



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Subject Name: Summer Internship Project (SIP)  
Subject Code: 4539200

With effective  
from academic  
year 2018-19

# Gujarat Technological University

## Master of Business Administration



# Handbook

of

## SUMMER INTERNSHIP PROJECT (SIP)

*(Applicable from Academic Year 2018-19 onwards)*

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**GUJARAT TECHNOLOGICAL UNIVERSITY,  
AHMEDABAD**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**GUIDELINES FOR SUMMER INTERNSHIP PROJECT**  
**(SIP)**

### **1. INTRODUCTION:**

The students will have to undergo Summer Training for **six weeks** after the completion of the Second Semester and submit a **“Summer Internship Project Report”** by end of training.

Summer Internship Project (SIP), is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo to SIP as per the prescribed format and duration. Students are required to work with an organization for hands on experience during the semester gap of Semester II and semester III. The students may carry their SIP training at the organization located within the geographical boundary of Gujarat/India/Foreign Country. The duration of the SIP is six weeks.

Students, who go for the **‘International Experience Program (IEP)’** during summer under GTU approved arrangements, shall prepare a report on any business they study in that country and submit report at foreign country and complete viva. **The report which is prepared at foreign university shall be considered as SIP report for evaluation purpose.** The SIP guidelines mentioned here are not applicable to students who go in IEP as they have to prepare a report in the foreign university as per foreign university norms (if any). However, students have to follow formatting guidelines and attach a copy of certificate awarded by foreign university/ organization at foreign country during IEP in annexure part of the project.

### **2. OBJECTIVES:**

- SIP aims at widening the student's perspective by providing an exposure to real life organizational environment and its various functional activities.
- This will enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their skills in a familiar field.
- SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1<sup>st</sup> year of MBA into practice while working on a business plan or trying out a new industry, job function or organization.
- The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The



summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.

- Some ideal projects for summer internships can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, HR functions, retail/investment banking, industry analysis, new product launches, sales and distribution, market research and advertising, etc., among others. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organizations where the student has to undergo internship. In some cases, even field work can also become an integral part of SIP. The student need not shy away from taking up such projects.
- An additional benefit that organizations may derive is the unique opportunity to evaluate the student from a long-term perspective. Thus the SIP can become a gateway for final placement of the student.
- The student should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization.

### **3. WHAT IS TO BE DONE?**

- **The student has to undertake project individually. Joint Projects are not allowed in any case. SIP Report is to be submitted by every individual student separately.**
- **How many students are allowed to undertake the project in the same organization?**

**There is no restriction on the number of students who can undertake the project work in one organization. The responsibility for ensuring the genuineness and quality of the project lies with each Institute. Institutes should explore the possibility and availability of genuine and quality-enriched projects when many students undertake the SIP in one organization.**

- **The University encourages SIP Campus Placement offers by Organizations recruiting SIP trainees from the MBA Institutes. Thus, there shall be no limit on the number of students who can be allowed from one Institute, to undertake the SIP in one organization.**
- The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the institute. Students may submit hard copy or soft copy of report to the



organization / institute as per their requirement. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute. **(Sample format of Certificate is attached in Annexure II)**

- The university will arrange the external viva - voce for SIP. The student is expected to make a **15 – 20-minute presentation** before the examiner regarding the SIP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of SIP report should be less than 30%.**
- **Institute's SIP Coordinator (Faculty Member) has to submit the report to E-library portal of GTU as and when asked by the University.**

#### 4. CRITERIA FOR EVALUATION OF SIP

The total marks for the SIP project will be 200 and it carries 4 credits. The marks will be awarded in proportion of 70:30 by external and internal examiners respectively.

**Internal Viva:** The institute has to conduct internal viva at institute level where internal faculty guide will give marks out of 60 to each student appearing for Viva in consultation with an external person(s) called from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)

**External Viva:** External examiner shall be appointed by Gujarat Technological University. He / she will give marks out of 140 on the basis of parameters given in Annexure I.

The external examiner shall have to give his / her comments to each student, immediately during or after the student's viva is over and before the next student's viva commences. The comments should reflect each student's contribution and performance, as well as the overall project's quality and significance. The reports should not be given back to the students; they should be handed to the Institute. The SIP coordinator shall then ensure that the scanned copies of external examiner certificate of each student is incorporated in the soft copy of the SIP report immediately after the Student's Declaration and before the Plagiarism Report. The report shall then be submitted to E-Portal of University in word and pdf formats.

At the end of the viva, the External Examiner has to ensure that the marks given in the hard copy of the mark sheet are entered in the online mark entry portal of GTU by himself / herself before leaving the exam center.

#### 5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of SIP?	<b>The duration of SIP is 6 weeks.</b> In any case it should not be less than 6 weeks.
2	Is less than 5 weeks SIP allowed?	No, less than 6-week training is not allowed in any case in SIP. Such students are not allowed in the SIP Viva evaluation. The students have to take training in next summer



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		and prepare a new project and have to appear as a <b>remedial student</b> in SIP Viva.
2	How many students are allowed in one company/organization?	There is no limit on the number of students from one Institute undertaking the SIP in one organization. The possibility of genuine and quality project work should be explored by the Institute though.
3	Is Joint Project allowed in SIP?	<b>No, Joint project is not allowed in SIP.</b> If more than one student from the same institute has taken training in the same organization then they should ensure that their projects are exclusive, distinct and genuine. <b>Even if students have done joint project then both the students will be declared failed</b> and have to appear in SIP Viva as a remedial students
4	Is it required to study Functional Departments of the Organization / Company?	<b>Yes, it is compulsory</b> for all the students to study functional departments of the company / organization and put the details of the same into SIP report.
5	Is it compulsory to carry out research study on IDP (Industry- Defined Problem) in SIP?	<b>Yes, it is compulsory</b> for all the students to study a specific problem of the organization/ company, identified and given by company personnel or student and carry out a research through suitable research methodology for finding probable solution of the problem.
6	Which type of research study can be done in SIP?	<b>Student may carry out Qualitative or Quantitative research study</b> on Primary or Secondary data depending on the selection of topic/problem and the scope of study.
7	What are the credits and marks of SIP?	SIP carries <b>4 credits</b> and <b>200 marks</b>
8	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	<b>Yes, it is compulsory</b> for each institute to allocate internal faculty to each student. These internal faculty will act as an internal guide for SIP
9	What is the proportion of Internal and External marks in SIP?	<b>The proportion is 30:70.</b> Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140
10	Is it compulsory for the institutes to organize internal VIVA at institute before University SIP VIVA?	<b>Yes, it is mandatory</b> for all the institutes to organize internal SIP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
11	Is it required to attach company Certificate in the project report?	<b>Yes, it is compulsory</b> for all the students to attach company certificate in the project report. The company certificate must consist the duration for which the student has taken training



