



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>Develop</i> understanding of various information technologies and their application to facilitate business intelligence. • <i>Examine</i> the application of data analytics for a given business support function in a given industry.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Perform</i> a need assessment of a given business function and propose a framework for business reporting.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Analyze</i> the current global business analytics practices and <i>deduce</i> the applicability of these practices in providing solutions to organization problems / decision making requirements.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Judge</i> the critical managerial and ethical issues in using business analytics.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Evaluate</i> and communicate results of analysis and technical information to both technical and non-technical audiences through verbal, written and graphical reporting.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Collaborate</i> with team members to design a framework for a given business problem using business analytics solutions.

LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4529201	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Develop</i> understanding of various information technologies and their <i>application</i> to facilitate business intelligence.	3	3	2	-	2	-	-	-	2
LO2: <i>Examine</i> the application of data analytics and related technological systems for a given business support function in a given industry.	3	3	2	-	2	2	-	2	2
LO3: <i>Perform</i> a need assessment of a given business function and	3	2	3	-	3	1	-	1	1



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Business Analytics (BA)

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<i>propose</i> a framework for business reporting.									
LO4: <i>Analyze</i> the current global business analytics practices and <i>deduce</i> the applicability of these practices in providing solutions to organization problems / decision making requirements.	2	3	3	-	3	1	-	1	2
LO5: <i>Judge</i> the critical managerial and ethical issues in using business analytics.	-	-	-	-	1	-	3	1	-
LO6: <i>Evaluate</i> and communicate results of analysis and technical information to both technical and non-technical audiences through verbal, written and graphical reporting.	-	2	3	3	-	1	2	-	-
LO7: <i>Collaborate</i> with team members to design a framework for a given business problem using business analytics solutions.	-	-	1	2	-	2	-	3	1



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

2. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Business Intelligence: <ul style="list-style-type: none">• Definitions and Examples in Business Intelligence• Need, Features and Use of Business Intelligence (BI)• BI Components<ul style="list-style-type: none">○ Data Warehouse○ Business Analytics○ Business Performance Management○ User Interface Business Analytics: <ul style="list-style-type: none">• Introduction to Business Analytics (BA) – Need.• Components (Business Context, Technology, Data Science).• Types (Descriptive, Predictive and Prescriptive).• Business Intelligence versus Business Analytics.• Transaction Processing v/s Analytic Processing<ul style="list-style-type: none">○ OLTP v/s OLAP○ OLAP Operations○ Data models for OLTP (ER model) and OLAP (Star & Snowflake Schema)	10	18
II	Types of Digital Data: <ul style="list-style-type: none">• Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data Data Warehouse: <ul style="list-style-type: none">• Definition, characteristics, framework• Data lake Business Reporting, Visual Analytics: <ul style="list-style-type: none">• Definition, concepts• Different types of charts and graphs• Emergence of data visualization and visual analytics	10	18
III	Data Mining: <ul style="list-style-type: none">• Concepts and applications• Data mining process Text & Web Analytics: <ul style="list-style-type: none">• Text analytics and text mining overview• Text mining applications• Web mining overview• Social media analytics• Sentiment analysis overview Big Data Analytics: <ul style="list-style-type: none">• Definition and characteristics of big data• Fundamentals of big data analytics	10	17



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IV	<p>Business Performance Management:</p> <ul style="list-style-type: none"> • Business performance management cycle • KPI, Dashboard <p>Analytics in Business Support Functions:</p> <ul style="list-style-type: none"> • Sales & Marketing Analytics • HR Analytics • Financial Analytics • Production and operations analytics <p>Analytics in Industries:</p> <ul style="list-style-type: none"> • Telecom, Retail, Healthcare, Financial Services 	10	17
V	<p>Practical: Students should prepare a detailed report on applications of analytics in different industries.</p>	---	(30 marks CEC)

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:

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)

5. Reference Books:

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



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		Business Intelligence Beyond		
6	Sahil Raj	Business Analytics	Cengage	Latest
7	James R. Evans	Business Analytics	Pearson	Latest

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Corporate Finance (CF)

Subject Code: 4529202

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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"> • <i>Interpret</i> accounting, economic and financial data for planning and decision making in an organization.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Examine</i> the impact of investment decisions on a company's value for a given listed company. • <i>Estimate</i> the cost of each source of capital and combine these costs into a weighted average cost of capital for a company.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Compare</i> dividend policies of Indian corporate with globally practiced dividend policies.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Identify</i> and <i>explain</i> corporate agency conflicts and resolutions.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> the relationship between the risks of capital investment with the opportunity cost of capital and returns.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Determine</i> the main factors that financial managers should consider when determining a company's financing strategy.

LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4529202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Interpret</i> accounting, economic and financial data for planning and decision making in an organization	2	2	3	1	1	-	-	-	2
LO2: <i>Examine</i> the impact of investment decision on company's value.	3	2	3	-	-	-	-	3	3
LO3: <i>Estimate</i> the cost of each source of capital and combine these costs into a weighted average cost of capital for a company	3	2	3	-	-	-	-	-	3
LO4: <i>Compare</i> dividend policies of Indian corporate with globally	2	2	2	-	3	-	-	-	-



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practiced dividend policies.										
LO5: Identify and explain corporate agency conflicts and resolutions	2	2	1	1	-	2	3	-	-	
LO6: Explain the relationship between the risks of capital investment with the return.	2	1	1	3	1	--	1	1	1	
LO7: Determine the main factors that financial managers should consider when determining a company's financing strategy.	2	2	2	2	-	3	-	1	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	70 Marks (External Evaluation)
I	<p>Overview of Financial Management:</p> <ul style="list-style-type: none"> Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions). Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. <p>Time value of Money: (theory and numerical)</p> <ul style="list-style-type: none"> Concepts, Compounding, Discounting, Annuities. <p>Sources of Long-Term Finance:</p> <ul style="list-style-type: none"> Introduction to Equity Shares, Preference Shares and Debentures, Term loan. <p>Valuation of Bonds, Preference shares and Equity. (numerical)</p>	10	17



II	<p>Understanding Investment Decisions (Capital Budgeting Decisions):</p> <ul style="list-style-type: none"> • Meaning, Features • Types and Importance of Investment Decisions <ul style="list-style-type: none"> ○ Discounted Cash Flow (DCF) <ul style="list-style-type: none"> ▪ NPV, IRR, MIRR, PI, Discounted Payback ○ Non-Discounted Cash Flow Techniques <ul style="list-style-type: none"> ▪ ARR, Payback period <p>Capital Rationing (theory and numerical)</p> <p>Understanding Dividend Decision:</p> <ul style="list-style-type: none"> • Dividend and dividend policy • Factors affecting dividend payout • Dividend payment models: (theory and numerical) <ul style="list-style-type: none"> ○ Dividend relevance model <ul style="list-style-type: none"> ▪ Walter model ▪ Gordon model ○ Dividend irrelevance model <ul style="list-style-type: none"> ▪ MM model <p>Basics of Decision Tree Analysis (1-level and 2-level) (theory only)</p>	10	18
III	<p>Cost of Capital: (theory and numerical)</p> <ul style="list-style-type: none"> • Significance, Concept of the Opportunity Cost of Capital • Component Costs of Capital - Cost of Debt, Preference Capital and Equity Capital • Weighted Average Cost of Capital (WACC) <p>Leverage: (theory and numerical)</p> <ul style="list-style-type: none"> • Types of Leverage - Operating, Financial and Combined Leverage. • Point of indifference <p>Understanding Financing Decisions (Capital Structure Decisions): (theory and numerical)</p> <ul style="list-style-type: none"> • NI Approach • NOI Approach • MM Theory with and without Taxes 	10	18
IV	<p>Working Capital Management:</p> <ul style="list-style-type: none"> • Concepts of Working Capital. • Operating Cycle. • Determinants of Working Capital. • Estimating Working Capital Needs. (theory and numerical) • Working Capital Finance Policies. <ul style="list-style-type: none"> ○ Matching approach, conservative approach, 	10	17



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Corporate Finance (CF)

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	aggressive approach. Cash Management: (theory and numerical) <ul style="list-style-type: none"> • Need for Cash Management. • Cash Management Cycle. • Cash Forecasting through budgeting. • Determining the Optimum Cash Balance under Certainty (Baumol's Model) and Uncertainty (The Miller- Orr Model). Receivables Management: <ul style="list-style-type: none"> • Nature and Goals of Credit Policy • Credit Policy Variables(theory and numerical) 		
V	Application: Select suitable organization and study: <ul style="list-style-type: none"> • The role and functions of Finance department; • Select Scrip or bonds and do the valuation of its Securities; • Study the investment decisions, working capital policy and cash budgeting etc. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Prasanna Chandra	Financial Management, theory and Practice	McGraw - Hill	Latest Edition
2	I M Pandey	Financial Management	Vikas	Latest Edition
3	M. Y. Khan and P. K. Jain	Financial Management	McGraw - Hill	Latest Edition



