



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester
 Subject Name: Developing Contributory Skills – II (DCS-II)
 Subject Code: 4529208

With effective
 from academic
 year 2019-20

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Identify individual emotional states and emotions of others.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop different perspectives and approaches to a problem solving situation.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Apply globally accepted and approved techniques to inculcate EI skills.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Develop empathy and social adaptability skills.
Effective Communication (EC)	<ul style="list-style-type: none"> Develop confidence and positivity in thought and action.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop individual capabilities to lead teams with will power and humility.

2. **Course Duration:** The course duration is of **20 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Module Content	No. of Sessions	50 Marks (External Evaluation)
I	Personal Competency through EI: Emotional Intelligence <ul style="list-style-type: none"> Introduction to emotion, intelligence Components of EI <ul style="list-style-type: none"> Personal Skills or competencies <ul style="list-style-type: none"> Self-awareness Self-regulation <ul style="list-style-type: none"> Positive mindset Motivation Social skills or competencies <ul style="list-style-type: none"> Empathy Social skills 	08	20
II	Personal Efficiency through time management: <ul style="list-style-type: none"> Urgent / important Action Priority matrix Wish list Personal Competency through Lateral Thinking: <ul style="list-style-type: none"> Concept of lateral thinking 6 thinking hats <ul style="list-style-type: none"> Learning Group Discussion skills Applications of lateral thinking 	08	20
III	Level 5 Leadership (Good to Great): <ul style="list-style-type: none"> Level 5 Leadership model Becoming a Level 5 Leader Career Planning:	04	10



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	<ul style="list-style-type: none"> • Concept • Preparing career plan 		
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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Interactive class room activities, discussions, games
- Self-assessment tests for creativity and critical thinking
- Computer lab practice

5. Evaluation:

Students shall be evaluated on the following components:

A	End –Semester Examination	(External Assessment - 50 Marks)
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QUESTION PAPER PATTERN

Module	MCQs Marks (numbers)	Short questions Marks (numbers)	Long Questions Marks (numbers)	Case Marks (numbers)	Total
I Emotional Intelligence	6 (6)	4 (2)	-----	10 (1)	20
II Time Management Lateral Thinking	4 (4)	6 (3)	10 (2- any one)	-----	20
III Level 5 Leadership Career Planning	4 (4)	6 (3)	-----	-----	10
	14 (14)	16 (08)	10 (1 out of 2)	10 (1)	50



The objective of DCS-II is to develop the individual, so that s/he can contribute to his and her organization, society and country. The concept of Emotional Intelligence (EI), which is the ability to identify and manage one's own emotions as well as the emotions of others, has increasingly become a part of MBA programmes around the world. The students of today must develop the skills needed for successfully leading teams. The leader should be able to bring out the best from each person on the team, but it begins with bringing out the best in the leader first and foremost. A concise content of **Emotional Intelligence** has been included herewith. The emphasis should be on making students comprehend and develop EI through multiple class activities, self-administered tools and home exercises. Additional resources have been mentioned which can be accessed for class-room activities to develop such skills. Other resources can be used too. The final exam paper shall have a case, short questions and MCQs related to EI. The case would be situational in nature, and shall ask the student to decide and judge, based on positive EI traits and skills.

A crucial skill needed by budding managers is the skill for judicious **time management**. The Second module is aimed at improving the efficiency of students through time management. Teaching time management to students shall make them proficient at focus, prioritization of task, goal setting and most importantly accountability and responsibility. The concept needs to be explained through two widely popular tools – the Action Priority Matrix and the Eisenhower 'Urgent / important' Matrix. Students should use both models for planning their routine and schedule for few days or weeks. This shall enable them to be sincerer and disciplined, and in still a sense of professionalism in them. They should be made to realize the thorough significance of time management in their careers. Efficient time management shall result in benefits ranging from personal stress reduction to professional work efficiency and productivity.