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		in the organization. (starting date and ending date)
12	Is it required to attach institute certificate in the project report?	<b>Yes, it is required</b> for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by Principal/Director of the institute
13	How much plagiarism/similarity is allowed in the SIP report?	Upto 30% plagiarism is allowed in the SIP reports.
14	If plagiarism is above 30%, what should be done?	<b>If plagiarism is above 30% the said report is not accepted for SIP VIVA.</b> It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of SIP
15	Is it compulsory to attach Plagiarism report?	<b>Yes, it is compulsory</b> for all the students to attach plagiarism report in the SIP report
16	Which plagiarism software should be used?	<b>The licensed software</b> must be used to check plagiarism. Open source and free software are not allowed. If university is providing licensed software to institute, it is compulsory for all institutes to use the same software to check the plagiarism.
17	What is the passing criteria in SIP?	The passing criteria of SIP is same like other subjects of MBA course.
18	How many copies of project report are required to submit?	It is compulsory for each student to bring <b>one hard copy</b> (spiral binding) of project at the time of University SIP viva. Students are not required to submit hard copy at University. In case if institutes require then they may ask for hard copy submission. The submission of project report is required as under.  <b>For University:</b> Soft Copy [The institute coordinator has to submit soft copy (in pdf format) of all the projects through online portal]  <b>For Institute:</b> One Soft/ Hard Copy (as per the requirement of institute)  <b>For Student:</b> One Hard copy ( <b>compulsory requirement</b> ) The same hard copy of project has to bring during External Viva  <b>For Company/Organization:</b> Soft /Hard Copy (as per requirement of Company)



## Annexure I

### 6. PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

- i) Study of Functional Departments:** Clear understanding and study of functional departments; understanding of the organization/unit/field.
- ii) Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- iii) Literature Review:** Published studies, review of similar studies
- iv) Details about the study:** Objectives, formulation of the problem, scope, and rationale of the Study.
- v) Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- vi) Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- vii) Contribution and learning from the project:** Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
- viii) Acknowledgements:** References/Citations and Bibliography and help, if any, received from other individuals/organizations.
- ix) Presentation of the report, format of the report, flow of the report, style, language, etc.**
- x) Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.

**Note:**

The students may use any Qualitative or Quantitative methods of data analysis depending upon the selected problem and scope of study. The examiner must focus on the work done/training taken by the students rather than the statistical tests/tools used by students in their project report.





## **Annexure II**

### **7. FORMAT FOR REPORT SUBMISSION:**

**< First Page/Title Page >**

**Summer Internship Project Report**

On

**'<Title of Project>'**

At

**<Name of Company / Organization>**

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

In partial Fulfilment of the Requirement of the award of the degree of  
Master of Business Administration (MBA)

Offered By

Gujarat Technological University

Ahmedabad

***Prepared by:***

<Name of Student>

< Enrolment No.>

**MBA (Semester - III)**

Month & Year:

July 2019



**<Second Page>**

**Date: \_\_/\_\_/\_\_\_\_**

**Company / Organization Certificate<on Company's Letterhead >**

**To whomsoever it may concern**

**This is to certify that <Name of Student (Enrolment No.)>of<Name of Institute (Institute Code) > has successfully completed Summer Internship Project Report titled "....." at <Name of Company with location > during <From ..... to..... >.**



<Third Page>

**Student's Declaration**

(On separate page)

I hereby declare that the **Summer Internship Project Report** titled “\_\_\_\_\_” in (Name of the Company / Organization) is a result of my own work and my indebtedness to other work publications, references, if any, have been duly acknowledged. If I am found guilty of copying from any other report or published information and showing as my original work, or extending plagiarism limit, I understand that I shall be liable and punishable by the university, which may include ‘Fail’ in examination or any other punishment that university may decide.

<b>Enrollment no.</b>	<b>Name</b>	<b>Signature</b>

Place: .....

.....

Date:





<Fifth Page>

**Plagiarism Report (Digital Receipt & Similarity Percentage Page)**

<Sixth Page>

Date: \_\_\_/\_\_\_/\_\_\_

**Institute Certificate<on Institute's Letterhead>**

[Please attach signed copy of this certificate in the report]

“This is to Certify that this **Summer Internship Project Report** Titled  
“.....  
.....” is the bonafide work of <**Name of Student  
(Enrolment No.)**>, who has carried out his / her project under my supervision. I  
also certify further, that to the best of my knowledge the work reported herein  
does not form part of any other project report or dissertation on the basis of which  
a degree or award was conferred on an earlier occasion on this or any other  
candidate. **I have also checked the plagiarism extent of this report which is  
..... % and it is below the prescribed limit of 30%. The separate  
plagiarism report in the form of html /pdf file is enclosed with this.**

**Rating of Project Report [A/B/C/D/E]: \_\_\_\_\_**

(A=Excellent; B=Good; C=Average; D=Poor; E=Worst)

(By Faculty Guide)

**Signature of the Faculty Guide/s**

(Name and Designation of Guide/s)

**Signature of Principal/Director with Stamp of Institute**

(Name of Principal / Director)



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**PREFACE (SEPARATE PAGE)**

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**ACKNOWLEDGEMENT (SEPARATE PAGE)**

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**SUBJECT INDEX (SEPARATE PAGE)**

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**FULL REPORT**

GTUQuestionPapers.com



### **Annexure III**

#### **8. FORMATTING SPECIFICATIONS FOR REPORTS:**

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External SIP viva. Student has to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.



