

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

1st 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		
MB01090011	Financial Accounting	4	12	12	24	20	20	44	120
MB01090021	Economics for Managers	4	12	12	24	20	20	44	120
MB01090031	Organizational Behaviour	4	12	12	24	20	20	44	120
MB01090041	Foundations of International Business	4	12	12	24	20	20	44	120
MB01090051	Indian Knowledge System & Principles of Management	4	12	12	24	20	20	44	120
MB01090061	Communication Skills	2	6	6	12	10	10	22	60



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090011

Course Name: Financial Accounting

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

Rationale:	Accounting is a business language so every student of Business Administration should know this. All students have to take an introductory financial accounting course to develop the managerial perspective of accounting terminology, rules, methodology and preparation as well as analysis of financial statements of various organizations. This International Accounting Practice course focuses on the Global perspectives of accounting, which is also necessary for every student of MBA (International Business).
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Course Outcomes:

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

No	Course Outcomes	RBT* Level
01	To remember fundamental Principles of Financial Accounting	Remember
02	To understand various concepts for International Accounting & Taxation	Understand
03	To apply accounting rules to prepare final accounts and different budgets to take effective Managerial Decision	Apply
04	To analyse the financial performance of companies with the help of different tools & techniques of analysis.	Analyze

*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: MB01090011

Course Name: Financial Accounting

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 Accounting Video 1: Meaning and Definition of Accounting Video 2: Functions and Accounting as an Information System Video 3: Different branches of Accounting and Accounting Terminology	1
2	Development of International Accounting Video 1: Overview of International Accounting Video 2: Development and Scope of International Accounting Video 3: Importance and Difficulties in International Accounting	1
3	Users of Accounting Information Video 1: Different Users and their objectives of Accounting Information-1 Video 2: Different Users and their objectives of Accounting Information-2 Video 3: Different Users and their objectives of Accounting Information-3	1
4	Accounting Principles Video 1: Accounting Concepts – 1 Video 2: Accounting Concepts – 2 Video 3: Accounting Conventions	1
5	Generally Accepted Accounting Principles (GAAP) Video 1: GAAP – 1 Video 2: GAAP – 2 Video 3: GAAP – 3	1
6	Accounting Standards Video 1: Meaning and Definition of Accounting Standard Video 2: Benefits of Accounting Standards Video 3: Role and Functions of FASB	1
7	US GAAP and Indian GAAP Video 1: Difference between US and Indian GAAP – 1 Video 2: Difference between US and Indian GAAP – 2 Video 3: Difference between US and Indian GAAP – 3	1



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Course Name: Financial Accounting

8	Indian GAAP and International Accounting Standards Video 1: Difference between Indian GAAP and IAS – 1 Video 2: Difference between Indian GAAP and IAS – 2 Video 3: Difference between Indian GAAP and IAS – 3	1
9	International Financial Reporting Standards (IFRS) Video 1: Meaning and History of IFRS Video 2: Ind AS Video 3: Meaning of Tax Treaties, Tax Haven and Double Taxation	1
10	Accounting Equation and Rules Video 1: Accounting Equation $A = C + L$ Video 2: Types of Account and Debit-Credit Rules Video 3: Classification of Transaction as per Types of Accounts	1
11	Journals - 1 Video 1: Journal Entry – 1 Video 2: Journal Entry – 2 Video 3: Journal Entry – 3	1
12	Journals - 2 Video 1: Journal Entry – 4 Video 2: Journal Entry – 5 Video 3: Journal Entry – 6	1
13	Ledger and Posting Video 1: Ledger and Posting – 1 Video 2: Ledger and Posting – 2 Video 3: Ledger and Posting – 3	1
14	Balancing and Ledger and Trial Balance Video 1: Balancing of Ledger Video 2: Trial Balance – 1 Video 3: Trial Balance – 2	1
15	Corporate Financial Statements – 1 Video 1: Meaning and Fundamentals of Corporate Financial Statements Video 2: Vertical Profit and Loss Account Video 3: Vertical Balance Sheet	1
16	Corporate Financial Statements – 2 Video 1: Practical Case for preparation of Final Accounts – 1 Video 2: Practical Case for preparation of Final Accounts – 2 Video 3: Practical Case for preparation of Final Accounts – 3	1



GUJARAT TECHNOLOGICAL UNIVERSITY
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Course Code: MB01090011
Course Name: Financial Accounting

17	Corporate Financial Statements – 3 Video 1: Practical Case for preparation of Final Accounts – 4 Video 2: Practical Case for preparation of Final Accounts – 5 Video 3: Practical Case for preparation of Final Accounts – 6	1
18	Financial Statement Analysis – 1 Video 1: Fundamentals of Financial Statement Analysis Video 2: Comparative Profit and Loss Account Video 3: Comparative Balance Sheet	1
19	Financial Statement Analysis – 2 Video 1: Common Size Profit and Loss Account Video 2: Common Size Balance Sheet Video 3: Trend Analysis	1
20	Financial Statement Analysis – 3 Video 1: Ratio Analysis – 1 Video 2: Ratio Analysis – 2 Video 3: Ratio Analysis – 3	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 Accounting	A K Das Mohapatra	PHI
2.	Financial Accounting	V. Rajasekaran & R. Lalitha	Pearson Publication
3.	Financial Accounting: A South Asian Perspective	Godwin, Alderman & Sanyal	CENGAGE Learning
4.	Total Management by Ratios	Rushikesh Bhattacharya	Sage Publications
5.	Financial Accounting for Management –: An Analytical Perspective	Ambrish Gupta	Pearson Education