The domain of lateral thinking is an extension to the creative and critical thinking paradigm. **Lateral Thinking** is a set of processes that provides a deliberate, systematic way of thinking creatively that result in innovative thinking in a repeatable manner. While critical thinking is primarily concerned with judging the true value of statements and seeking errors. Lateral thinking is more concerned with the "movement value" of statements and ideas. A person uses lateral thinking to move from one known idea to creating new ideas¹.

According to Business Dictionary:

“Idea generation and problem solving technique in which new concepts are created by looking at things in novel ways. Whereas the logical ('vertical') thinking carries a chosen idea forward, the sideways ('lateral') thinking provokes fresh ideas or changes the frame of reference. And, while vertical thinking tries to overcome problems by meeting them head-on, lateral thinking tries to bypass them through a radically different approach. The term was coined by the Maltese-born UK psychologist Dr. Edward de Bono in his 1970 book 'Lateral Thinking.'”².

We try to introduce and encourage students to lateral thinking through a thinking process developed by Edward de Bono – Six Thinking Hats. There are many techniques to showcase the use of lateral thinking, and faculties can explore them as well as a supplement. The process

¹<https://www.edwddebono.com/lateral-thinking>

²<http://www.businessdictionary.com/definition/lateral-thinking.html>



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of Six Thinking Hats is very relevant to MBA as the six hats represent the different perspectives to look at a decision, and forces one to move out of the habitual thinking style. It allows necessary emotion and scepticism to be brought into what would otherwise be purely rational decisions. It opens up the opportunity for creativity within decision making. Decisions and plans will have a mix of ambition, skill in execution, public sensitivity, creativity and good contingency planning. Students should be engaged in the class exercise by adorning different hats, for different decision making situations such as negotiation, new product designing, problem solving, conflict management, professional and personal development, etc. The concept of six thinking hats should be practiced through Group Discussions. This shall be helpful for students during their placement selection process as well as during discussions in professional settings. The final exam paper shall have long questions, short questions and MCQs related to Module II. There shall be two long questions, out of which only one needs to be attempted.

The content on Level 5 Leadership is aimed at instilling the foundation characteristics of a great leader. The concept of Level 5 Leadership is best suited to develop a sense of contribution and altruism towards the organization and the society. It should encourage students to aim for leadership which is the perfect blend of passion, will power, human touch and personal humility.

The content on Career Planning is very vital at this stage of the students' education. A properly guided effort should be made to enable students to decide their career goals as well as the path to reach those goals. A systematic and simple career planning process has also been included, and faculties should ensure that all students undertake the process. The outcome of this process should be the preparation of a career plan by each student. A sample career plan has also been included in the contents. Faculties can explore other sample formats too. The final exam paper shall have only short questions and MCQs related Module III.



1. Learning Outcomes:

Learning Outcome Component Learning	Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Interpret</i> economic policies and Union Budget of India. • <i>Understand</i> the different measures of National Income and Inflation.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Analyze</i> the economic fluctuations using Aggregate Demand and Aggregate Supply Framework • <i>Compare</i> major issues and concerns of macro-economic theory.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Evaluate</i> the influence of global economic, political and other influences on our country's economy.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Analyze</i> dimensions of sustainable development with reference to nature, society and economy.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Interpret</i> economic conditions and use appropriate terminology while communicating for decision making.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Suggest</i> best alternatives as a member of team for economic decision making based on macro-economic indicators of country.

Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Interpret</i> economic policies and Union Budget of India.	3	2	3	-	-	-	-	3	2
LO 2: <i>Understand</i> the different measures of National Income and Inflation.	1	1	-	-	1	-	-	1	1
LO3: <i>Analyze</i> the economic fluctuations using Aggregate Demand and Aggregate Supply Framework	3	3	2	-	1	-	-	2	2



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Macro Economic Theory and Policy