## **Annexure IV**

### **9. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS**

#### **ROLE OF DIRECTOR/ PRINCIPAL / HOD:**

- Considering the SIP as an important project for MBA students
- Ensuring the regular visit of students at selected company for training & project.
- Providing the facility for completing project work in terms of library, computer lab, journals, company visit etc.
- Organize timely internal Viva – Voce for all the students

#### **ROLE OF SIP COORDINATOR / FACULTY GUIDE:**

- Allocating students to each faculty members (Max. 15 students per faculty)
- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of SIP.
- Inviting the experts from companies who are providing training to students.
- Encouraging and guiding students to prepare good quality report.
- Monitoring SIP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during SIP
- Each Faculty Guide has to ensure that all the students have to fulfil all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.
- Sharing learning experiences and success stories of SIP project at [mba@gtu.edu.in](mailto:mba@gtu.edu.in)

#### **ROLE OF STUDENTS:**

- Preparing the Project as per guidance from institute faculty guide and company mentor (if any) and submit the same with in time limit.
- Trying to explore the company to be expert in your area.
- Developing presentation skills for grabbing the job opportunity.
- Preparing the good quality report individually as per the guidelines given in SIP Handbook.

**ALL THE BEST**





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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"> <li>• <i>Demonstrate</i> an understanding of the strategic management process, formulation of strategy and issues related with successful implementation of strategy formed.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> and <i>explain</i> sociocultural, technological, ecological, economic, political, legal, and ethical factors influencing a given business.</li> <li>• <i>Analyze</i> and discuss the relative competitive rivalry in a given industry.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Explain</i> national competitive advantage; i.e., country advantages in the cost and quality of the factors of production, the local demand conditions, the presence of suppliers and related industries, and the intensity of rivalry of companies within a specific nation.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Critically <i>analyze</i> ethical issues in strategic management, including manipulation of financial information, concealing quality and safety issues, self-enrichment at the expense of the company, anticompetitive behavior, and exploitation of employees, fraud, and willful pollution of the environment.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> an organization's communication of its strategy for given a scenario.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> a manager's strategic leadership skills given a scenario and make recommendations for improvement.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539201	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Demonstrate</i> an understanding of the strategic management process, formulation of strategy and issues related with successful implementation of strategy formed.	3	2	-	-	-	2	-	2	2
LO2: <i>Evaluate</i> and <i>explain</i> sociocultural, technological, ecological, economic, political, legal, and ethical factors influencing a given business.	2	2	3	2	1	1	1	2	2
LO3: <i>Analyze</i> and <i>discuss</i> the relative competitive rivalry in a given industry.	1	2	3	1	-	2	-	2	1
LO4: <i>Explain</i> national competitive advantage; i.e., country advantages in the cost and quality of the factors of production, the local demand	2	-	1	2	3	1	1	1	1



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conditions, the presence of suppliers and related industries, and the intensity of rivalry of companies within a specific nation.									
LO5: Critically <i>analyze</i> ethical issues in strategic management, including manipulation of financial information, concealing quality and safety issues, self-enrichment at the expense of the company, anticompetitive behavior, and exploitation of employees, fraud, and willful pollution of the environment.	3	2	1	-	-	1	3	-	-
LO6: <i>Evaluate</i> an organization's communication of its strategy for given a scenario.	-	3	1	3	-	-	1	1	1
LO7: <i>Evaluate</i> a manager's strategic leadership skills given a scenario and make recommendations for improvement.	-	1	2	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	<b>Strategic Management: An Introduction:</b> <ul style="list-style-type: none"> <li>Stakeholders in Business</li> <li>The I/O Model and</li> <li>Resource-based Model of Above Average Return</li> <li>Vision, Mission and Purpose; Strategic Intent</li> <li>Emergent Strategy</li> <li>Business Model and Strategy</li> </ul> <b>Environmental Analysis:</b> <ul style="list-style-type: none"> <li>External and Industry Environmental Analysis using PEST and Porter's Five-Force Model</li> <li>Understanding concepts such as Key Success Factors; Driving Forces</li> <li>Strategic Groups</li> </ul>	10	18
II	<b>Internal Analysis:</b> <ul style="list-style-type: none"> <li>Concept of Value Chain</li> <li>SWOT Analysis</li> <li>Resources, Capabilities and Competencies; Dynamic</li> </ul>	10	18



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	<p>Capabilities</p> <ul style="list-style-type: none"> <li>Core Competence of Organizations</li> <li>Competitive Advantage and Sustainable Competitive Advantage</li> </ul> <p><b>Strategy Formulation:</b></p> <ul style="list-style-type: none"> <li>Strategy formulation at Business levels, Diversification</li> </ul>		
III	<p><b>Strategy Formulation at Corporate Level:</b></p> <ul style="list-style-type: none"> <li>Strategic Alliance and Joint Ventures, Cooperative Strategies</li> <li>Acquisitions and Restructuring</li> <li>Global Strategy, International Corporate-level and Business-level Strategies.</li> <li>BCG Matrix, GE Matrix, McKinsey 7s</li> </ul>	10	17
IV	<p><b>Nuances of Strategy Implementation:</b></p> <ul style="list-style-type: none"> <li>Structure and Controls</li> <li>Corporate Social Responsibility and Sustainability</li> <li>Triple Bottom Line (TBL) approach</li> <li>Strategic Leadership</li> <li>Balanced Scorecard</li> </ul> <p><b>Contemporary Topics in Strategy:</b></p> <ul style="list-style-type: none"> <li>Management of Change through VUCA</li> <li>Strategic and Corporate Entrepreneurship</li> <li>Blue Ocean Strategy, Blue Ocean Shift</li> <li>Innovation: Grassroots, Jugaad</li> </ul>	10	17
V	<p><b>Practical:</b> A project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem identification and solution/s (alternatives).</p>	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### Evaluation:

Students shall be evaluated on the following components:

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



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## 5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty	Strategic Management: A South-Asian Perspective	Cengage Learning	2016 / 9 <sup>th</sup>
2	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases	McGraw Hill	2014 / 19 <sup>th</sup>
3	Robert Grant	Contemporary Strategic Analysis: Text and Cases	Wiley India Pvt. Ltd.	2015 / 8 <sup>th</sup>
4	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
5	W. Chan Kim and Renee Mauborgne	Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth	Macmillan	2017
6	Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill	2015 / 4 <sup>th</sup>
7	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson	2007 / 8 <sup>th</sup>
8	Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner	Exploring Strategy	Pearson	2017 / 11 <sup>th</sup>
8	Anil K. Gupta	Grassroots Innovation: Minds On The Margin Are Not Marginal Minds	Random Business	2016
9	Henry, Mintzberg, Joseph Lampel, Bruce Ahlstrand	Strategy Safari	Free Press, New York.	2005
10	Gary, Hamel, C.K. Prahalad	Competing for the Future	HBR Press	1995
11	Navi Radjou, Jaideep Prabhu, Simone Ahuja	Jugaad Innovation	Random Business	2012
12	Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgatz	Managing in a VUCA World	Springer	2015

**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.



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
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**Subject Name: Strategic Management (SM)**  
**Subject Code: 4539201**

**With effective  
from academic  
year 2018-19**

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

1. Strategic Management Journal
2. Harvard Business Review
3. Vikalpa – A Journal for Decision Makers
4. Management Review
5. Business Standard/Economic Times/Financial Times/ Financial Express
6. <https://www.strategicmanagementinsight.com/>
7. <https://www.blueoceanstrategy.com/>
8. <https://www.huffingtonpost.in/>
9. [www.businessinsider.com/](http://www.businessinsider.com/)
10. <https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog>
11. <http://www.mintzberg.org/>
12. VUCA -<https://hbr.org/2014/01/what-vuca-really-means-for-you>

GTUQuestionPapers.com



**GUJARAT TECHNOLOGICAL UNIVERSITY**

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Name: Multidisciplinary Action Project (MAP)

Subject Code: 4539202

With effective  
from academic  
year 2018-19

# Gujarat Technological University

## Master of Business Administration



# Handbook

Of

## MULTIDISCIPLINARY ACTION PROJECT (MAP)

*(Applicable to MBA, MBA (PT) and MBA - Integrated)*

*(Applicable ONLY for Academic Year 2020-21)*



## Contents

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1	Introduction: Multidisciplinary Action Project (MAP)	3
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## GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD

### MASTER OF BUSINESS ADMINISTRATION (MBA) GUIDELINES FOR MULTIDISCIPLINARY ACTION PROJECT (MAP)

**MAP HAS TO BE UNDER TAKEN BY MAINTAINING ALL SOCIAL DISTANCING SAFEGUARDS.  
THIS HANDBOOK AND GUIDELINES ARE SPECIFICALLY FOR SEM. III (MBA), SEM. V (MBA-PT)  
AND SEM. VIII (MBA-INTEGRATED), ACADEMIC YEAR 2020-21.**

#### 1. INTRODUCTION:

Multidisciplinary Action Project (MAP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo MAP as per the prescribed format and duration. Students are required to work with an organization for hands on experiential learning during Semester III (Full Time) / Semester V (Part Time) / Semester VIII (MBA – Integrated). The students may carry their MAP training at an organization located within the geographical boundary of Gujarat/India. The students will have to undergo MAP during **the third semester** and submit a “MAP Report” by end of the semester.

#### 2. OBJECTIVES:

MAP is an experiential learning opportunity. MAP involves students solving multidisciplinary business problems or opportunities by applying problem solving techniques. Action based learning develops leadership capabilities as students collaborate to deliver best possible outcomes given the limited time, resources and data.

A multidisciplinary action project is where students work on actionable projects identified by their sponsoring companies / organizations / NGOs / rural bodies, involving their learning from multiple disciplines. The multidisciplinary nature of the project shall be due to the application of solutions from multiple disciplines to industry problems. Students are expected to actually solve real life business challenges and problems. It is not compulsory that each project be multidisciplinary. But it is highly advisable as it shall help the students.

The targeted outcomes from the MAP are:

- Enhanced core business knowledge
- Development of critical analysis and problem solving skills
- Inculcation of sense of responsibility and accountability as a management graduate
- Enhanced leadership and communication skills
- Identifying linkages between academics and practical applications in real life situations
- Realistic appreciation of challenges and opportunities in the real world
- Providing networking opportunities to the students

#### 3. WHAT IS TO BE DONE?

Students in a group of **FIVE** shall undertake one MAP in the third semester. **Students, belonging to any specialization, can be a part of the groups.**





Not more than 1 group (per 60 students) from one Institute can work in the same organization / branch. The projects of all the groups should be unique and distinctively different.

The MAP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the students are studying. The students are expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the students are expected to concentrate on the specific project, its objectives, its rationale, and adopt a methodology and identify a suitable analysis and implementation procedure for the completion of the project. The students have to provide recommendations and action plans, and also execute those plans as far as possible. The study and the execution are to be presented along with the findings of the study.

