fair?
- Week 7: Employment laws in different countries – compliance challenges for your organization
- Week 8: Labour relations and unions in a global firm – conflict management across borders
- Week 9: CSR expectations on global employers – whose responsibility is it?
- Week 10: Technology and HR – how is your organization using HR tech for global people management?
- Week 11: Ethical dilemmas in global HR – share a real or hypothetical scenario
- Week 12: The future of global work – remote teams, hybrid models, and the changing role of IHRM

(b) Faculty-Student Interaction Activities

- Asynchronous mentoring
- Q/A threads
- Peer feedback discussions
- Application-based scenario responses
- Reactions to case studies

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities

- Review the IHRM policy of your own organization (or a publicly available MNC's global HR policy)
- Read an article on expatriate failure and identify the top 3 causes; reflect on how they could be prevented
- Compare employment laws in India vs. one other country (e.g., Germany, USA, or UAE)



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090041

Course / Subject Name: International Human Resource Management

- Research the pay package components for an international assignment in your sector
- Review a global CSR report (e.g., Tata, Unilever, Infosys) and identify HR-related CSR commitments
- Explore one HR software tool used for global payroll or workforce management (e.g., SAP SuccessFactors, Workday)

(b) Assignments

- **Country HR Analysis (Individual):** Choose one country where your organization operates (or aspires to). Analyse its HR environment – culture, labour laws, compensation norms, and staffing challenges.
- **Expatriate Assignment Brief (Individual):** Prepare a short brief for a hypothetical employee being sent on an international assignment: selection rationale, pre-departure training, compensation outline, and repatriation plan.

(c) Virtual Group Project - Students will work in virtual groups to complete a collaborative project that involves coordination, interaction, and collective problem-solving in an online environment.

(d) Case Study Submission - Students will analyze and submit case studies that require applying course concepts to realistic organizational situations and presenting their insights clearly.

(e) Auto-graded quizzes - Students will complete auto-graded quizzes for given chapters to reinforce learning and check their understanding through immediate feedback.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
0	10	15	15	10	0

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO- PO Mapping:

Semester -3	International Human Resource Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	1	3
CO2	3	3	2	3	2
CO3	2	3	3	1	2
CO4	2	2	3	1	3

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090051

Course / Subject Name: International Corporate Finance

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Courses

Prerequisite: --

Rationale:	This course equips MBA (IB) Online learners with the conceptual and applied knowledge of Corporate Finance, viewed through the lens of firms operating across borders, through a blended, self-paced quadrant structure. It develops the ability to interpret financial data, evaluate investment and dividend decisions under exchange-rate and country-risk conditions, estimate the cost of capital for multinational operations, and design an optimal capital structure for maximizing shareholders' value in international markets. The course further builds competence in managing working capital, cash and receivables of multinational and export-oriented firms, equipping students with the financial decision-making skills needed in dynamic, globally integrated business environments.
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Course Outcomes:

After completion of the course, the student will be able to:

No	Course Outcomes	RBT* Level
01	To develop understanding of the fundamentals of financial management and interpret accounting and financial data for organizational decision making in a global context.	UN
02	To evaluate capital budgeting decisions and dividend policy for businesses operating in international and cross-border environments.	AP
03	To analyze the importance of capital structure and leverage by estimating the cost of varied domestic and international sources of funds for the business organization.	AN
04	To evaluate the working capital and its components for routine business requirements of multinational firms at global as well as domestic level.	EL

**Revised Bloom's Taxonomy (RBT)*

Teaching Scheme:

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090051

Course / Subject Name: International Corporate Finance

Examination Scheme:

Assessment Pattern & Marks			
Summative	Formative		Total Marks
ESE (E)	TW/SL	ESE (V)	
50	50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
1	Overview of Financial Management in a Global Context Video 1: Meaning, Objectives, Scope, Role and Functions of Financial Management Video 2: Financial Decisions: An Overview for Domestic and Cross-Border Firms Video 3: Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization	1
2	Time Value of Money Video 1: Concepts and Compounding Video 2: Discounting Techniques Video 3: Annuities	1
3	Sources of Long-Term Finance - Domestic and International Video 1: Equity Shares, Preference Shares and Debentures Video 2: Term Loan and External Commercial Borrowings (ECB) Video 3: ADRs, GDRs and Eurobonds as International Financing Sources	1
4	Valuation of Securities Video 1: Valuation of Bonds Video 2: Valuation of Preference Shares Video 3: Valuation of Equity, including Cross-Listed Securities	1
5	Foreign Exchange Exposure and Risk Video 1: Fundamentals of Exchange Rates and Currency Markets Video 2: Transaction, Translation and Economic Exposure Video 3: Overview of Hedging Instruments (Forwards, Futures, Options, Swaps)	1
6	International Capital Budgeting - Introduction Video 1: Meaning and Features of Investment Decisions Video 2: Types and Importance of Investment Decisions in Cross-Border Projects Video 3: Adjusting Project Cash Flows for Exchange Rate and Political Risk	1



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090051

Course / Subject Name: International Corporate Finance

7	DCF Techniques for Cross-Border Projects Video 1: Net Present Value (NPV) - Parent vs Project Perspective Video 2: Internal Rate of Return (IRR) and MIRR Video 3: Profitability Index (PI) and Discounted Payback	1
8	Non-DCF Techniques, Capital Rationing and Country Risk Video 1: Accounting Rate of Return (ARR) and Payback Period Video 2: Capital Rationing Video 3: Political and Country Risk Analysis in Investment Decisions	1
9	Dividend Decision - I Video 1: Dividend and Dividend Policy Video 2: Factors Affecting Dividend Payout, including Repatriation and Withholding Tax Video 3: Dividend Relevance Model: Walter Model	1
10	Dividend Decision - II Video 1: Dividend Relevance Model: Gordon Model Video 2: Dividend Irrelevance Model: MM Model Video 3: Basics of Decision Tree Analysis (1-level and 2-level)	1
11	Cost of Capital - I Video 1: Significance and Concept of Opportunity Cost of Capital Video 2: Cost of Debt, including Foreign Currency Borrowings Video 3: Cost of Preference Capital	1
12	Cost of Capital - II for Multinational Firms Video 1: Cost of Equity Capital Video 2: Weighted Average Cost of Capital (WACC) Video 3: Country Risk Premium Adjustments in Cost of Capital	1
13	Leverage Analysis Video 1: Operating Leverage Video 2: Financial and Combined Leverage Video 3: Point of Indifference	1
14	International Capital Structure Decisions - I Video 1: Net Income (NI) Approach Video 2: Net Operating Income (NOI) Approach Video 3: Traditional Approach	1
15	International Capital Structure Decisions - II Video 1: MM Theory without Taxes Video 2: MM Theory with Taxes Video 3: Capital Structure Choices for Multinational Corporations	1



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Branch: International Business
Course / Subject Code: MB02090051
Course / Subject Name: International Corporate Finance

16	Working Capital Management of Multinational Firms - I Video 1: Concepts of Working Capital Video 2: Operating Cycle Video 3: Determinants of Working Capital, including Cross-Border Factors	1
17	Working Capital Management - II Video 1: Estimating Working Capital Needs Video 2: Matching, Conservative and Aggressive Approach Video 3: Intra-Firm Fund Positioning in Multinational Groups	1
18	International Cash Management Video 1: Need for Cash Management in Multinational Firms Video 2: Cash Management Cycle Video 3: Centralized Cash Management: Netting and Pooling	1
19	Optimum Cash Balance Models and Receivables Management Video 1: Baumol's Model (Certainty) and Miller-Orr Model (Uncertainty) Video 2: Nature and Goals of Credit Policy for Export Receivables Video 3: Credit Policy Variables and Evaluation	1
20	Application: International Corporate Finance Video 1: Role and Functions of Finance Department in a Multinational / Export-Oriented Organization Video 2: Valuation of Selected Scrip / Bonds with Cross-Border Considerations Video 3: Study of Investment Decisions, Working Capital Policy and Cash Budgeting in a Global Firm	1
Total		20