Subject Code: 4529501

With effective
from academic
year 2020-21

LO4: <i>Compare</i> major issues and concerns of macro-economic theory.	2	2	1	-	2	-	-	1	1
LO5: <i>Evaluate</i> the influence of global economic, political and other influences on our country's economy.	2	3	2	1	3	-	-	2	2
LO6: <i>Analyze</i> dimensions of sustainable development with reference to nature, society and economy.	1	2	1	-	3	-	3	2	2
LO7: <i>Interpret</i> economic conditions and use appropriate terminology while communicating for decision making.	2	1	2	3	-	1	-	2	1
LO8: <i>Suggest</i> best alternatives as a member of team for economic decision making based on macro-economic indicators of country.	3	2	1	2	-	3	-	2	1

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

3. Course Contents:

Module No.	Module Content	No. of Sessions	Marks (out of 70)
I	<p>Introduction to Macro Economics (Theory)</p> <ul style="list-style-type: none"> • Origin & Roots of Macro Economics • Concept of Macro Economics • Micro Economics Vs. Macro Economics • The Major Issues and Concerns of Macro Economics • The Role of Government in the Macro economy • Post Keynesian Development in Macro Economics • Importance of Macro Economics <p>Circular Flow of Income & National Income Accounting</p> <ul style="list-style-type: none"> • Circular Flow of Income • Concepts of National Income: GDP, GNP, NDP, PI, PDI. 	08	14



	<ul style="list-style-type: none"> • Measurement of National Income: Value Added Method, Income Method, and Expenditure Method. • Difficulties in Measurement of National Income • Nominal GDP & Real GDP (Practical) • Limitations of GDP concept as a measure of Social Welfare. <p>Inflation (Practical)</p> <ul style="list-style-type: none"> • Meaning of inflation • Measurement of inflation • Economic & Social Effects of Inflation • Inflation in India 		
II	<p>Monetary System</p> <ul style="list-style-type: none"> • Meaning of Money and types • Functions & its Significance • Banks and Money Supply; Measures of Money Supply in India • Credit Creation & Money Multiplier <p>Monetary Policy & Fiscal Policy</p> <ul style="list-style-type: none"> • Meaning & Objectives of Monetary Policy, Instruments and limitations. • Meaning & Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy <p>Aggregate Demand & Aggregate Supply</p> <ul style="list-style-type: none"> • Concept of business cycle and Phases of business cycles (D N Dwivedi) • Explaining short run economic fluctuations • The model of Aggregate Demand & Aggregate Supply • Aggregate Demand Curve • Aggregate Supply Curve • Two Causes of Economic Fluctuations • The Effects of shift in Aggregate Supply 	12	21
III	<p>Influence of Monetary Policy & Fiscal Policy on Aggregate Demand</p> <ul style="list-style-type: none"> • How monetary policy influences aggregate demand? • Theory of liquidity preference • The downward slope of Aggregate Demand Curve • The changes in Money Supply • How fiscal policy influences aggregate demand? • Changes in Government Purchases • The Multiplier Effect • The Crowding out Effect 	8	14



	<ul style="list-style-type: none"> Using Policy to stabilize economy <p>Unemployment</p> <ul style="list-style-type: none"> Meaning Method of measuring unemployment rate Kinds of unemployment <ul style="list-style-type: none"> Frictional Unemployment Structural Unemployment Natural Unemployment Cyclical Unemployment 		
IV	<p>The Short Run Tradeoff between Inflation and Unemployment</p> <ul style="list-style-type: none"> Philips Curve (Practical) <ul style="list-style-type: none"> Origin, Aggregate Demand, Aggregate Supply and Philips Curve Shifts in Philips Curve <ul style="list-style-type: none"> The long run Philips Curve (Practical) The meaning of Natural Reconciling Theory and Evidence The Short Run Philips Curve The Natural Experiment for Natural Rate Hypothesis Shifts in Philips Curve: The role of supply shocks The Cost of Reducing Inflation <ul style="list-style-type: none"> The Sacrifice Ratio Rational Expectations & Possibility of Costless Disinflation The Volker Disinflation <p>Growth, Development & Happiness</p> <ul style="list-style-type: none"> Distinction between Growth & Development, Rostow's Stages of Economic Growth Human Development and Human Development Index (HDI), Sustainable Development Gross National Happiness (GNH) 	12	21
V	<p>Practical: Collect data of the HDI of different countries and analyze with respect to human development. Analyze sustainable development goals and journey of different countries towards its achievement.</p>		Internal evaluation (30 marks of CEC)