Thereafter, the students should prepare a report and submit one copy to the organization and one copy to the institute. Students may submit hard copy or soft copy of report to the organization / institute as per their requirement. The students should also obtain a certificate from the organization/s where the MAP was done and attach the same with the copy submitted to the institute. **(Sample format of Certificate is attached in Annexure II).**

**Looking at the current COVID-19 Pandemic situation, the MAP has to be done at-home / online only. Such topics should be selected that can be worked upon through secondary data, online resources and offline work carried out within the confines of the students' homes. For this time only, the implementation phase should not be stressed upon.**

The university will arrange the external viva - voce for MAP. The students are expected to make a **20– 30minutes' presentation** before the examiner regarding the MAP project work undertaken, which will be followed by questions by the examiner. **The conduction of external and Internal Viva shall be as per the guidelines of the University applicable at the time of such viva.**

Institute's MAP Coordinator (Faculty Member) has to submit the report to E-library portal of GTU as and when asked by the University.

#### **4. EVALUATION OF MAP**

The total marks for the MAP project will be 200 and it carries 4 credits. The marks will be awarded in proportion of 70:30 by external and internal examiners respectively.

**Internal Viva:** The institute has to conduct internal viva at institute level where internal faculty guide will give marks out of 60 to each student appearing for Viva in consultation with an external person(s) called / invited online from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Name: Multidisciplinary Action Project (MAP)

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**External Viva:** External examiner shall be appointed by Gujarat Technological University. He / she will give marks out of 140 on the basis of parameters given in Annexure I.

At the end of the viva, the External Examiner has to ensure that the marks given in the hard copy of the mark sheet are entered in the online mark entry portal of GTU by himself / herself before leaving the exam center.

## 5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of MAP?	<b>The duration of MAP shall be third semester.</b>
2	How many students are allowed in one company/organization?	Only 1 group of 5 students from a batch of 60 students in same organization/company/branch.
3	Is it required to study Functional Departments of the Organization / Company?	<b>Yes, it is compulsory</b> for all the students to study functional departments of the company / organization and put the details of the same into MAP report. <u>However, this should be done through telephonic interactions and review of organization's reports, website and other data sources.</u>
4	Is it compulsory to carry out research study on an identified problem / opportunity in MAP?	<b>Yes, it is compulsory</b> for all the students to study a specific problem / opportunity of the organization/ company, identified and given by company personnel or students and carry out a research through suitable research methodology for finding probable solution of the problem.
5	Is a review of literature needed?	The MAP shall not involve any detailed research methodology or review of literature like CP. But yes, a structured approach must be followed for projects as it would involve data to be collected to facilitate actions and decisions.
6	Which type of research study can be done in MAP?	<b>Student may carry out Qualitative or Quantitative research study</b> on Primary (only through Online / telephonic / e-mail surveys) or Secondary data depending on the selection of topic/problem and the scope of study.
7	What are the credits and marks of MAP?	MAP carries <b>4 credits</b> and <b>200 marks</b> .
8	Is it compulsory for student to work under the guidance of Internal	<b>Yes, it is compulsory</b> for each institute to allocate internal faculty to each group. These internal faculties will act as



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	(Institute) faculty	internal guides for MAP.
9	What is the proportion of Internal and External marks in MAP?	<b>The proportion is 30:70.</b> Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140
10	Is it compulsory for the institutes to organize internal VIVA at institute before University MAP VIVA?	<b>Yes, it is mandatory</b> for all the institutes to organize internal MAP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide. <u>The guidelines for Internal Viva conduction shall be communicated by the University as per the prevalent norms at that time.</u>
11	Is it required to attach company Certificate in the project report?	<b>Yes, it is preferable</b> that students attach company / organization certificate in the project report. The company certificate should mention the duration for which the student was engaged with the organization for the project.
12	Is it required to attach institute certificate in the project report?	<b>Yes, it is required</b> for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by Principal/Director of the institute
13	How much plagiarism/similarity is allowed in the MAP report?	Up to 30% plagiarism is allowed in the MAP reports.
14	If plagiarism is above 30%, what should be done?	<b>If plagiarism is above 30% the said report is not accepted for MAP VIVA.</b> It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of MAP
15	Is it compulsory to attach Plagiarism report?	<b>Yes, it is compulsory</b> for all the students to attach plagiarism report in the MAP report
16	Which plagiarism software should be used?	<b>The licensed software</b> must be used to check plagiarism. Open source and free software are not allowed. If university has provided licensed software to institutes, it is compulsory for all institutes to use the same software to check the plagiarism.
17	What are the passing	The passing criteria of MAP are same like other subjects of



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	criteria in MAP?	MBA course.
18	How many copies of project report are required to submit?	<p>It is compulsory for each student to bring <b>one hard copy</b> (spiral binding) of project at the time of University MAP viva, <u>ONLY if External Viva is held offline</u>. Students are not required to submit hard copy at University. In case if institutes require then they may ask for hard copy submission. The submission of project report is required as under.</p> <p><b>For University:</b> Soft Copy [The institute coordinator has to submit soft copy (in pdf format) of all the projects through online portal]</p> <p><b>For Institute:</b> One Soft/ Hard Copy (as per the requirement of institute)</p> <p><b>For Student:</b> One Hard copy (<b>compulsory requirement</b>). The same hard copy of project has to be brought during External Viva</p> <p><b>For Company/Organization:</b> Soft /Hard Copy (as per requirement of Company)</p>