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

- The Chartered Accountant (www.icaai.org/category/e-journal)
- The Chartered Secretary (www.icsi.edu/cs-journal/)
- Indian Journal of Accounting (indianaccounting.org/currentissues.php)
- Indian Journal of Finance (www.indianjournaloffinance.co.in/)
- The Hindu Business Line | thehindubusinessline.com | India
- Business Standard | business-standard.com | India



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Course Code: MB01090011

Course Name: Financial Accounting

- Financial Times | ft.com | UK
- The Wall Street Journal | wsj.com | USA
- HBR.org | Harvard Business Review articles and OB/HR leadership insights

(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: Need of Accounting in Management Education
- Week 2: Different Branches of Accounting and its importance
- Week 3: Accounting Terminology and Users of Accounting Information
- Week 4: Accounting GAAP, Concepts and Conventions
- Week 5: International Accounting and difference between US GAAP and Indian GAAP
- Week 6: International Financial Reporting Standards
- Week 7: Accounting Equation and Types of Account with Debit-Credit Rules
- Week 8: Journals, Ledger Posting and Trial Balance
- Week 9: Corporate Financial Statements
- Week 10: Comparative, Common Size and Trend Analysis
- Week 11: Profitability and Solvency Ratios
- Week 12: Liquidity and Activity Ratios

(b) Faculty-Student Interaction Activities

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



GUJARAT TECHNOLOGICAL UNIVERSITY
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Course Name: Financial Accounting

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

(a) Self-Study Activities

- Journal Entries
- Ledger and Posting
- Trial Balance
- Corporate Financial Statements
- Comparative, Common Size and Trend analysis
- Ratio Analysis

(b) Assignments

- Corporate Financial Statements
- Financial Statement Analysis

(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
5	15	15	15	0	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 1	Financial Accounting				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	1
CO2	2	1	2	2	2
CO3	3	3	2	2	1
CO4	1	2	1	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)
[delivered in Online mode]
Level: PG
Course Code: MB01090021
Course Name: Economics for Managers

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

Rationale:	This course provides an introduction to the concepts of microeconomic analysis and decision-making. The concepts are then used to explain and analyse market structures through which individuals and firms interact. The objective of this course is to acquaint students with basic theories of international trade and their application to managerial decision making. This course enables students to analyse firm-level economic problems and to make optimal decisions subject to various constraints and objectives. The study of Cross Continent Economic Environment helps in developing the understanding of international trade practices.
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Course Outcomes:

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

No	Course Outcomes	RBT* Level
01	Understand the dynamics of demand – supply, relationship between production and cost functions, and different market structures for recommending competitive strategies.	Remember, Understand
02	Interpret the impact of trade barriers and fluctuations in exchange rates on international trade in a critical manner for better decision making, and assist in enhancing value based national income.	Remember, Understand
03	Analyze causes and consequences of inflation in achieving organizational goals and illustrate the impact of monetary policy, fiscal policy framed by the government in stimulating economic growth.	Analyze, Evaluate
04	Evaluate the various theories of international trade in terms of production and consumption gains, and influence of economic and cultural factors of other countries on our country's economy and trade relations.	Analyze, 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



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Program Name: Master of Business Administration (International Business)
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Level: PG
Course Code: MB01090021
Course Name: Economics for Managers

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 Managerial Economics Video 1: Nature & Scope of Managerial Economics Video 2: Scarcity, Choice & Opportunity Cost Video 3: Role of Economics in Managerial Decision-Making	1
2	Demand Analysis – Concepts & Determinants Video 1: Law of Demand & Demand Curve Video 2: Factors Influencing Demand Video 3: Market Demand & Demand Forecasting Basics	1
3	Supply Analysis – Concepts & Determinants Video 1: Law of Supply & Supply Curve Video 2: Factors Determining Supply Video 3: Market Equilibrium & Adjustments	1
4	Elasticity of Demand & Supply Video 1: Price, Income & Cross Elasticity Video 2: Managerial Uses of Elasticity Video 3: Elasticity of Supply	1
5	Production Theory Video 13: Production Function (Short-run & Long-run) Video 14: Law of Diminishing Returns Video 15: Isoquants & Isocosts	1
6	Cost Analysis Video 1: Cost Concepts – Fixed, Variable, Marginal Video 2: Short-run & Long-run Cost Curves Video 3: Economies & Diseconomies of Scale	1
7	Market Structure – Perfect Competition Video 1: Features & Price Determination Video 2: Firm Equilibrium in Short-run Video 3: Long-run Equilibrium	1



GUJARAT TECHNOLOGICAL UNIVERSITY
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8	Monopoly Market Video 1: Features & Pricing Strategies Video 2: Price Discrimination Video 3: Regulation of Monopoly Power	1
9	Monopolistic Competition Video 1: Features & Demand Curve Video 2: Short-run & Long-run Equilibrium Video 3: Product Differentiation Strategies	1
10	Oligopoly Market Video 1: Kinked Demand Curve & Game Theory Basics Video 2: Cartels & Collusion Video 3: Price Leadership Models	1
11	Government Intervention in Markets Video 1: Taxes, Subsidies & Price Controls Video 2: Role of Government in Promoting Efficiency Video 3: Externalities & Market Failure	1
12	Introduction to International Trade Video 1: Classical & Modern Trade Theories Video 2: Gains from Trade Video 3: Trade Patterns & Specialization	1
13	Tariffs & Non-Tariff Barriers Video 1: Types of Tariffs & Quotas Video 2: Effective Rate of Protection Video 3: Tariff Avoidance & Evasion	1
14	Open Economy Macroeconomics Video 1: Saving–Investment Identity Video 2: Balance of Payments Video 3: Capital Flows & International Financial Markets	1
15	National Income & Inflation Video 1: GDP, GNP & National Income Accounting Video 2: Types & Causes of Inflation Video 3: Impact of Inflation on Business Decisions	1
16	Exchange Rates & International Price Mechanisms Video 1: Real vs. Nominal Exchange Rates Video 2: Currency Appreciation & Depreciation Video 3: Exchange Rate Impacts on Trade	1