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4	Rajiv Srivastava & Anil Misra	Financial Management	Oxford	Latest Edition
5	Ravi Kishore	Financial Management – Problems and Solutions	Taxmann	Latest Edition
6	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
7	P. V. Kulkarni and B. G. Satyaprasad	Financial Management	Himalaya	14 th Revised Edition
8	Eugene F. Brigham	Financial Management: Theory and Practice	South Western College	14 th Edition
9	Vyuptakesh Sharan	Fundamentals of Financial Management	Pearson	3 rd Edition
10	R. P. Rastogi	Financial Management	Taxmann	Latest Edition
11	V Pattabhi Ram and S D Bala	Strategic Financial Management	Snow white	Latest Edition
12	Dr. J.B. Gupta	Strategic Financial Management	Taxmann	Latest Edition

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

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

1. News Paper: Business Standard, Economic Times, Times of India
2. Journals: Finance India, Global Journal of Finance & Management, Journal of Business & Financial Affairs etc.
3. Websites pertaining to companies, capital market, RBI etc.



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>analyze</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>Formulate</i> a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Deduce</i> the global nature of marketing and <i>design</i> relevant strategies to operate effectively in international settings.
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.
Effective Communication (EC)	<ul style="list-style-type: none"> • <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"> • <i>Build</i> and <i>improve</i> on the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

LO – PO Mapping: Correlation Levels: 1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4529203	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Classify</i> markets into segments, <i>analyze</i> a given market on the basis of segmentation, targeting and positioning.	3	2	2	-	-	-	-	-	1
LO2: <i>Formulate</i> a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.	2	-	2	-	1	-	1	2	1
LO3: <i>Deduce</i> the global nature of marketing and <i>design</i> relevant strategies to operate effectively in international settings.	-	1	1	-	3	1	-	3	1
LO4: <i>Prioritize</i> the ethical and environmental concerns linked to marketing activities while <i>formulating</i> marketing	-	-	1	-	-	-	3	1	1



strategies.									
LO5: <i>Compile</i> reasoned and factually supported marketing reports effectively in written work and oral presentation.	2	1	1	3	-	-	-	-	1
LO6: <i>Build and improve</i> on the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.	1	-	1	1	-	3	-	-	-

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 • Company's Orientation towards Marketplace • Marketing as a value delivery process & Value Chain • Content of a Marketing Plan (very briefly) <p>Capturing Marketing Insights</p> <ul style="list-style-type: none"> • Analyzing the macro-environment <p>Creating Customer Value:</p> <ul style="list-style-type: none"> • Customer Perceived value • Cultivating Customer Relationship <p>Understanding Consumers' Markets</p> <ul style="list-style-type: none"> • Factors affecting consumer buying Behaviour • Key Psychological Processes • Consumer Buying Decision Process <p>Understanding Business Markets</p> <ul style="list-style-type: none"> • Business v/s consumer markets • Buying Situations, Participants • Process 	10	17
II	<p>Segmentation, Targeting and Positioning (STP)</p> <p><u>Segmentation:</u></p> <ul style="list-style-type: none"> • Bases of Segmenting Consumer Markets and Business Markets <p><u>Targeting:</u></p> <ul style="list-style-type: none"> • Meaning, effective segmentation criteria, evaluating and selecting the market segments 	10	18



	<p><u>Positioning:</u></p> <ul style="list-style-type: none"> Developing and establishing Brand Positioning Differentiation strategies <p>Dealing with Competition</p> <ul style="list-style-type: none"> Competitive Strategies – Leaders, Challengers, Followers, Nichers Product Life Cycle (PLC) Strategies <p>Developing Product Strategy</p> <ul style="list-style-type: none"> Product characteristics and Classification Product hierarchy Product system and mix Product Line and Length decisions Packaging, Labeling and Warranties 		
III	<p>New Product Development:</p> <ul style="list-style-type: none"> Process & Challenges <p>Brand Management:</p> <ul style="list-style-type: none"> Brand Equity Brand Equity Models – CBBE Devising Branding Strategies <ul style="list-style-type: none"> Branding decisions Co-branding and ingredient branding Brand extensions <p>Developing Services</p> <ul style="list-style-type: none"> Definition, categories Distinctive Characteristics Service Differentiation <p>Pricing Decisions</p> <ul style="list-style-type: none"> Consumer Psychology and Pricing Setting up the price Price Adaptation and Strategies 	10	18
IV	<p>Managing Distribution Channels</p> <ul style="list-style-type: none"> Marketing Channels <ul style="list-style-type: none"> Role, Importance Design & Management Decisions Channel Integration and Systems <p>Retailing, Wholesaling and Logistics Management</p> <p>Managing Marketing Communications</p> <ul style="list-style-type: none"> Role of Marketing Communication Developing Effective Communication Managing IMC <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 	10	17