*** Practical Sessions of Office Automation tools must be taken into Computer Lab**

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment



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from academic
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- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<ul style="list-style-type: none">• Continuous Evaluation Component	30 marks
	<ul style="list-style-type: none">• Class Presence & Participation	10 marks
	<ul style="list-style-type: none">• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Dwivedi, D. N.	Macroeconomics Theory & Policy	McGraw Hill	2019
2	Vanita Agarwal	Macroeconomics Theory & Policy	Pearson	2010
3	H L Ahuja	Macroeconomics Theory & Policy	S Chand	2019
4	N Gregory Mankiw	Principles of Macroeconomics	South Western Cengage Learning	2012
5	N Gregory Mankiw	Macroeconomics	Worth Publishers	2010
6	Jan Nederveen Pieterse	Development Theory	Sage	2010

Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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

1. South Asian Journal of Macroeconomics and Public Finance
2. Journal of Macro Economics
3. The Indian Economic Journal
4. Arthshastra *Indian Journal of Economics* & Research
5. Indian Economic Review
6. Economic Times



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Classify</i> markets into segments, <i>analyse</i> a given market on the basis of segmentation, targeting and positioning.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Evaluate</i> various tools of recruitment and selection based on the industry.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Deduce</i> the global nature of marketing. • <i>Investigate</i> the changing role of HR in the international context for areas like workplace diversity, Expatriate pay etc.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Prioritize</i> the ethical and environmental concerns linked to marketing activities while <i>formulating</i> marketing strategies. • <i>Evaluate</i> ethical practices in the HR functions like compensation and performance management system.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Appraise</i> the applicability of HRM practices for a given situation. • <i>Compile</i> and communicate marketing information persuasively and accurately in oral and written formats.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Analyse the role of leader in successful organisations.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“ = no correlation

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Classify</i> markets into segments, <i>analyse</i> a given market on the basis of segmentation, targeting and positioning.	3	2	2	-	-	-	-	-	1
LO2: <i>Evaluate</i> various tools of recruitment and selection based on the industry.	3	3	1	-	-	-	-	2	-
LO3: <i>Deduce</i> the global nature of marketing.	1	1	1	-	3	-	-	1	1
LO4: <i>Investigate</i> the changing role of HR in the international context for areas like workplace diversity, Expatriate pay etc.	-	1	2	-	3	1	-	-	-



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Functions of Management - 1

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With effective
from academic
year 2020-21

LO5: <i>Prioritize</i> the ethical and environmental concerns linked to marketing activities while <i>formulating</i> marketing strategies.	-	-	1	-	-	-	3	1	1
LO6: <i>Evaluate</i> ethical practices in the HR functions like compensation and performance management system.	-	-	1	1	1	1	3	-	1
LO7: <i>Appraise</i> the applicability of HRM practices for a given situation.	1	2	1	3	-	-	-	-	-
LO8: <i>Compile</i> and communicate marketing information persuasively and accurately in oral and written formats.	2	-	-	3	-	-	-	1	1
LO9: Analyse the role of leader in successful organisations.	-	-	-	1	-	3	-	1	2

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

3. **Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Basics of Marketing Management</p> <ul style="list-style-type: none"> Definition, Scope, Core Concepts, Tasks Basic 4 P's of Marketing Mix & Updated P's of Marketing Mix <p>Understanding Consumers' Markets</p> <ul style="list-style-type: none"> Factors affecting consumer buying Behavior Bases of segmenting consumer markets Targeting: Meaning, evaluating and selecting the market segments Positioning: Developing and establishing Brand Positioning (POP & POD concept briefly) Differentiation strategies (briefly) <p>Understanding Business Markets</p> <ul style="list-style-type: none"> Business v/s consumer markets 	10	17