GUJARAT TECHNOLOGICAL UNIVERSITY
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17	Cross-Continent Economic Environment (CCEE) Video 1: Asia & Europe – Economic Structures Video 2: Americas & Africa – Growth Drivers Video 3: Australia & Global Integration Patterns	1
18	Indian Economic Environment Video 1: Indian Economy – Structural Overview Video 2: Sectoral Contributions & Trends Video 3: Emerging Challenges & Opportunities	1
19	Comparative Economic Analysis Video 1: India vs Selected Country – Economic Indicators Video 2: Trade Relations & Competitiveness Video 3: Policy Differences & Managerial Insights	1
20	Applied Managerial Economics Video 1: Using Economic Data for Business Decisions Video 2: Policy Evaluation for Managers Video 3: Case Studies in Pricing, Markets & Strategy	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 Economics : Theory and Policy	Paul Krugman, Maurice Obstfeld, Marc Melitz	Pearson Education; Tenth edition, December 2017, ISBN-13: 978-9332586550
2.	Global Economics	Robert J. Carbaugh	Cengage India Private Limited; Thirteenth edition, January 2017, ISBN- 978-8131533345
3.	Economics: Principles & Applications	N Gregory Mankiw	Cengage Learning India Pvt. Ltd., New Delhi, 2007, ISBN-13:978-81-315-0577-9
4.	Managerial Economics	D. N. Dwivedi	Vikas Publishing House Pvt. Ltd., New Delhi, 2021, 9th Edition, ISBN: 978-93-545-3130-9
5.	International Economics	Dominick Salvatore	John Wiley & Sons, Thirteenth Edition, ISBN: 978-1-119-55495-0



GUJARAT TECHNOLOGICAL UNIVERSITY
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Course Code: MB01090021
Course Name: Economics for Managers

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

- International Economics
- Journal of International Economics
- International Economic Journal
- International Journal of Economics and Business Research
- International Economic Review
- The Journal of Financial Economics
- Academy of Management Journal (AMJ) | Academy of Management | 0001-4273
- The Hindu Business Line | thehindubusinessline.com | India
- Business Standard | business-standard.com | India
- Financial Times | ft.com | UK
- The Wall Street Journal | wsj.com | USA

(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: Why demand–supply matters in managerial decisions
- Week 2: Price elasticity—examples from Indian markets
- Week 3: Production choices: Make-or-Buy decisions
- Week 4: Cost behaviors in digital-era businesses
- Week 5: Market structures & competitive strategy
- Week 6: Tariff wars: Impact on India
- Week 7: Exchange rate volatility & firm-level risks
- Week 8: Inflation experience in daily life



GUJARAT TECHNOLOGICAL UNIVERSITY
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- Week 9: Monetary & fiscal policy debates
- Week 10: Comparing continents: What drives growth?
- Week 11: GDP/GNP vs real indicators of development
- Week 12: India's global trade position—strengths & challenges

(b) Faculty-Student Interaction Activities

- Asynchronous mentoring
- Q&A forums
- Peer discussions
- Scenario-based questions
- Case reflections

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

(a) Self-Study Activities

- Elasticity estimation using real product data
- Inflation diary (tracking prices for 7 days)
- Exchange rate trend analysis from RBI data
- State economy profiling task
- Policy evaluation exercises

(b) Assignments

- Economic Environment Analysis (Individual)
- Trade Barrier Impact Study (Short Report)
- Comparative Economic Profile Project (Group)
- Quiz Bank (Auto-graded, Weekly)

(c) Virtual Group Project - Students will work in virtual groups to collaboratively analyze real economic data, interpret market structures, compare regional economies, or evaluate policy impacts. The project involves digital coordination, shared data analysis tools, and collective problem solving to apply economic concepts in a practical, online environment.

(d) Case Study Submission - Students will analyze and submit real-world case studies requiring the application of microeconomic and macroeconomic concepts (such as pricing strategies, inflation impact, tariff changes, exchange rate volatility, and country-level economic



GUJARAT TECHNOLOGICAL UNIVERSITY
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Course Name: Economics for Managers

comparisons). Each case will require students to interpret economic data, evaluate decision alternatives, and present managerial recommendations 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.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
10	10	0	15	15	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 1	Economics for Managers				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	3	2
CO2	-	3	2	3	1
CO3	2	-	-	2	2
CO4	3	2	2	3	1

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: MB01090031
Course Name: Organizational Behaviour

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

Rationale:	This course is aimed to provide working professionals with the analytical tools and behavioural insights to navigate interpersonal, team, and organizational challenges effectively. Anchored in real-world practices and reflective learning, the course empowers executives to manage themselves and others with greater emotional intelligence, lead diverse teams, and drive culture change—skills that are essential for thriving in the global business ecosystem.
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Course Outcomes:

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

No	Course Outcomes	RBT* Level
01	To assess organizational behaviour concepts in the context of international and digital workplaces.	Evaluate
02	To leverage self-awareness to manage interpersonal relationships and team dynamics more effectively	Apply
03	To apply behavioural tools to lead and influence in multicultural, cross-border, and virtual environments	Apply
04	To reflect on real-world workplace situations to diagnose and address behavioural challenges	Analyze