## 6. NATURE OF THE PROJECT WORK:

1. The project can be carried out in any private firm, MSME, corporate entity, service organization, trade association, NGO, start-up, educational institute, village body, etc. It can also be a community project / social project. In essence, students need to work on an actionable activity and submit the process and output in the form of a report. The selected firm must allow students to execute the project from home.
2. The selection of the organization should be solely on the basis of the opportunity and scope of doing an action project – diagnosing and analyzing problems, implementing decisions and measuring results. It shall be the responsibility of the individual faculty guides to ensure the same. The project should be befitting 04 credits and entire semester duration.
3. During the project, the students should apply what they have learned in three semesters of MBA, into practice.
4. Some suggestive projects for MAP are:
  - planning / executing an online promotional event
  - planning / executing a social media campaign
  - feasibility study for a new venture
  - strategies for waste management, cost reduction
  - Digital documentation, office management for a small enterprise
  - framing of HR policies and documents
  - formalities for availing Import- Export Code Number / GST registration
  - analyzing the market and devising strategies for implementing a market entry strategy
  - suggest measures to improve socio-economic conditions of marginalized rural segments
  - develop a strategy to identify additional revenue streams for an NGO
  - develop a structured performance appraisal system for an organization
  - develop a media plan, purchase media time/space for a promotion program online
  - measuring the performance of online presence (websites, social media) of a firm
  - create online entities (websites, social media profiles) for an organization

The project scope is not necessarily confined to one of the above mentioned areas; a number of projects are multi-disciplinary in nature.

5. The students should ensure that the data and other information used in the study are obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization and ensure total confidentiality in all aspects of the MAP.
6. Students can submit photographic evidence of the work done in the project.
7. At the end of the report, students should include one to two pages sectioned as “Skills Enhanced and Learning gained”. The students are expected to mention how they have been able to apply various skills which they have learned and possess, in various stages of the project. They should also describe their learning and skill enhancement from MAP in detail.



8. **COMPONENTS OF THE REPORT**

Title page

Company Certificate (preferable)

Students' Declaration

Plagiarism report

Institute's Certificate

External Examiner Certificate format (if viva are held offline)

Acknowledgement

Executive Summary

Table of Content

List of Tables

List of Figures

Introduction

Industry and Company Profile

**Diagnosis Phase:**

- Problem / Opportunity identification and description = Background of the project
- Analyzing the problem
- Main objectives and tasks, project schedules

**Design and Analysis phase:**

- Methodology adopted for data collection / fact finding / in-depth investigation
- Sources and tools of data collection
- Data Analysis and findings

**Implementation phase:**

- Identifying alternative courses of action
- Determining the solution to be proposed
- Methodology adopted for solution implementation
- Project outputs / key deliverables
- Tangible and intangible benefits delivered to the organization
- Future recommendations

Skills Enhanced and Learning Gained

Glossary (if needed)

References

Annexure and Appendix.

9. **PARAMETERS FOR EVALUATION:**

Sr. No.	Parameter	140 marks	60 marks	% weightage
1	Diagnosis Phase	55	25	40



# GUJARAT TECHNOLOGICAL UNIVERSITY

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2	Design and Analysis phase:	50	20	35
3	Implementation phase	35	15	25

The examiner should assess the following aspects while evaluating the Project:

**1. Diagnosis Phase:**

- Clarity in understanding the background of the problem/opportunity and effort at understanding the company's situation
- Defining the problem and analyzing the problem
- Identifying and defining the objectives of the project
- Clear roadmap and schedule of tasks to be undertaken

**2. Design and Analysis Phase:**

- Rationale and approach adopted for gathering facts and data
- Creative and logical use of qualitative / quantitative research methods and tools
- Efforts undertaken to gather data and facts
- Soundness of data collection tools
- Objective and subjective analysis of collected data, facts and figures
- Appropriateness of data analysis and relevance of findings
- Due diligence ensured while conducting research

**3. Implementation Phase:**

- Identification of alternate courses of action
- Proposing the solution
- Feasibility of implementing the solution
- Determining the actions to be taken
- Methodology adopted / proposed for implementation of the solution / task undertaken
- Measurement of results of the action taken / proposing a framework for measuring results
- Assessment of benefits from the action taken / Benefits expected from the action

**It is understandable that all solutions proposed in the project may not be implementable sitting at home. However, it is encouraged that students undertake projects which can be implemented and their results measured and assessed by working from home ONLY.**

**Note:**

The students may use any Qualitative or Quantitative methods of data analysis depending upon the selected problem and scope of study. The examiner must focus on the work done/training taken by the students rather than the statistical tests/tools used by students in their project report.



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## Annexure I

### FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

**Multidisciplinary action Project Report**

On

'<Title of Project>'

At

<Name of Company / Organization>

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

In partial Fulfilment of the Requirement of the award of the degree of  
Master of Business Administration (MBA)

Offered By

Gujarat Technological University

Ahmadabad

**Prepared by:**

<Name of Students>

< Enrolment Nos.>

**MBA (Semester - III)**

Month & Year:

NOVEMBER 2020





**<Second Page>**

**Students' Declaration**

(On separate page)

We hereby declare that the **Multidisciplinary Action Project** titled “

\_\_\_\_\_ undertaken at **(Name of the Company / Organization)** is a result of our own work and our indebtedness to other work publications, references, if any, have been duly acknowledged. If we are found guilty of copying from any other report or published information and showing as our original work, or extending plagiarism limit, we understand that we shall be liable and punishable by the university, which may include being declared 'Fail' in the MAP examination or any other punishment which the university may decide.

<b>Enrollment nos.</b>	<b>Names</b>	<b>Signature</b>

Place: .....

Date: .....



**< Third Page >**

Date: \_\_/\_\_/\_\_

**Company / Organization Certificate <on Company's Letterhead >**

To whomsoever it may concern

This is to certify that <Name of Student (Enrolment No.)> of <Name of Institute (Institute Code) > have successfully completed the Multidisciplinary Action Project titled "....."  
at <Name of Company with location > during <From ..... to..... >.