	<p>Developing Product Strategy</p> <ul style="list-style-type: none"> Product characteristics and Classification Product hierarchy <p>Developing Services</p> <ul style="list-style-type: none"> Definition, categories Distinctive Characteristics <p>Pricing Decisions</p> <ul style="list-style-type: none"> Consumer Psychology and Pricing 		
II	<p>Managing Distribution Channels</p> <ul style="list-style-type: none"> Marketing Channels <ul style="list-style-type: none"> Role, Importance <p>Managing Marketing Communications</p> <ul style="list-style-type: none"> Role of Marketing Communication <p>Managing Mass Communications</p> <p><u>Advertising:</u></p> <ul style="list-style-type: none"> 5 M's <p><u>Sales Promotions:</u></p> <ul style="list-style-type: none"> Major sales promotion tools <p><u>Events, Experiences:</u></p> <ul style="list-style-type: none"> Objectives and sponsorship decisions <p><u>PR:</u></p> <ul style="list-style-type: none"> Functions and PR decisions Tools in marketing PR <p>Managing Personal Communications:</p> <p><u>Direct Marketing:</u></p> <ul style="list-style-type: none"> Benefits, different direct marketing channels <p><u>Interactive Marketing:</u></p> <ul style="list-style-type: none"> Advantages and disadvantages Interactive marketing communication options <p><u>Word-of-mouth:</u></p> <ul style="list-style-type: none"> Platforms – Social Media, Viral marketing, opinion leaders <p><u>Personal Selling:</u></p> <ul style="list-style-type: none"> Major steps in effective selling 	10	18
III	<p>Introduction to Human Resource Management:</p> <ul style="list-style-type: none"> Meaning, Objectives, Scope and Functions of HRM, Role of HR executives, Changing environment of HRM in India, Globalization and its impact on HR <p>Human Resource Planning:</p> <ul style="list-style-type: none"> Significance, Benefits and Process, Factors affecting Human Resource Planning <p>Recruitment:</p> <ul style="list-style-type: none"> Definition, Process and Sources of Recruitment, Factors governing the Recruitment Policy 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

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from academic
year 2020-21

	<p>Selection:</p> <ul style="list-style-type: none"> • Selection Process, Application Forms, Selection Tests, Interviews, Evaluation, Placement, and Induction <p>Training and Management Development:</p> <ul style="list-style-type: none"> • Steps in the training process, Significance and Methods of Training, Concept and Methods of Management Development, Differences between Training and Development, Evaluation of Training and Management Development 		
IV	<p>Performance Appraisal:</p> <ul style="list-style-type: none"> • Concept and Need for Performance appraisal, Performance Evaluation Process, Performance Evaluation Methods- 360-degree Feedback, Management by Objectives (MBO) <p>Compensation and Reward Systems:</p> <ul style="list-style-type: none"> • Meaning, types, Strategic approach to compensation <p>Employee Welfare and Social Security:</p> <ul style="list-style-type: none"> • Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948 and Non-Statutory Welfare Facilities • Social Security – Meaning, Features and Classification of Social Security • Social Security Schemes in India - Employee State Insurance, Maternity Benefit, Payment of Gratuity, Employee Provident Fund (Coverage and Operation) 	10	17
V	<p>Practical</p> <ul style="list-style-type: none"> • Studying the Market Segmentation bases used by various companies to segment the markets for their products. • Compare and analyze marketing communications of a few brands in the same product / service category <p>Students may visit any company to understand the application of the topics learned in Module III to IV</p>	---	(30 Marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

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With effective
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year 2020-21