*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: MB01090031
Course Name: Organizational Behaviour

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	Introductions to Organizations & OB Video 1: What is an Organization? Managers & Managerial Roles Video 2: Managerial Skills; Behaviour at Work Video 3: Definition, Scope & Evolution of Organizational Behaviour	1
2	Foundations of OB & Behavioural Sciences Video 1: Contributions of Psychology & Sociology Video 2: Contributions of Anthropology & Political Science Video 3: Contemporary Challenges & Opportunities in OB (Technology, AI, Gig Work)	1
3	Personality & Values Video 1: Personality Determinants, MBTI, Big Five Video 2: Values, Value Systems, Work Values Video 3: Impact on Workplace Behaviour & Cultural Variation	1
4	Attitudes, Job Satisfaction & Behaviour Video 1: Attitudes: Components & Formation Video 2: Job Satisfaction, Job Involvement, Employee Engagement Video 3: Behavioural Outcomes: Performance, OCB, Turnover	1
5	Perception & Individual Decision Making Video 1: Perception Process & Factors Video 2: Attribution Theory, Biases & Errors Video 3: Individual Decision-Making Models & Improving Decisions	1
6	Motivation I: Content Theories Video 1: Maslow & ERG Video 2: Herzberg Two-Factor Theory Video 3: McClelland Needs Theory & Applications	1



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)

[delivered in Online mode]

Level: PG

Course Code: MB01090031

Course Name: Organizational Behaviour

7	Motivation II: Process Theories Video 1: Expectancy Theory Video 2: Equity Theory & Organizational Justice Video 3: Reinforcement & Behaviour Modification	1
8	Emotions, Emotional Intelligence & Stress Video 1: Nature of Emotions, Emotional Labour Video 2: Emotional Intelligence Models & Workplace Applications Video 3: Stress, Stressors & Performance Relationship	1
9	Stress Management & Well-Being Video 1: Approaches to Stress Management (Individual Level) Video 2: Organizational Interventions for Stress Video 3: Well-being, Mindfulness & Resilience Practices	1
10	Interpersonal Behaviour Video 1: Interpersonal Behaviour Fundamentals Video 2: Johari Window – Self-awareness & Feedback Video 3: Transactional Analysis & Managerial Interpersonal Styles	1
11	Group Behaviour: Foundations Video 1: Group Types, Formation & Stages Video 2: Group Roles, Norms & Cohesiveness Video 3: Group Decision Making & Pitfalls	1
12	Teams vs. Groups Video 1: Understanding Teams & Team Structures Video 2: Characteristics of Effective Teams Video 3: Managing Virtual & Multicultural Teams	1
13	Leadership I: Approaches & Theories Video 1: Trait & Behavioural Approaches Video 2: Contingency & Situational Approaches Video 3: Path-Goal Theory & Modern Views	1
14	Leadership II: Contemporary Issues Video 1: Transformational & Transactional Leadership Video 2: Ethical, Servant & Authentic Leadership Video 3: Leadership Challenges in Digital & Hybrid Workplaces	1
15	Power & Politics Video 1: Power Types, Sources & Uses Video 2: Organizational Politics – Causes & Tactics Video 3: Power Dynamics in Teams & Ethical Use of Power	1



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Course Code: MB01090031
Course Name: Organizational Behaviour

16	Conflict & Negotiation Video 1: Types & Sources of Conflict Video 2: Conflict Management Styles & Techniques Video 3: Negotiation Strategies & BATNA	1
17	Organizational Structure & Design Video 1: Elements of Structure & Mechanistic vs. Organic Video 2: Traditional & Modern Organizational Designs Video 3: Digital-era Structures (Agile, Networked, Matrix, Virtual)	1
18	Organizational Culture & Change Video 1: What is Culture? Levels & Characteristics Video 2: Creating, Sustaining & Diagnosing Culture Video 3: Change Management Models (Lewin, Kotter) & Resistance	1
19	Diversity, Inclusion & Multicultural Competence Video 1: Types of Diversity & Inclusion Imperatives Video 2: Cultural Competence & Cross-Cultural Communication Video 3: Managing Diversity in Global & Remote Teams	1
20	Global OB & Managerial Challenges Video 1: OB in Multicultural/Global Workplaces Video 2: Challenges for Global Managers (Ethics, Expatriation, Culture) Video 3: Integrated OB Applications – Linking Individual, Group & Organizational Behaviour	1
Total		20

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

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1.	Organizational Behaviour	Stephen P. Robbins & Timothy A. Judge	Pearson Education New Delhi, 2022 (18 th Ed.), ISBN: 9789356062151
2.	Organizational Behaviour: Human Behaviour at Work	John W. Newstrom	McGraw Hill Education, New Delhi, 2017 (14th Ed.), ISBN: 9781259097469
3.	Organizational Behaviour	Fred Luthans	McGraw Hill Education, New Delhi, 2015 (12th Ed.), ISBN: 9789339204844
4.	Organizational Behaviour	K. Aswathappa	Himalaya Publishing House, Mumbai, 2021, ISBN: 9789355012225



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)

[delivered in Online mode]

Level: PG

Course Code: MB01090031

Course Name: Organizational Behaviour

5.	Understanding Organizational Behaviour	Udai Pareek	Oxford University Press, New Delhi, 2010 (2nd Ed.), ISBN: 9780198067294
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(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Academy of Management Journal (AMJ) | Academy of Management | 0001-4273
- Human Resource Management | Wiley | 0090-4848
- Journal of Organizational Behavior | Wiley | 0894-3796
- International Journal of Human Resource Management | Taylor & Francis | 0958-5192
- Human Resource Development International | Taylor & Francis | 1367-8868
- Journal of Applied Psychology | American Psychological Association (APA) | 0021-9010
- The Hindu Business Line | thehindubusinessline.com | India
- Business Standard | business-standard.com | India
- Financial Times | ft.com | UK
- The Wall Street Journal | wsj.com | USA
- HBR.org | Harvard Business Review articles and OB/HR leadership insights

(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: Why OB matters in digital organizations
- Week 2: Personality differences at work
- Week 3: Causes of job satisfaction
- Week 4: Decision biases in your workplace
- Week 5: What motivates you at work?