**<Fourth Page >**

**Plagiarism Report (Digital Receipt & Similarity Percentage Page)**

**<Fifth Page >**

Date: \_\_/\_\_/\_\_

**Institute Certificate <on Institute's Letterhead, individually for each student >**

[Please attach signed copy of this certificate in the report]

"This is to Certify that this **Multidisciplinary Action Project Titled**  
"....."  
is the bonafide work of <Name of Student (Enrolment No.)>, who has carried out the project under my supervision. I also certify further, that to the best of my knowledge the work reported herein does not form part of any other project



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report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate. **I have also checked the plagiarism extent of this report which is ..... % and it is below the prescribed limit of 30%. The separate plagiarism report in the form of html /pdf file is enclosed with this.**

**Rating of Project Report [A/B/C/D/E]: \_\_\_\_\_**

(A=Excellent; B=Good; C=Average; D=Poor; E=Worst)

(By Faculty Guide)

**Signature of the Faculty Guide/s**

**(Name and Designation of Guide/s)**

**Signature of Principal/Director with Stamp of Institute**

**(Name of Principal / Director)**

---

**ACKNOWLEDGEMENT (SEPARATE PAGE)**

**EXECUTIVE SUMMARY (SEPARATE PAGE)**

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**SUBJECT INDEX (SEPARATE PAGE)**

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**FULL REPORT**



**Annexure II**

**FORMATTING SPECIFICATIONS FOR REPORTS:**

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Students have to bring one hard copy at the time of External MAP viva. Students have to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.
- Maximum 50 pages, excluding annexure and appendix.
- References – APA Style



### **Annexure III**

## **ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS**

#### **ROLE OF DIRECTOR/ PRINCIPAL / HOD:**

- Considering the MAP as an important project for MBA students
- Ensuring the regular interaction of students with the selected organization.
- Providing the facility for completing project work in terms of library, computer lab, journals, etc.
- Organize timely internal Viva – Voce for all the students.

#### **ROLE OF MAP COORDINATOR / FACULTY GUIDE:**

- Allocating students to each faculty member (Max. 15 students per faculty)
- Make sure that no more than 5 students (per batch of 60) are allowed to work in same company / branch.
- Providing the guidance to students before students approach the companies.
- Helping the students to understand the importance of MAP.
- Encouraging and guiding students to prepare good quality report.
- Monitoring MAP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during MAP
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.
- Sharing learning experiences and success stories of MAP project at [mba@gtu.edu.in](mailto:mba@gtu.edu.in)

#### **ROLE OF STUDENTS:**

- Preparing the Project as per guidance from institute faculty guide and company mentor (if any) and submit the same with in time limit.
- Trying to explore the company to be expert in your area.
- Preparing a good quality report as per the guidelines given in MAP Handbook.

**ALL THE BEST**



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Subject Name: Developing Contributory Skills – III (DCS-III)**  
**Subject Code: 4539203**

With effective  
 from academic  
 year 2020-21

## 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"> <li>Discuss the significance of sustainability goals at the local, national and international levels.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate a given situation and create contingency plans.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Compare the sustainable development progress of nations.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Debate on the possibilities of introducing integrated and sustainable reporting in the country.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Design a specific and customized networking approach and plan.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Simulate the design thinking process for identifying a given solution.</li> </ul>

Sub. Code: 4539203	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Discuss the significance of sustainability goals at the local, national and international levels.	3	3	-	-	3	-	1	-	3
LO2: Evaluate a given situation and create contingency plans.	1	1	3	-	-	3	-	2	2
LO3: Compare the sustainable development progress of nations.	1	2	2	2	3	1	-	-	1
LO4: Debate on the possibilities of introducing integrated and sustainable reporting in the country.	2	3	1	2	-	1	3	1	1
LO5: Design a specific and customized networking approach and plan.	1	-	-	3	-	-	2	2	1
LO6: Simulate the design thinking process for identifying a given solution.	-	-	-	3	-	3	-	3	3

**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	<b>Contingency Planning:</b> <ul style="list-style-type: none"> <li>What is a contingency?</li> <li>Purpose of contingency management</li> <li>Steps of contingency planning</li> </ul>	08	20



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
 Subject Name: Developing Contributory Skills – III (DCS-III)  
 Subject Code: 4539203

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	<b>Networking Skills for Successful Careers:</b> <ul style="list-style-type: none"> <li>• Concept and Significance</li> <li>• Types of networking</li> <li>• Art of building networks</li> </ul>		
II	<b>Design Thinking</b> <ul style="list-style-type: none"> <li>• What is Design Thinking?</li> <li>• Significance of Design Thinking in Management</li> <li>• 5 steps of Design Thinking               <ul style="list-style-type: none"> <li>○ Empathize</li> <li>○ Define</li> <li>○ Ideate</li> <li>○ Prototype</li> <li>○ Test</li> </ul> </li> <li>• How to become a good Design Thinker?</li> </ul>	08	20
III	<b>Sustainability and TBL</b> <ul style="list-style-type: none"> <li>• The 3 Pillars of Sustainability</li> <li>• 2030 Sustainable Development Goals</li> <li>• Triple Bottom Line</li> <li>• Sustainability and Integrated Reporting</li> </ul>	04	10

#### 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	<b>End –Semester Examination</b>	<b>(External Assessment-50 Marks)</b>
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#### QUESTION PAPER PATTERN

Module	MCQs Marks (numbers)	Short questions Marks (numbers)	Long Questions Marks (numbers)	Case Marks (numbers)	Total
I	6 (6)	4 (2)	-----	10 (1)	20
II	4 (4)	6 (3)	10 (2- any one)	-----	20
III	4 (4)	6 (3)	-----	-----	10
	14 (14)	16 (08)	10 (1 out of 2)	10 (1)	50



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Consumer Behaviour (CB)**  
**Subject Code: 4539211**