	<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 		
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. • Studying distribution strategies of various companies • Analyze a few new products / services launched recently and their marketing mix • Studying the product life cycle of various products/brands with strategies adopted at various level • Compare and analyze marketing communications of a few brands in the same product / service category 	---	(30 Marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	15 th / Latest



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Subject Name: Marketing Management (MM)

Subject Code: 4529203

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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

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 Behaviour
6. Brand Equity



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

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1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<i>Create</i> Strategic Human Resource practices for getting competitive edge and integration of HR policies with the industry.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<i>Evaluate</i> various tools of recruitment and selection based on the industry.
Global Exposure and Cross-Cultural Understanding (GECCU)	<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)	<i>Specify</i> IR practices within the legal ambit for reducing industrial conflicts and disputes and evaluating ethical practices in the functions like compensation and performance management system.
Effective Communication (EC)	<i>Appraise</i> and <i>debate</i> the applicability of HRM practices for a given situation. <i>Appraise</i> and <i>debate</i> the importance of communication in various HRM functions like job analysis, training etc.
Leadership and Teamwork (LT)	<i>Analyse</i> the role of leader in successful organisations, merger & acquisition & knowledge Management.

LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4529202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Create</i> strategic Human Resource policies for getting competitive edge and integration of HR policies with the industry	3	3	3	2	-	1	1	2	2
LO2: <i>Evaluating</i> the various tools of recruitment and selection based on the industry.	3	3	3	3	1	1	1	-	1
LO3: <i>Investigating</i> the changing role of hr in the international context for areas like workplace diversity, Expatriate pay etc	2	2	2	3	3	1	1	1	1
LO4: <i>Specify</i> IR practices within the legal ambit for reducing industrial conflicts and disputes and <i>evaluate</i>	2	2	2	2	-	1	3	-	1



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

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ethical practices in the functions like compensation and performance management system.									
LO5: Appraise and debate the applicability of HRM practices for a given situation.	3	2	3	3	-	1	-	-	2
LO6: Appraise and debate the importance of communication in various HRM functions like job analysis training etc.	2	3	3	1	-	3	1	1	2
LO7: Critically analyse the role of leader in successful organisations, merger & acquisition & knowledge Management	2	3	3	2	2	3	2	2	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>Introduction to Human Resource Management:</p> <ul style="list-style-type: none"> • Meaning, Objectives, Scope and Functions of HRM • Role and qualities of HR executives • Changing environment of HRM in India • Traditional Vs. Strategic HR • Creating an HR based Competitive Advantage, Role of Line Manager for HR based Competitive Advantage <p>Human Resource System Macro and Micro Dimensions, Macro HR Policy; Factors affecting Macro HR policy; Micro HR, Factors affecting micro part of HR, MICRO Level practices</p> <p>Human Resource Planning:</p> <ul style="list-style-type: none"> • Significance and Process • Factors affecting HRP • Techniques of HRP • Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and Surpluses <p>Recruitment:</p> <ul style="list-style-type: none"> • Definition, Process and Sources of Recruitment, Factors governing the Recruitment Policy • Industry Specific Strategy & labor market Choice <p>Selection:</p>	10	18



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: **Human Resource Management (HRM)**