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1	Financial Management, Theory and Practice	Prasanna Chandra	McGraw - Hill
2	Financial Management	I M Pandey	Vikas
3	Financial Management	M. Y. Khan and P. K. Jain	McGraw - Hill
4	Financial Management	Rajiv Srivastava & Anil Misra	Oxford
5	Multinational Business Finance	David K. Eiteman, Arthur I. Stonehill, Michael H. Moffett	Pearson
6	International Financial Management	P. G. Apte	McGraw - Hill

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Business Standard / Economic Times / Times of India



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Branch: International Business

Course / Subject Code: MB02090051

Course / Subject Name: International Corporate Finance

- Finance India (Indian Institute of Finance)
- Journal of International Business Studies
- Journal of Multinational Financial Management
- Global Journal of Finance & Management
- Reserve Bank of India (www.rbi.org.in)
- Websites pertaining to companies, capital markets and forex (NSE, BSE, SEBI, FEDAI)

(c) Learning Websites

- <https://www.coursera.org>
- <https://www.edx.org>
- <https://www.linkedin.com/learning>
- <https://www.futurelearn.com>
- <https://hbsp.harvard.edu>

Quadrant-III: Discussion Forum/Interaction – 24 hours

(a) Weekly Discussion Topics

- Week 1: Overview of Financial Management and Time Value of Money in a Global Context
- Week 2: Domestic and International Sources of Long-Term Finance; Valuation of Securities
- Week 3: Foreign Exchange Exposure, Risk and Hedging Instruments
- Week 4: International Capital Budgeting and Country Risk Analysis
- Week 5: DCF and Non-DCF Investment Appraisal Techniques
- Week 6: Dividend Decision, Repatriation Issues and Dividend Models
- Week 7: Cost of Capital and WACC for Multinational Firms
- Week 8: Leverage Analysis
- Week 9: International Capital Structure Theories (NI, NOI, MM)
- Week 10: Working Capital Management of Multinational Firms
- Week 11: International Cash Management - Netting and Pooling
- Week 12: Receivables Management and Cross-Border Application Project

(b) Faculty-Student Interaction Activities

- Asynchronous mentoring
- Q/A threads
- Peer feedback discussions
- Application-based scenario responses
- Reactions to case studies



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Branch: International Business
Course / Subject Code: MB02090051
Course / Subject Name: International Corporate Finance

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities

- Time Value of Money numerical practice
- Valuation of Bonds, Preference Shares and Equity, including cross-listed securities
- Foreign exchange exposure identification and hedging instrument selection
- Capital budgeting techniques for cross-border projects (NPV, IRR, ARR, Payback)
- Dividend policy models (Walter, Gordon, MM) with repatriation considerations
- Cost of capital and WACC computation for a multinational firm
- Leverage and international capital structure numerical practice
- Working capital estimation and cash budgeting for a multinational/export-oriented firm

(b) Assignments:

- Valuation of a Selected Scrip / Bond with Cross-Border Considerations - Case Presentation
- International Capital Budgeting Decision Analysis Report

(c) Virtual Group Project - Students will work in virtual groups to study the role and functions of the finance department, capital structure, working capital policy and cash budgeting of a selected multinational or export-oriented organization, requiring coordination and collective problem-solving in an online environment.

(d) Case Study Submission - Students will complete auto-graded quizzes for each unit to reinforce learning and check understanding through immediate feedback

(e) Auto-graded quizzes - Students will complete auto-graded quizzes for given chapters to reinforce learning and check their understanding through immediate feedback.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
-	10	15	15	10	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO- PO Mapping:

Semester -2	International Corporate Finance				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	3
CO2	2	3	1	2	2
CO3	1	2	3	2	2
CO4	2	2	2	3	3

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090061

Course Name: Export Import Practices

w. e. f. Academic Year:	2025-26
Semester:	2
Category of the Course:	Core Courses

Rationale:	The course aims to providing an overview of export & import procedures for an Indian firm. It focuses on helping students develop relevant skills necessary for policies framed by various government institutions to regulate export/ import business from India. It also enable the students to integrate the understanding of various other concepts such as insurance, documentation, institutions required for taking appropriate EXIM business decisions.
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Course Outcomes:

Sr. No.	Course Outcomes
CO1	To understand export & import related compliances for Businesses
CO2	To able to identify problems / bottlenecks encountered for a given foreign trade opportunity
CO3	To analyze EXIM procedures related to Shipments and related documentation
CO4	To identify and evaluate export or import opportunities in a specific sector / country