GUJARAT TECHNOLOGICAL UNIVERSITY
Program Name: Master of Business Administration (International Business)
[delivered in Online mode]
Level: PG
Course Code: MB01090031
Course Name: Organizational Behaviour

- Week 6: Emotion regulation challenges
- Week 7: Experience of conflict in virtual teams
- Week 8: Sharing TA/Johari Window insights
- Week 9: Leadership styles observed in your organization
- Week 10: Politics & power — ethical or unethical?
- Week 11: Culture of your organization vs ideal culture
- Week 12: Diversity challenges in global teams

(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

- Personality assessment (Big Five / MBTI)
- Emotional intelligence self-test
- Stress diary for 1 week
- Leadership reflection checklist
- Conflict-handling style self-assessment
- Diversity awareness quiz

(b) Assignments

- Leader Analysis
- Motivation Audit

(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.



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration (International Business)

[delivered in Online mode]

Level: PG

Course Code: MB01090031

Course Name: Organizational Behaviour

(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
0	0	20	15	15	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 1	Organizational Behaviour				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	3	2
CO2	2	2	3	1	3
CO3	2	2	3	3	3
CO4	2	3	2	2	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: MB01090041
Course Name: Foundations of International Business

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

Rationale:	International Business deals with multinational enterprises (MNEs), their governance, strategies and management, their relationship with governments and their role in globalisation. Studying International Business strategies allows students to see how globalisation has brought about an increasing 'connectedness' of businesses, markets, people and information across countries.
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Course Outcome:

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

No	Course Outcomes	RBT* Level
01	Demonstrate the use of foundations of international business and evolution of international business theories to develop a firm's strategies for global business.	Remember, Understand
02	Identify and evaluate ways and means to enter international business and expand it.	Understand, Apply, Analyse
03	Analyze the role of the government to influence International Business.	Understand, Apply, Analyse
04	Identify and analyse institutions and groups that foster International Business.	Apply, Analyse

**Revised Bloom's Taxonomy (RBT)*

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



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090041

Course Name: Foundations of International Business

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

Unit No.	Content	No. of e-Tutorial in hours
1	Basics of International Business Video 1: Meaning & Scope of International Business Video 2: Need & Importance of International Business Video 3: Globalization & Emerging Trends	1
2	Classical Trade Theory - Foundations Video 1: Theory of Absolute Advantage Video 2: Theory of Comparative Advantage Video 3: Assumptions & Limitations of Classical Trade Theory	1
3	Factor Proportions Theory Video 1: Factor Intensity & Factor Endowments Video 2: Factor Prices & Comparative Advantage Video 3: The Leontief Paradox Explained	1
4	Modern Trade Theories Video 1: Product Cycle Theory – Concept & Stages Video 2: Trade Implications of the Product Cycle Video 3: International Investment Patterns	1
5	New Trade Theory Video 1: Economies of Scale Video 2: Role of Imperfect Competition Video 3: Competitive Advantage of Nations (Porter's Diamond)	1
6	Theories of International Investment Video 1: Overview of International Investment Theory Video 2: FDI Decision-Making Process Video 3: Types & Motives of FDI	1
7	FDI Behaviour of Firms Video 1: Firms as Seekers of Resources & Markets Video 2: Firms as Exploiters of Imperfections Video 3: Firms as Internalizers	1
8	Management Role in International Business Video 1: Strategic Role of Management in IB Video 2: Proactive & Reactive Motivations Video 3: Strategic Effects of Internationalization	1
9	Export-Based Entry Modes Video 1: Exporting & Importing Basics Video 2: Role of International Intermediaries Video 3: Export Management & Trading Companies	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090041

Course Name: Foundations of International Business

10	Contractual Entry Modes Video 1: Licensing: Model & Applications Video 2: Franchising: Structure & Benefits Video 3: Local Presence & Agency Arrangements	1
11	Investment-Based Entry Modes Video 1: Joint Ventures & Interfirm Cooperation Video 2: Full Ownership: Greenfield & Acquisition Video 3: Selecting the Right Entry Strategy	1
12	Organisational Structure in Global Firms Video 1: Global Organizational Structures Video 2: Organizational Designs: Functional, Product, Matrix Video 3: Implementation Challenges in Global Structures	1
13	Decision-Making in International Organizations Video 1: Centralization vs Decentralization Video 2: Factors Influencing Decision-Making Location Video 3: Role of Country Organizations Views	1
14	Networked Global Organizations Video 1: Networked & Transnational Structures Video 2: Promoting Global Internal Cooperation Video 3: Managing Distributed International Teams	1
15	Government Intervention in Trade Video 1: Economic Rationales for Intervention Video 2: Non-Economic Rationales (Political & Social) Video 3: Impact on Global Business Decisions	1
16	Trade Control Instruments Video 1: Tariff Barriers Video 2: Non-Tariff Barriers & Types Video 3: How Companies Manage Trade Restrictions	1
17	International Economic Organisations Video 1: IMF, World Bank & WTO Video 2: OECD, UNCTAD & IFC Video 3: UNIDO & WEF – Future Implications	1
18	Regional Economic Integration - Foundations Video 1: Meaning & Levels of Integration Video 2: Benefits & Challenges of Regional Blocs Video 3: Political-Economic Impact of Regional Integration	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090041