Subject Code: 4529204

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	<ul style="list-style-type: none"> • Selection Process - Application Forms, Selection Tests, Interviews, Evaluation • Role of Line & HR manager in Selection • Placement and Induction 		
II	<p>Job Analysis, Job Design and Job Evaluation:</p> <ul style="list-style-type: none"> • Job Analysis - Features, Process and Methods of Job Analysis, Job Description, Job Specification • Job Design - Meaning and Components of Job Design • Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation <p>Training and Management Development:</p> <ul style="list-style-type: none"> • Training – Meaning, Process and Methods • Management Development – Meaning, Methods, Differences between Training and Development 	10	17
III	<p>Performance Appraisal:</p> <ul style="list-style-type: none"> • Meaning, Need and Process • Performance Appraisal Methods - 360-degree Feedback, Management by Objectives (MBO), • Factors affecting Performance of an Employee, Correcting performance gap in different area <p>Compensation and Reward Systems:</p> <ul style="list-style-type: none"> • Meaning, types, Strategic approach to compensation <p>Industrial Relations</p> <ul style="list-style-type: none"> • Definition, Characteristics and Objectives of Industrial Relations, • Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India <p>Industrial Conflict, and Dispute Resolution:</p> <ul style="list-style-type: none"> • Industrial conflict – Meaning, Nature of Industrial conflict • Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement • Collective Bargaining. • ILO – Meaning, Conventions, recommendations and major activities • Overview of Trade Union Act, 1926 :Major provisions, Registration, Types of union, Basic Rights 	12	21
IV	<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, 	08	14



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Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

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	<p>Employee Provident Fund (Coverage and Operation)</p> <p>Current Trends in HRM:</p> <ul style="list-style-type: none"> Employee Engagement – Meaning, Degrees, Drivers, and Measurement of Engagement Talent Management – Meaning, Life cycle and Initiatives Diversity at work place – Meaning and Management strategies Mergers and Acquisitions in HRM. HR Scorecard. Knowledge Management Process. 		
V	<p>Practical: Students may visit any company to understand the application of the topics learned in Module I to IV and may work on below given emerging topics in the field of HR.</p> <ul style="list-style-type: none"> HR Analytics, HR Information System Employee Retention Handling of Employee Grievance and Harassment related issue. Glass ceiling and Gender Equality Recruitment and Selection process of various industries Performance appraisal system in public and private sector companies Identifying companies where best training and management development practices are followed. 	---	(30 marks CEC)

4. Teaching Method:

- Interactive discussions
- Role Playing & brain-storming
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No	Author	Name Of Book	Publisher	Year Of Publication
1	Pravin Durai	Human Resource	Pearson	Latest Edition



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: **Human Resource Management (HRM)**

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		Management		
	K. Ashwathapa	Human Resource Management	Himalaya Publication	Latest Edition
2	Garry Dessler and Biju Varkkey	Fundamentals of Human Resource Management	Pearson	Latest Edition
3	Uday Kumar Halder & Juthika Sarkar	Human Resource Management	Oxford	Latest Edition
4	P. R. N. Sinha, S. P. Shekhar and Indu Bala	Human Resource Management	Cengage	Latest Edition
5	Sharon Pande & Swapnalekha Basak	Human Resource Management – Text and Cases	Vikas	Latest Edition
6	Das, Pulak	Strategic Human Resource management	Cengage Learning	Latest Edition
7	Charles R Greer	Strategic Human Resource Management	Pearson	Latest Edition
8	Jeffrey A Mello	Strategic HRM	Cengage	Latest Edition

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

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

1. Journal of Organizational Culture
2. Communication and Conflict
3. Harvard Business Review
4. Business India / Business Today / Business World, University News
5. Human Capital
6. Indian Journal of Industrial Relations
7. HRM Review
8. Indian Journal of Training and Development
9. South Asian Journal of Human Resource Management
10. International Journal of strategic human management
11. Asian Journal of Management Cases
12. Global Business Review
13. South Asia Economic Journal
14. Economic & Political Weekly, Business India / Business World, Mint



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Syllabus for Master of Business Administration, 2nd Semester
 Subject Name: Production and Operations Management (POM)
 Subject Code: 4529205

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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"> • <i>Analyze</i> 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"> • <i>Conduct</i> facility planning by making location and layout decisions for a small manufacturing or service facility. • <i>Analyze</i> and <i>select</i> 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"> • <i>Analyze</i> the current global production and operations management practices and <i>deduce</i> the applicability of these practices to local manufacturing units. • <i>Compare</i> and <i>contrast</i> operations management practices among different cultures.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Critically evaluate</i> the relationship between production systems and human safety.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> 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"> • <i>Collaborate</i> 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: 4529202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Analyze contemporary production and operation management practices for a given industry.	3	2	3	1	2	-	-	-	1
LO2: Conduct facility planning by making location and layout decisions for a small manufacturing or service facility.	3	3	2	2	2	-	-	2	2
LO3: Analyse 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
LO4: Analyze the current global production and	3	2	3	2	3	1	-	2	2