Credit value of the course	No. of weeks	No. of Interactive sessions		Hours of study material		Self-Study hours including Assessment etc. (Quadrant-IV)	Total Hours of Study (based on 30 hours per credit)
		Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week) (Quadrant-III)	e-Tutorial in hours (Quadrant-I)	e-content hours (Quadrant-II)		
4	12	12	24	20	20	44	120

Assessment Pattern & Marks

Summative		Formative		Total Marks
ESE (E)		TW/SL	ESE (V)	
50		50	0	100

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 20 hours

Unit No.	Content	No. of e-Tutorial in hours
	Procedure for registration as an exporter/ importer Part -I Video 1: Registration of Organisation, Opening Bank Account	



GUJARAT TECHNOLOGICAL UNIVERSITY

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Course Code: MB02090061

Course Name: Export Import Practices

1	Video 2: Obtaining Importer-Exporter Code Number, Permanent Account Number Video 3: Registration with GST, Export Promotion Council and Export Promotion of capital Goods	1
2	Procedure for registration as an exporter/ importer Part -II Video 1: Registration with Export Credit and Guarantee Corporation of India Video 2: Registration with other Authorities-FIEO, ITPO, COC, RBI Video 3: Registration with other Authorities- Income Tax authorities, Commodity Boards, DGFT	1
3	Inco Terms Part -I Video 1: Definition, types & validity Video 2: Structure/ Coverage of incoterms Video 3: Transportation mode & appropriate term-1	1
4	Inco Terms Part -II Video 1: Transportation mode & appropriate term-2 Video 2: Transfer of risk & incoterms (incoterms chart of responsibility)-1 Video 3: Transfer of risk & incoterms (incoterms chart of responsibility)-2	1
5	Pre Shipment I Procedure Video 1: Approaching Foreign Buyers, Inquiry and Offer, Confirmation of Order Video 2: Opening Letter of Credit, Production/ Procurement of Goods Video 3: : Packing and Marking, Central Excise Clearance	1
6	Pre Shipment II Procedure Video 1: Appointment of C&F Agent Video 2: Pre Shipment Finance, Credit in Foreign Currency Video 3: Packing Credit, Payment Terms, Letter of Credit	1
7	Pre Shipment - Obtaining Insurance Cover Video 1: Procedure for Marine Insurance Policy & Air Insurance Video 2: Types of Marine Insurance Policies Video 3: Procedure for Filing Marine Insurance Claim	1
8	Pre shipment - Documentation I Video 1: Types of documents needed-, Video 2: Commercial, regulatory, export assistance Video 3: Documents required by importing countries	1
9	Pre shipment Documentation II Video 1: Registration-cum-Membership Certificate (RCMC) Video 2: Excise Clearance for Exportable Goods Video 3: GST provisions	1
10	Pre shipment - Planning for transportation I Video 1: Intermediaries : Customs brokers, Freight forwarders, consolidators, Video 2: Customs House Agents, shipping agents, shippers Video 3: airlines, air integrators, ports	1
11	Pre shipment Planning for transportation II Video 1: Container Freight Stations and Inland Container Depot	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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[delivered in Online mode]

Level: PG

Course Code: MB02090061

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	Video 2: Choosing the logistics operator Video 3: Containerization, types of containers- FCL and LTL	
12	Shipment Procedure and Documentation Part -I Video 1: Shipping procedure- Dispatch from factory Video 2: Booking space on a carrier (ship / plane) Video 3: Port formalities and documents	1
13	Shipment Procedure and Documentation Part -II Video 1: Inspection at the port & Carting order Video 2: Shipping Bill - Types, procedure for filling up the shipping bill Video 3: Necessary endorsements on the shipping bill	1
14	Shipment Procedure and Documentation Carrier Video 1: Loading Video 2: Mate receipt Video 3: Bill of Lading- meaning, types, significance & procedure	1
15	Quality Control and Pre-shipment Inspection Video 1: Objectives of Quality Control and Pre-shipment Inspection Video 2: Methods of Quality Control and Pre-shipment Inspection Video 3: Procedure for Shipping and Customs Clearance	1
16	Post Shipment Documentation: Video 1: Submitting documents to the bank & Guaranteed Remittance (GR) Form Video 2: Bill of Exchange & Sea & Airway Bill Video 3: Import Documents & Realization of Export Proceeds	1
17	Import Procedure: Part -I Video 1: Categories of Importers Video 2: Import License Video 3: Import of Samples, Import Contracts	
18	Import Procedure: Part -II Video 1: Pre-import Procedure Video 2: Legal Dimensions of Import Procedure Video 3: Retirement of Import Documents	
19	Import Procedure: Part -III Video 1: Customs Clearance for Imported Goods Video 2: Warehousing of Imported Goods Video 3: Exchange Control Provisions for Imports, Import Risks	
20	Import Procedure: Part -IV Video 1: Import Duties and Valuation for Customs Duty Video 2: Import Incentives under Special Schemes Video 3: Risk Associated with EXIM	
	Total	20