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	15 th / Latest
2	Lamb, Hair, Sharma & McDaniel	Principles of Marketing – A South Asian Perspective	Cengage Learning	Latest
4	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest
5	Kotler, Keller, Koshy and Jha	Marketing Management – A South Asian Perspective	Pearson Education	Latest
6	Arunkumar and Meenakshi	Marketing Management	Vikas Publishing	Latest
7	Pravin Durai	Human Resource Management	Pearson	Latest
8	Garry Dessler and Biju Varkkey	Fundamentals of Human Resource Management	Pearson	Latest
9	K. Ashwathapa	Human Resource Management	Himalaya Publication	Latest
10	Uday Kumar Haldar & Juthika Sarkar	Human Resource Management	Oxford	Latest
11	P.K. Padhy	Labour & Industrial laws	PHI	Latest
12	S.C. Shrivastava	Industrial Relations & labour Laws	VIKASH	Latest
13	P.R. N Sinha	Industrial Relations; Trade Union & Labour Legislation	Pearson	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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

1. Journal of Marketing
2. Indian Journal of Marketing
3. Journal of Marketing Management
4. Journal of Retailing
5. Journal of Consumer Behavior
6. Brand Equity
7. Journal of Organizational Culture
8. Harvard Business Review
9. HRM Review
10. Indian Journal of Training and Development
11. Indian Journal of Industrial Relations



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Functions of Management - 2

Subject Code: 4529503

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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Analyze how various information technology systems work together to accomplish the information needs and objectives of an organization. Analyze contemporary production and operation management practices for a given industry.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions(CBPI)	<ul style="list-style-type: none"> Analyze the role played by types of information technology systems at various levels and functional areas of the organization Analyze and select the most appropriate methods and tools for the solution of problems related to production planning, shop floor scheduling and inventory control.
Global Exposure and Cross-Cultural Understanding(GECCU)	<ul style="list-style-type: none"> Understand how Information systems and technology are used by various organizations across the world to gain competitive environment. Analyze the current global production and operations management practices and deduce the applicability of these practices to local manufacturing units.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Illustrate the impact of information technology in society in context of ethical, social and security concerns. Critically evaluate the relationship between production systems and human safety.
Effective Communication (EC)	<ul style="list-style-type: none"> Explain relationships between concepts of information systems, organization, management and strategy. Explain the various parts of the operations and production management processes and their interaction with a given business function.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Evaluate the internet applications and role of information systems in supporting various levels of business strategy. Collaborate with team members to construct network models and techniques for a given project management problem.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code:	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
LO1: Analyze how various information technology systems work together to accomplish the information needs and objectives of an organization.	3	3	2	1	1	1	-	1	2



GUJARAT TECHNOLOGICAL UNIVERSITY

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year 2020-21

LO2: <i>Analyze</i> contemporary production and operation management practices for a given industry.	3	2	3	1	2	-	-	-	1
LO3: <i>Analyze</i> the role played by types of information technology systems at various levels and functional areas of the organization.	2	2	1	1	-	-	-	2	2
LO4: <i>Analyze</i> and select the most appropriate methods and tools for the solution of problems related to production planning, shop floor scheduling and inventory control.	3	1	3	-	-	-	-	-	2
LO5: <i>Understand</i> how Information systems and technology are used by various organizations across the world to gain competitive environment.	2	2	1	1	3	-	-	1	1
LO6: <i>Analyze</i> the current global production and operations management practices and deduce the applicability of these practices to local manufacturing units.	3	2	3	2	3	1	-	2	2
LO7: <i>Illustrate</i> the impact of information technology in society in context of ethical, social and security concerns.	1	-	-	2	-	-	3	1	1
LO8: Critically <i>evaluate</i> the relationship between production systems and human safety.	2	1	2	2	2	-	3	-	1
LO9: <i>Explain</i> relationships between concepts of information systems, organization, management and strategy.	2	2	2	3	-	-	2	-	1
LO10: <i>Explain</i> the various parts of the operations and production management processes and their interaction with a given business function.	1	2	1	3	2	1	1	2	2
LO11: <i>Evaluate</i> the internet applications and role of information systems in supporting various levels of business strategy.	2	1	3	3	-	-	3	1	1
LO12: Collaborate with team members to construct network models and techniques for a given project management problem.	2	2	2	2	1	3	2	1	2