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operations management practices and deduce the applicability of these practices to local manufacturing units.									
LO5: Compare and contrast operations management practices among different cultures.	2	-	2	-	3	-	1	-	2
LO6: Critically evaluate the relationship between production systems and human safety.	2	1	2	2	2	-	3	-	1
LO7: Explain 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
LO8: 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

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

3. **Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Introduction of Production & Operation Management: <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
II	Facility location; (theoretical concept only) Plant Layout: <ul style="list-style-type: none"> • Different types of layout. Aggregate Production Planning (APP): <ul style="list-style-type: none"> • Objective, strategies and cost of APP, master production schedule, Rough cut capacity planning etc.(theoretical 	10	18



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	concept only) Material Requirement Planning (MRP) (theoretical concept only) Inventory Management (theory and numerical)		
III	Operations scheduling: <ul style="list-style-type: none">• Definition, Objectives, Types• Sequencing (n-jobs on m machine) (theory and numerical)• Queuing systems (Waiting Line Analysis) (theory and numerical)• Line Balancing(theoretical concept only)• Project management; Project scheduling by using network PERT/CPM, (theory and numerical)	10	18
IV	Quality management: <ul style="list-style-type: none">• Definition, experts' views on quality.• Dimensions of quality.• Cost of quality and quality cost audit.• Statistical process control, control charts (theory and numerical), Total quality management (TQM), Six sigma, ISO 9000 and other ISO series.• Lean and Just in Time production system (theoretical concept only) Industrial safety	10	17
V	Practical <ul style="list-style-type: none">• Students should visit manufacturing / service organizations and<ul style="list-style-type: none">○ Identify the production planning and control systems, procedures and techniques. 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 in organized and unorganized sectors.○ Simulate a production capability / facility with the optimum use and application of concepts.	---	(30 Marks CEC)

4. Pedagogy:

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



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Syllabus for Master of Business Administration, 2nd Semester
Subject Name: Production and Operations Management (POM)
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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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar, N.MeenakshiP.	Production and Operation Management	Cengage	Latest
6	Heizer, Jay and Render, Barry	Operations Management	Pearson	Latest
7	Elwood S. Buffa and Rakesh K.Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R. Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest

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

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

1. International Journal of Production Economics
2. Journal of Production Research and Management
3. Journal of Operations Management



1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Propose appropriate research designs and methodologies to apply to a specific research project in a business function. Determine the relevance of research tools and techniques for analyzing and evaluating research problems.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop a comprehensive research methodology for a given research question. Analyze qualitative and quantitative data as a part of a defined research project.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Evaluate literature for a given research problem from the global and national perspectives.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Prioritize ethical research practices in conducting a research study.
Effective Communication (EC)	<ul style="list-style-type: none"> Justify the chosen research orientation and methodology for a given research problem.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Construct an effective research proposal for a given study in a management function.

LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4529206	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Propose appropriate research designs and methodologies to apply to a specific research project in a business function.	3	2	2	2	-	-	-	-	2
LO2: Determine the relevance of research tools and techniques for analyzing and evaluating research problems.	3	2	3	2	1	-	-	1	2
LO3: Develop a comprehensive research methodology for a given research question.	2	2	2	1	-	1	-	1	2
LO4: Analyze qualitative and quantitative data as a part of a defined research project.	3	2	3	1	-	-	-	1	2



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Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Research Methodology (RM)

Subject Code: 4529206

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LO5: Evaluate literature from or a given research problem from the global and national perspectives.	1	1	-	1	3	1	1	1	1
LO6: Prioritize ethical research practices in conducting a research study.	-	1	-	-	-	1	3	1	2
LO7: Justify the chosen research orientation and methodology for a given research problem.	1	1	1	-	-	-	-	1	2
LO8: Construct an effective research proposal for a given study in a management function.	2	2	1	2	-	1	-	1	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	70 Marks (External Evaluation)
I	<p>Business Research Fundamentals: Research – meaning and types of business research – basic, applied, comparative, absolute, problem solving, problem identifying, qualitative, quantitative, characteristics of good research. Hypothesis, Types of hypothesis – Descriptive, Relational – Correlational and Causal, null and alternate. Brief Introduction to Business Research Process</p>	10	17
II	<p>Steps in Business Research Process - I: 1. Problem Identification / Problem statement 2. Review of Literature (including citation and bibliography / references). 3. Research Questions & Research Objectives 4. Hypothesis formulation 5. Research Design: Exploratory Research Design: Difference between Qualitative and Quantitative Research. <u>Qualitative Research:</u> Observation, Focus Group, Depth Interview, Projective Techniques.</p>	10	18