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090061

Course Name: Export Import Practices

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 20 Hours

(a) e-Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Mahajan M. I.	Export Policy, Procedures and Documentation	Snow white Publications	Latest Edition
2	Paul Justin and Rajiv Aserkar	Export Import Management	Oxford	Latest Edition
3	D C Kapoor	Export Management	Vikas	Latest Edition
4	Parul Gupta	Export Import Management	McGraw Hill	Latest Edition
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/IMPORT	JBA	Latest Edition
8	P.Veera Reddy & P.Mamatha	Manual on EXPORT Documentation	JBA	Latest Edition
9	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	Latest Edition
10	Paras Ram, Nikhil garg	Export- What, Where, How	Anupam	Latest Edition
11	Mahajan M. I.	Export Policy, Procedure & documentation	Snow White Publications	Latest Edition

(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. EXIM Times
2. EXIM India News letter
3. EXIM bank News

(c) Learning Websites

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/>
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://sell.amazon.in/grow-your-business/amazon-global-selling/export-documentation>



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090061

Course Name: Export Import Practices

Quadrant-III: Discussion Forum/Interaction – 24 hours

Faculty-Student Interaction Activities

1. Asynchronous mentoring via discussion boards on each week's topic
2. Q&A threads on EXIM problems and real-world scenarios
3. Peer feedback discussions on case study submissions and marketing plans
4. Application-based scenario responses (e.g., 'Your company is exporting medicated drugs to Argentina — what clearances are required?')
5. Reactions to current events, industry news, and global brand campaigns
6. Case Study

Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 44 Hours

(a) Self-Study Activities (*This is an indicative list only. Faculty may design his/ her own activities based on the demographics of the students admitted in this course*)

- Using World Trade Organization data shown on the International Trade page of its web site (<http://www.wto.org>), determine the following information for last 5 years: (a) the top ten exporters and importers in world merchandise trade; and (b) the top ten exporters or importers of commercial services. Is there a change in data in last 5 years? What can be the reasons for this change?
- Identify different schemes of export promotion, for a country of your choice. Is there any relation between the schemes and geo political position of that country? Give reasons for your answer.
- Choose at least 5 MNCs from G 20 countries. For each of these MNCs identify the percentage of income generated from overseas operations. Why there are huge variations in these figures?
- Identify the reasons for the large export of software services (ITES), jewellery from our country.

(b) Assignments: Students will be making a presentation on a topic given by the faculty, followed by discussion on key issues relevant to the topic.

(c) Virtual Group Project - Students will work in virtual groups to complete a collaborative project that involves coordination, interaction, and collective problem-solving in an online environment.

(d) Case Study Submission - Students will analyze and submit case studies that require applying course concepts to realistic organizational situations and presenting their insights clearly.

(e) Auto-graded quizzes - Students will complete auto-graded quizzes (20) for each chapter to reinforce learning and check their understanding through immediate feedback.



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)
[delivered in Online mode]

Level: PG

Course Code: MB02090061

Course Name: Export Import Practices

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
0	10	20	10	10	0

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate and C: Create (as per Revised Bloom's Taxonomy)

CO- PO Mapping

Semester 2	Export Import Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	2
CO2	3	3	2	2	2
CO3	2	3	1	3	1
CO4	2	2	1	3	1

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