Course Name: Foundations of International Business

19	Integration in Developed Regions Video 1: European Union: Structure & Mechanisms Video 2: North American Integration (NAFTA/USMCA) Video 3: Impact of Developed Region Blocs on World Trade	1
20	Integration in Emerging Regions Video 1: Asia: ASEAN, SAARC, RCEP Video 2: Latin America: MERCOSUR, Andean Community Video 3: Africa & Middle East: AU, ECOWAS, GCC	1
Total		20

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

References/Suggested Learning Resources:

(a) Books:

Sr. No.	Title of Book	Author	Publisher
1.	International Business	Czinkota, Ronakainen and Moffet	Wiley – latest edition
2.	International Business	John Daniels, Lee Radebaugh, Daniel Sullivan & Prashant Salwan	Pearson- latest edition
3.	Global Business	Mike Peng & Deepak Srivastava	Cengage – latest edition
4.	International Business	Aswathappa	McGraw-Hill - latest edition

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

- Journal of International Business Studies
- The International trade Journal
- International Journal of Trade and Global markets
- Asia Pacific journal of Management

(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: The Global Mindset
- Week 2: The Logic of Trade



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090041

Course Name: Foundations of International Business

- Week 3: The Lifecycle of Innovation
- Week 4: Strategy and Scale
- Week 5: The FDI Decision
- Week 6: Choosing the Right Path
- Week 7: Structure Follows Strategy
- Week 8: The Human Network
- Week 9: Navigating the Rules
- Week 10: The Global Rulebook
- Week 11: The Bloc Effect
- Week 12: - The Global Manager's Challenge

(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

- 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 the 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 are there huge variations in these figures?
- Identify the reasons for the global financial crises during 2007-09. What can be done to prevent occurrence of such a crisis again?
- 'BRICS as a group of nations for international trade is increasing its importance with reference to other trading nations' groups'. Do you agree with this statement? Give reasons for your answer.
- Identify international firms having different types of organization structure, in spite of belonging to the same industry. Identify reasons for the changes in such organisation structures.

(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.



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090041

Course Name: Foundations of International Business

(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.

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
0	5	15	15	15	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 1	Foundations of International Business				
	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.



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

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

Rationale:	This course integrates the ancient Indian Knowledge System (IKS) with modern management principles. It equips students with a unique blend of timeless wisdom from ancient Indian texts and contemporary managerial frameworks. Learners will explore leadership, ethics, decision-making, organizational development, and functional management from both traditional and modern perspectives. The course aims to develop globally aware, culturally grounded leaders capable of applying Indian ethos in international business.
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Course Outcomes:

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

No	Course Outcomes	RBT* Level
01	Understand the foundations and relevance of the Indian Knowledge System in modern management practices.	Understand
02	Apply Indian ethos, Gita principles, and ancient leadership models to managerial decision-making.	Apply
03	Analyze classical and contemporary management theories and their relevance for global organizations.	Analyze
04	Evaluate managerial functions such as planning, organizing, staffing, directing, coordinating, reporting, budgeting, and controlling using Indian wisdom.	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: MB01090051

Course Name: Indian Knowledge System & Principles of 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 Indian Knowledge System (IKS) Video 1: Importance of Ancient Indian Knowledge Video 2: Defining Indian Knowledge System: Sources & Scope Video 3: Relevance of IKS in Modern Management & International Business	1
2	Ancient Indian Leadership & Motivation Video 1: Leadership Models from Ancient Texts Video 2: Motivation Concepts in Indian Scriptures Video 3: Gita's Leadership & Managerial Insights	1
3	Gita Principles in Management Video 1: Conflict Resolution in the Gita Video 2: Global Leadership through Gita's Teachings Video 3: Karma Yoga for Managerial Effectiveness	1
4	Indian Ethos in Management Video 1: Indian Ethos & Indian-ness Video 2: YVK Foundations of Indian Management Video 3: STEPS Model & Contemporary Application	1
5	Indian Model of Corporate Development Video 1: Ethico-Spiritual Corporate Models Video 2: Blending Profit with Purpose Video 3: Case Studies of Indian Corporations	1
6	Introduction to Management Principles Video 1: Classical to Contemporary Approaches Video 2: Evolution of Management as a Discipline Video 3: Global Perspectives vs. Indian Perspectives	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

7	Scientific, Administrative & Bureaucratic Thought Video 1: Taylor's Scientific Management Video 2: Fayol's Administrative Principles Video 3: Weber's Bureaucratic Framework	1
8	Human Relations & Behavioural Approaches Video 1: Elton Mayo & Hawthorne Studies Video 2: Behavioural School of Management Video 3: Human Relations in Indian Work Culture	1
9	Systems & Contingency Approaches Video 1: Systems View of Management Video 2: Contingency Theory in Practice Video 3: Indian Context of Systems Thinking	1
10	Introduction to Functional Management Video 1: Key Business Functions Video 2: Functional Interdependence Video 3: Indian Ethos in Functional Decision-making	1
11	Business Ethics & Social Responsibility Video 1: Ethical Foundations in Indian Texts Video 2: Corporate Social Responsibility Video 3: Ethical Dilemmas & Indian Decision Approaches	1
12	Types of Business Organisations Video 1: Sole Proprietorship, Partnership, Company Video 2: Global & Multinational Structures Video 3: Indian Ethos in Organizational Choice	1
13	POSDCORB – Overview & Indian Insights Video 1: POSDCORB Explained Video 2: Managerial Functions Through Indian Wisdom Video 3: Case-based Application	1
14	Planning Video 1: Concept, Importance, Types Video 2: Planning Process Video 3: Tools – SWOT, PESTLE	1
15	Organizing Video 1: Organizational Structures Video 2: Delegation, Authority, Responsibility Video 3: Organizing Principles in Indian Systems	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