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Functions of Management - 2

Subject Code: 4529503

With effective
from academic
year 2020-21

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

2. **Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Role of Information Technology in Organization:</p> <ul style="list-style-type: none">• Changing Environment and its impact on Business - The IT/IS and its influence.• Data, information and its attributes. And Information Systems-functions and dimensions.• Categorization of Organizational Information Systems – hierarchical and enterprise systems.• Managerial challenges related to use of information technology and systems in organization• Strategic business use of IS• Growth of IT Sector in India; Trends in IT sector <p>Information Security:</p> <ul style="list-style-type: none">• First line of defense – People /employees, Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware• Second line of defense – Technology for authorization, prevention, detection and response - (Digital Signatures, cryptography, Firewalls, Intrusion Detection Systems)• Information security Audit <p>Contemporary/ emerging technologies:</p> <ul style="list-style-type: none">• Cloud and mobile computing• E-commerce, M-commerce• Internet of Things (IoT)	10	17
II	<p>Types of Information Systems:</p> <p>Hierarchical Systems -Meaning, functions and applications of:</p> <ul style="list-style-type: none">- Transaction Processing Systems- Management Information Systems- Decision Support Systems- Executive Support / Information Systems<ul style="list-style-type: none">o Digital Dashboardso Data Visualization – Overview, & Importanceo Artificial Intelligence and Machine Learning- Expert Systems <p>Enterprise System: Enterprise Resources Planning (ERP) - Features, selection criteria, merits, issues and challenges in implementation, Various Functional Modules</p>	10	18



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	Application of ERP with respect to Supply Chain Management, Customer Relationship Management, Financial Management, Human Resource Management, Business Intelligence.		
III	<p>Introduction to Production & Operations Management:</p> <ul style="list-style-type: none"> • System and function view of organizations, scope, Evolution and future of production and operation management. • Process design-different types of process with its. merits and demerits, process classification based on order, process selection, different type of manufacturing process, process performance and evaluation etc. • Product design; types of products and designing, evaluation of design 	10	17
IV	<p>Facility location; (theoretical concept only) Plant Layout:</p> <ul style="list-style-type: none"> • Different types of layout. <p>Aggregate Production Planning (APP):</p> <ul style="list-style-type: none"> • Objective, strategies and cost of APP, master production schedule, Rough cut capacity planning etc.(theoretical concept only) Material Requirement Planning (MRP) (theoretical concept only) <p>Operations scheduling:</p> <ul style="list-style-type: none"> • Definition, Objectives, Types • Project management; Project scheduling by using network PERT/CPM, (theory and numerical) <p>Overview of Total Quality Management (TQM) and Total Productive Maintenance (TPM).</p>	10	18
V	<p>Practical: Students should visit manufacturing / service organizations and identify the production planning and control systems, procedures and techniques.</p> <ul style="list-style-type: none"> • For service organizations, they can learn about how services are produced and how existing capacity is matched with demand. • Identify operations scheduling in any system and suggest more efficient ways of doing work. • Understand the significance of existing plant or service layouts. • Identify materials and inventory management practices and systems used in organized and unorganized sectors. <p>They should also study the information systems adapted in various business processes.</p>	(---)	30 Marks



GUJARAT TECHNOLOGICAL UNIVERSITY

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3. Pedagogy:

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

4. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment- 30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth Laudon, Jane Laudon	Information Systems: Managing the Digital Firm Management	Pearson	Latest
2	Stephen Haag, Amy Philips	Business Driven Technology	McGraw Hill	Latest
3	James A O'Brien, George M Marakas, Ramesh Behl	Management Information Systems	TMH	Latest
4	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	TMH	Latest
5	Kanishka Bedi	Production and Operation Management	Oxford	Latest
6	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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

1. MIS Quarterly, University of Minnesota
2. CIO
3. Computer Express
4. Digichip
5. PC World
6. Computer Shopper
7. Dataquest
8. International Journal of Production Economics
9. Journal of Production Research and Management
10. Journal of Operations Management



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Financial Markets and Services