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Subject Name: Research Methodology (RM)

Subject Code: 4529206

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III	<p>Conclusive Research Design: <i>Quantitative Research:</i> Descriptive research – survey, survey methods. Causal research – Experimentation – labs v/s field experiments, with and without control, before and after.</p> <p>Steps in Business Research Process - II: 6. Sampling Design – Probabilistic and non-probabilistic sampling. 7. Sources of data – primary and secondary Measurement and Scaling. Validity and reliability. Questionnaire designing.</p>	10	18
IV	<p>Steps in Business Research Process - III: 8. Data Preparation – preliminary questionnaire screening, editing, coding and data entry (using statistical software). 9. Research Writing: - Research Proposal Synopsis, Research Report</p>	10	17
V	<p>Practical: A group of two students (Maximum) has to work on a Minor Research Project on the topic selected from the beginning of the semester in line with all the steps of Research Design starting from Identification of Research Problem to Findings & Conclusion and has to submit a Report to the concerned faculty member.</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)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest



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Subject Name: Research Methodology (RM)

Subject Code: 4529206

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2	Naresh Malhotra and Satyabhusan Dash	Marketing Research – An applied orientation	Pearson	Latest
3	Donald R. Cooper and Pamela S. Schindler	Business Research Methods	TMH	Latest
4	Zikmund Willium	Business Research Methods	Thomson	Latest
5	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
6	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest
7	D. K. Bhattacharyya	Research Methodology	Excel	Latest
8	J. K. Sachdeva	Business Research Methodology	Himalaya	Latest
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel	Latest
10	Alan Bryman	Business Research Methods	Oxford University Press	Latest

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

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

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa



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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 Subject Name: Developing Contributory Skills – II (DCS-II)
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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>Critically evaluate</i> the indigenous value system and apply the ethical concepts to develop ethical practices in the organizations. • <i>Appraise</i> the ecosystem and business environment facilitating entrepreneurship for inferring a given available opportunity for entrepreneurship
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions(CBPI)	<ul style="list-style-type: none"> • <i>Suggest</i> a hypothetical CSR plan for a social cause in culturally diverse territories. • <i>Design</i> a business plan for a given entrepreneurial opportunity.
Global Exposure and Cross-Cultural Understanding(GECCU)	<ul style="list-style-type: none"> • <i>Discuss</i> how the ethical and business values of different countries and societies differ. • <i>Analyze</i> relationship between personal traits as well as cultural values and entrepreneurial success.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Recommend</i> measures to align managerial values with societal values for a harmonious society. • <i>Prioritize</i> ethical considerations for the environment and society while exploiting a given entrepreneurial opportunity
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Develop</i> the individual value system and correlate with the organization value system. • <i>Create</i> presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge for setting up an entrepreneurial venture
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Compare and analyze</i> the role of stakeholders and corporate managers' moral obligations in business decision making • <i>Develop</i> a viable and feasible approach to market team's idea for the Indian business environment.

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: Critically evaluate the indigenous value system and apply the ethical concepts to develop ethical practices in the organizations.	3	3	3	1	1	2	1	-	3
LO2: Appraise the ecosystem and business environment facilitating entrepreneurship for inferring a given available opportunity for entrepreneurship	3	3	3	1	-	1	-	2	2



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LO3: Suggest a hypothetical CSR plan for a social cause in culturally diverse territories.	2	2	-	2	2	1	2	2	1
LO4: Design a business plan for a given entrepreneurial opportunity.	2	3	3	2	2	-	-	2	2
LO5: Discuss how the ethical and business values of different countries and societies differ.	1	2	1	2	3	1	2	2	1
LO6: Analyze relationship between personal traits as well as cultural values and entrepreneurial success.	-	-	-	-	-	3	1	2	1
LO7: Recommend measures to align managerial values with societal values for a harmonious society.	1	1	2	1	2	1	3	1	1
LO8: Prioritize ethical considerations for the environment and society while exploiting a given entrepreneurial opportunity	2	2	-	-	1	2	3	2	2
LO9: Develop the individual value system and correlate with the organization value system.	1	2	1	2	-	3	2	-	1
LO10: Create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge for setting up an entrepreneurial venture	-	-	-	3	1	-	-	-	-
LO11: Compare and analyze the role of stakeholders and corporate managers' moral obligations in business decision making	2	2	3	3	1	3	1	2	2
LO12: Develop a viable and feasible approach to market team's idea for the Indian business environment.	-	-	-	-	-	3	-	2	2