16	Staffing Video 1: HR Planning, Recruitment & Selection Video 2: Training & Development Video 3: Performance Appraisal & Retention	1
17	Directing Video 1: Leadership Styles (Autocratic, Democratic, Laissez-faire) Video 2: Motivation Theories (Maslow, Herzberg) Video 3: Communication & Indian Leadership Philosophy	1
18	Coordinating & Reporting Video 1: Coordination Tools & Inter-departmental Effectiveness Video 2: Reporting: Types & Importance Video 3: MIS & Effective Reporting	1
19	Budgeting Video 1: Concepts, Objectives Video 2: Types – Operational, Capital, Zero-based Video 3: Cost Control & Indian Approaches to Resource Utilization	1
20	Controlling Video 1: Meaning & Objectives Video 2: Managerial Control Systems Video 3: TQM, Kaizen, & Indian Philosophical Integration	1
Total		20

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

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
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.	Principles of Management	P. C. Tripathi, P. N. Reddy	McGraw Hill Education Latest



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

6.	Management: Principles and Practices	Koontz & O'Donnell	McGraw Hill Latest
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(b) List of Online Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Indian Journal of Traditional Knowledge (IJTK)
- Journal of Human Values (SAGE)
- International Journal of Indian Culture and Business Management
- Indian Journal of Management
- IKS India Website (<https://iksindia.org>)
- <https://www.vifindia.org/>
- <https://www.sacred-texts.com/hin/index.htm>

(c) Learning Websites

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

Quadrant-III: Discussion Forum/Interaction – 24 hours

Weekly Discussion Topics

- Week 1: Why IKS matters for modern managers
- Week 2: Gita lessons in workplace behaviour
- Week 3: Indian ethos in global leadership
- Week 4: Corporate examples of Indian value-driven leadership
- Week 5: Ancient Indian conflict resolution
- Week 6: Applying POSDCORB with Indian wisdom
- Week 7: Motivation theories vs. Karma Yoga
- Week 8: Ethical dilemmas & Indian solutions
- Week 9: Hawthorne studies—Indian workplace relevance
- Week 10: Role of culture in Indian organizations
- Week 11: TQM & Kaizen in Indian firms
- Week 12: Indian leadership styles in global companies

Faculty-Student Interaction Activities

- Asynchronous mentoring
- Q/A threads
- Peer feedback discussions
- Application-based scenario responses



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

- Reactions to case studies

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

(a) Self-Study Activities

1. Case Study – Analyze Indian CEOs using Indian ethos.
Role Play – Enact workplace conflict and resolve using Indian ethics.
2. Company Research – Study TQM/Kaizen in Indian firms.
3. Debate/Discussion – Topics like Profit vs. Purpose, Indian vs. Western leadership.
4. Interview – Talk to professionals on Indian values in business.
5. SWOT/PESTLE Activity – Apply tools to Indian family businesses.
6. Video Review – Watch and review industry/ethics-related documentaries.

(b) Assignments

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

1. **Nishkama Karma and Executive Decision-Making**
Study the principle of Nishkama Karma from the Bhagavad Gita and analyze its relevance in ethical decision-making by Indian business leaders. Use literature review and real-life case examples.
2. **Transformational Leadership in Indian CEOs: A Case-Based Study**
Select 2–3 Indian CEOs and study their leadership style through the lens of transformational leadership and Indian ethos. Include case analysis and comparisons with Western models.
3. **Control Techniques in Indian Manufacturing Sector: A Study on TQM and Kaizen**
Explore the implementation of TQM and Kaizen in Indian manufacturing firms. Assess how these techniques reflect Indian values of continuous improvement and collective responsibility.

(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.

Suggested Specification Table with Marks (Theory):

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090051

Course Name: Indian Knowledge System & Principles of Management

CO- PO Mapping:

Semester 1	Indian Knowledge System & Principles of Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	3	2
CO2	2	2	3	1	3
CO3	2	2	3	3	3
CO4	2	3	2	2	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: MB01090061

Course Name: Communication Skills

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

Rationale:	In today's globalized and digitally connected business environment, effective communication is critical for managerial success, especially in international business contexts. This course develops core competencies in written, oral, non-verbal, and digital communication with a special focus on cross-cultural sensitivity and workplace etiquette. Students learn to communicate persuasively, ethically, and professionally in diverse organizational settings and virtual environments.
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Course Outcomes:

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

No	Course Outcomes	RBT* Level
01	Understand principles, processes, and types of communication in business contexts.	Understand
02	Apply effective written and oral communication strategies in professional settings.	Apply
03	Analyze communication barriers, workplace dilemmas, and listener behaviors to recommend appropriate solutions.	Analyze

**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)		
2	6	6	12	10	10	22	60

Examination Scheme:

Assessment Pattern & Marks			
Summative		Formative	
ESE (E)		TW/SL	ESE (V)
25		25	0
		Total Marks	
		50	