Subject Code: 4539292

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Describe</i> and <i>explain</i> the interrelationship among financial markets, financial services, financial instruments and financial institutions.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Analyze</i> the salient features of various financial products, services and instruments. • <i>Discuss</i> the purposes of the money, capital, derivatives, and international markets and their instruments.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Consider</i> the practical implications of global events on the day-to-day operation of a financial services company.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Discuss</i> the applicability of code of conduct prescribed by financial regulatory bodies.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> the role and the benefits of financial intermediaries. • <i>Describe</i> and <i>elaborate</i> about financial instruments and their role in financial planning.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Compile</i> a detailed report on the functioning of a given financial market or service.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4539292	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Describe</i> and <i>explain</i> the interrelationship among financial markets, financial services, financial instruments and financial institutions.	3	3	1	3	1	-	-	2	3
LO2: <i>Analyze</i> the salient features of various financial products, services and instruments.	2	2	3	-	3	-	-	2	2
LO3: <i>Discuss</i> the purposes of the money, capital, derivatives, and international markets and their instruments.	3	2	-	2	3	-	-	2	2
LO4: <i>Consider</i> the practical implications of global events on the day-to-day operation of a financial services company.	1	1	1	1	3	1	-	1	1
LO5: <i>Discuss</i> the applicability of code of conduct prescribed by financial regulatory bodies.	-	-	1	1	1	-	3	-	-



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LO6: Explain the role and the benefits of financial intermediaries.	2	2	2	3	1	1	-	1	1
LO7: Describe and elaborate about financial instruments and their role in financial planning.	2	2	2	3	1	-	-	2	1
LO8: Compile a detailed report on the functioning of a given financial market or service.	1	1	1	3	-	3	1	1	1

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Financial Services: Meaning, Characteristics, Distinctiveness and Classification of Financial Services.</p> <p>Introduction to Indian Financial System Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion</p> <p>Types of Financial Markets <i>Money Market</i> and Instruments, <i>Capital Market:</i> Primary and Secondary Market, Overview of Foreign Exchange Market</p> <p>Regulation of Financial System: Role of RBI, SEBI, IRDA</p>	10	18
II	Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management, Stock Broking, Credit Rating, Custodial and Depository Service, Leasing and Hire Purchase	10	18
III	<p>Banking: Introduction to Banking Structure</p> <p>NBFCs: Types and Overview of regulations for NBFCs in India</p> <p>Specialized Financial Services – Microfinance, Venture Capital, Private Placement, Private Equity, Securitization & Asset Reconstruction Company. Overview of Credit Information Reporting.</p>	10	17
IV	Mutual Fund: Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

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	Crowdfunding: Concept of crowdfunding, types of crowdfunding platforms, crowdfunding in India. Basics of Crypto currency		
V	Practical: 1. To prepare a report on the penetration digital financial services (online banking, virtual wallets and crowdfunding) in different countries of the world. 2. Understanding of various scams in Financial Markets 3. Learning from movies (e.g.: GAFLA, The Wall Street, Fall of Lehman Brothers etc.) 4. Any real life case related to Indian Financial System	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Thummuluri Siddaiah	Financial Services	Pearson	2011
2	Bharti Pathak	Indian Financial System	Pearson	2018 / 5 th
3	K Sasidharan, Alex K Mathews	Financial Services & System	McGraw Hill	2008
4	M Y Khan	Financial Services	McGraw Hill	2015 / 8 th
5	M Y Khan	Indian Financial Systems	McGraw Hill	2017 / 10 th
6	E. Gordon & K. Natarajan	Financial Markets & Services	Himalaya Publication	2016 / 10 th
7	L M Bhole, JitendraMahakud	Financial Institution and Markets	McGraw Hill	2017 / 6 th
8	Sujatra Bhattacharyya	Indian Financial System	Oxford	2017 / 1 st

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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



GUJARAT TECHNOLOGICAL UNIVERSITY
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**With effective
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year 2018-19**

1. Journal of Financial Services Research
2. Chartered Financial Analyst
3. Economic Times
4. Business Standard
5. Financial Express
6. Harvard Business Review

GTUQuestionPapers.com