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	Introduction to Business Ethics: <ul style="list-style-type: none"> • Nature of Ethics • Ethical Concepts and Theories • Morals and Values • Importance and need of ethics in business • Distinction between values and ethics • Kohlberg's six stages of moral development (CMD) 	10	17



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<p>II</p>	<p>Managerial Ethics:</p> <ul style="list-style-type: none"> • Categories of management morality • Ethical Problems-Dilemma at Work-Sources and Resolutions • Overview of Creative Accounting-Its role in business scandals • Corporate Ethical Leadership • Whistle Blowing 	<p>10</p>	<p>18</p>
<p>III</p>	<p>Entrepreneurship:</p> <p>Concepts, Importance; Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mind-set, Types of Entrepreneur, Forms of business organizations (Sole Proprietorship, Partnership, HUF, Private limited, Public limited, LLP), Distinction between Family Business and First Generation Entrepreneurs</p> <p>Creativity, Innovation and Entrepreneurship, Introduction to international entrepreneurship, modes of entry</p> <p>Formalities for Setting Up of a Small Business Enterprise: Identifying The Business Opportunity; Growth of a Business Idea; Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile</p>	<p>10</p>	<p>17</p>
<p>IV</p>	<p>Understanding of Entrepreneurial Ecosystem & Micro, Small, and Medium Enterprises (MSME): Concept, Role and Definitions of MSME, Growth & Development of MSME in India and Gujarat, Problems facing the MSME Sector.</p> <p>Introduction to Central, State and Other Institutions supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes</p> <p>Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem</p>	<p>10</p>	<p>18</p>
<p>V</p>	<p>Practical:</p> <p>The students may be given a term paper either individually or in group of 2 to 3 students on topic like:</p> <ul style="list-style-type: none"> • Study of the CSR activities of corporates • Significance of Values contained in Scriptures like Ramayana, Mahabharata, Bible, Quran, etc., for Social and Spiritual Welfare. • Important Values prescribed by historical leaders of India, viz. Chanakya, Kautilya, Akbar, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding 		<p>15 Marks</p>



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Human Behaviour. • The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas ,if any, are resolved and also the system of corporate governance in those organizations		
Project/ presentation on any of the following; • Survey of Entrepreneurs from local area • Preparing a Business plan for dream business/project • Identifying success stories of various Entrepreneurs, • Case study on entrepreneurship • Ease of Doing Business (EoDB) – Overview, Ranking, Determinants of EoDB Experience sharing with entrepreneurs by visiting industry, guest talks and live projects.		15 Marks

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S K Mandal	Ethics in Business and Corporate Governance	TMH	Latest
2	A.C. Fernando	Business Ethics: An Indian Perspective	Pearson	Latest
3	David J. Fritsch	Business Ethics; a Global and Managerial Perspective	McGraw-Hill Irwin, Singapore	Latest
4	Andrew Crane & Dirk Matten	Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization	Oxford University Press	Latest
5	Poornima M. Charantimath	Entrepreneurship Development and Small	Pearson	Latest



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		Business Enterprises		
6	Arya Kumar	Entrepreneurship: Creating and Leading an Entrepreneurial Organization	Pearson	Latest
7	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	McGraw Hill	Latest

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

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

1. Journal of Human Values
2. IBA Journal of Management & Leadership
3. International Journal of Business Ethics in Developing Economies
4. Journal of Business Law and ethics
5. Business India / Business Today / Business World, University News
6. The Journal Of Entrepreneurship by SAGE Publisher,
journals.sagepub.com/home/joe
7. The journal of Entrepreneurship and Innovation in Emerging Economies by
SAGE Publisher, journals.sagepub.com/home/eie.
8. International Journal of Entrepreneurship and Small Business by Inderscience
Publishers, www.inderscience.com/ijesb
9. Vikalpa: The Journal for Decision Makers
10. Prabandhan: Indian Journal of Management