GUJARAT TECHNOLOGICAL UNIVERSITY

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

Level: PG

Course Code: MB01090061

Course Name: Communication Skills

Quadrant-I: e-Tutorial (Audio/Video Lectures) - 10 hours

Unit No.	Content	No. of e-Tutorial in hours
1	Foundations of Business Communication Video 1: Meaning, Importance & Functions of Communication Video 2: Communication Process, Types, Channels, 7 Cs of communication Video 3: Communication Barriers & Strategies for Overcoming Them	1
2	Cross-Cultural & Non-Verbal Communication Video 1: Cross-Cultural Nuances & Global Workplace Etiquette Video 2: Types of Non-Verbal Communication Video 3: Interpreting Non-Verbal Cues in Business	1
3	Listening Skills Video 1: Types & Purpose of Listening Video 2: Causes of Poor Listening Video 3: Features of an Effective Listener	1
4	Business Speaking & Presentation Skills Video 1: Structure of Professional Presentations Video 2: Public Speaking & Managerial Speeches Video 3: Overcoming Stage Fear & Non-Verbal Delivery	1
5	Written Communication Video 1: Writing Process & Tone Video 2: Formats: Letters, Memos, Minutes of Meeting, Press Releases Video 3: Email Writing & E-Etiquette, Professional Writing for Social Media	1
6	Reports & Proposals Video 1: Structure of Business Reports Video 2: Findings, Analysis, and Recommendations Video 3: Writing Short Proposals	1
7	Reading for Business Video 1: Skimming, Scanning, Critical Reading Video 2: Improving Comprehension Video 3: Reading Business Documents	1
8	Workplace & Professional Etiquette Video 1: Conversations at Work & Courtesy Rules Video 2: Handling Colleagues & Conflicts Video 3: Confidentiality & Professional Boundaries	1
9	Communication in Digital Workplaces Video 1: Virtual Meeting Etiquette Video 2: Managing Digital Miscommunication Video 3: Tools for Professional Digital Communication	1



GUJARAT TECHNOLOGICAL UNIVERSITY

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10	Ethics in Communication Video 1: Ethical Standards in Corporate Communication Video 2: Plagiarism, Confidentiality & Accuracy Video 3: Ethical Dilemmas	1
	Total	10

Quadrant-II: e-Content (Text, PPTs, Cases, Readings) – 10 Hours

(a) e-Books:

Sr. No.	Title of Book	Author	Publisher
1.	Business Communication	Lesikar	McGraw-Hill Publishing
2.	The Art & Science of Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson
3.	Business Communication	Meenakshi Raman & Prakash Singh	Oxford University Press
4.	Effective Business Communication	Murphy, Hildebrandt & Thomas	McGraw-Hill Publishing
5.	Business Communication: Building Critical Skills	Kitty Locker and Stephen Kaczmarek	McGraw-Hill Education
6.	Excellence in Business Communication	John V. Thill and Courtland L. Bove	Pearson
7.	The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success	Barbara Pachter	McGraw-Hill
8.	Intercultural Business Communication	Lillian H. Chaney and Jeanette S. Martin	Pearson

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

- Journal of Business Communication (Now: International Journal of Business Communication). Publisher: SAGE Publications. <https://journals.sagepub.com/home/job>
- Business and Professional Communication Quarterly. Publisher: SAGE Publications. <https://journals.sagepub.com/home/bcq>
- Journal of International and Intercultural Communication. Publisher: Taylor & Francis. <https://www.tandfonline.com/toc/rjii20/current>
- Journal of Intercultural Communication Research. Publisher: Taylor & Francis. <https://www.tandfonline.com/journals/rjic20>
- International Journal of Cross-Cultural Management. Publisher: SAGE Publications. <https://journals.sagepub.com/home/ccm>
- Harvard Business Review (HBR) <https://hbr.org>



GUJARAT TECHNOLOGICAL UNIVERSITY

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- The Economist <https://www.economist.com>
- Business Today (India) <https://www.businesstoday.in>
- The Hindu – Business Line <https://www.thehindubusinessline.com>
- Forbes <https://www.forbes.com>
- MindTools: Communication Skills Portal
- <https://www.mindtools.com/CommSkll/CommunicationIntro.htm>
- Toastmasters International <https://www.toastmasters.org>

(c) Learning Websites

- TED Talks (Communication Playlist) <https://www.ted.com/topics/communication>
- <https://www.grammarly.com/blog/category/business/>
- LinkedIn Learning <https://www.linkedin.com/learning>
- <http://www.coursera.org/>
- <https://nptel.ac.in/>

Quadrant-III: Discussion Forum/Interaction – 12 hours

(a) Weekly Discussion Topics

- Week 1: Why do managers fail to communicate effectively? Have you ever faced misinterpretation due to cultural or non-verbal differences?
- Week 2: What are the biggest listening challenges in virtual or hybrid workplaces?
- Week 3: What makes a speaker engaging? Share the best presentation you have ever seen and why
- Week 4: Written Communication - poorly written email or letter. Why do many reports and proposals fail to persuade decision-makers?
- Week 5: A workplace situation where etiquette was violated and how it impacted communication.
- Week 6: What common mistakes occur in virtual communication, and how can they be prevented?

(b) Faculty-Student Interaction Activities

- Asynchronous mentoring
- Peer feedback on writing
- Oral communication review
- Case-based scenario analysis



GUJARAT TECHNOLOGICAL UNIVERSITY
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Quadrant-IV: Self-Learning, Assignments, Projects, Assessment – 22 Hours

(a) Self-Study Activities

- Reading & reflection exercises
- Listening diary for 1 week
- Non-verbal interpretation log
- Email etiquette checklist creation
- Peer review of written tasks

(b) Assignments

- Drafting a professional email
- Business letter writing
- Short report writing
- Video presentation

(c) Auto-graded Quizzes

- 10 quizzes
- 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	5	10	10	0	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 1	Communication Skills				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	1
CO2	3	1	1	2	2
CO3	1	3	2	2	3

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