**With effective  
from academic  
year 2018-19**

**1. Learning Outcomes:**

<b>Learning Outcome Component</b>	<b>Learning Outcome (Learner will be able to)</b>
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Critically</i> appreciate the complexities of consumer behaviour and its relevance to marketing practice.</li> <li>• <i>Compile</i> information about aspects of consumer behaviour to <i>formulate</i> specific marketing strategies and programs.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Assess</i> how internal dynamics such as personality, perception, learning, motivation and attitude relate to the choices consumers make.</li> <li>• <i>Examine</i> the use of the Internet, e-commerce, and information technology with respect to the changing consumer marketplace.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the importance of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behaviour.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Articulate</i> key ethical and social responsibility concerns pertaining to a specific marketing strategy developed from the consideration of consumer behaviour</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> marketing communication in relation to consumer behaviour for a specific brand.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Conduct</i> research to evaluate the behaviour of consumers and apply findings to marketing practice.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

<b>Sub. Code: 4539211</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
LO1: <i>Critically</i> appreciate the complexities of consumer behaviour and its relevance to marketing practice.	3	2	2	-	1	1	1	1	3
LO2: <i>Compile</i> information about aspects of consumer behaviour to <i>formulate</i> specific marketing strategies and programs.	3	3	2	1	-	1	-	1	3
LO3: <i>Assess</i> how internal dynamics such as personality, perception, learning, motivation and attitude relate to the choices consumers make.	2	-	3	2	-	1	1	1	2
LO4: <i>Examine</i> the use of the Internet, e-commerce, and information technology with respect to the changing consumer marketplace.	1	2	1	2	3	1	-	2	1
LO5: <i>Explain</i> the importance	1	1	2	2	3	-	3	-	2





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of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behaviour.									
LO6: <i>Articulate</i> key ethical and social responsibility concerns pertaining to a specific marketing strategy developed from the consideration of consumer behaviour.	1	-	1	1	-	1	3	1	2
LO7: <i>Explain</i> marketing communication in relation to consumer behaviour for a specific brand.	1	1	1	3	1	-	2	1	1
LO8: <i>Conduct</i> research to evaluate the behaviour of consumers and apply findings to marketing practice.	2	-	2	3	-	3	-	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)
<b>I</b>	<b>Understanding the Consumer:</b> <ul style="list-style-type: none"> <li>• Consumer Behaviour and the Marketing Concept</li> <li>• Levels of consumer decision making</li> <li>• Customer Value, Satisfaction, Trust and Retention</li> <li>• The Impact of New Technology on Marketing</li> </ul>	10	17
<b>II</b>	<b>Consumer as an Individual - I:</b> <ul style="list-style-type: none"> <li>• Consumer Motivation</li> <li>• Consumer Perception</li> <li>• Personality and Self-image, Lifestyle</li> </ul>	10	18
<b>III</b>	<b>Consumer as an Individual - II:</b> <ul style="list-style-type: none"> <li>• Consumer Learning</li> <li>• Consumer Attitude Formation</li> <li>• Attitude Change</li> </ul>	10	18
<b>IV</b>	<b>Socio-Cultural settings and Consumer Behaviour:</b> <ul style="list-style-type: none"> <li>• Reference groups</li> <li>• The Family and Social Class</li> <li>• Influence of Culture on Consumer Behaviour</li> <li>• Cross-cultural Consumer Behaviour.</li> </ul>	10	17



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	<b>Consumer Decision Making:</b> <ul style="list-style-type: none"> <li>• Diffusion of Innovation</li> <li>• Consumer Decision Making</li> <li>• CBB models- Howard Sheth Model</li> <li>• Consumerism</li> <li>• Brief overview of Neuromarketing</li> </ul>		
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>• Students should carry out a primary, qualitative / quantitative research on any dimension related to consumer behavior.</li> <li>• Students can identify how marketers are addressing the various components and stages of the decision making process.</li> </ul>	---	(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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Leslie Lazar Kanuk, S. Ramesh Kumar, Leon Schiffman	Consumer Behaviour	Pearson	2014 / 11 <sup>th</sup>
2	Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar	Consumer Behaviour	Pearson	2018 / 12 <sup>th</sup>
3	S. Ramesh Kumar	Consumer Behaviour: The Indian Context (Concepts and Cases)	Pearson	2017 / 2 <sup>nd</sup>
4	S. Ramesh Kumar	Case Studies in Consumer Behaviour	Pearson	2014 / 1 <sup>st</sup>
5	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	2016 / 12 <sup>th</sup>
6	David Loudon, A. J. Della Bitta	Consumer Behaviour: Concepts and Applications	McGraw Hill	Latest Edition



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7	MajumudarRamanuj	Consumer Behavior: Insights from Indian Market	PHI	Latest Edition
8	Martin M. Evans, Gordon Foxall, Ahmad Jamal	Consumer Behaviour	Wiley	2009 / 2 <sup>nd</sup>
9	Roger D. Blackwell, Paul W. Miniard, James F. Engel	Consumer Behaviour	Cengage	2017 / 10 <sup>th</sup>

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. Brand Equity
2. www.afaqs.com
3. Journal of Consumer Behaviour
4. Indian Journal of Marketing
5. www.consumerpsychologist.com
6. www.marketingweek.com
7. nptel.ac.in/downloads/110105029/  
[http://www.brunel.ac.uk/~bustbdm/1\\_lecture\\_notes/marketing/LEC-07%20Consumr%20Behaviour.doc](http://www.brunel.ac.uk/~bustbdm/1_lecture_notes/marketing/LEC-07%20Consumr%20Behaviour.doc)



**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"> <li>• <i>Demonstrate</i> a comprehensive understanding of marketing communications theories and concepts.</li> <li>• <i>Demonstrate</i> knowledge and understanding of the structure of the communications industry and the complexities involved in promotions management.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Perform</i> a detailed situation analysis for a brand, thereby selecting its target market segment and deciding its marketing communication objectives, budget and strategies.</li> <li>• <i>Develop</i> an integrated cross-media strategy with respect to creative strategy, creative tactics, creative execution, Source, media and channel planning; along with appropriate rationale for each of these.</li> <li>• <i>Evaluate</i> and select the methods marketers can use to assess and measure the effectiveness of an IMC campaign.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> an understanding of how cultural connotations are major influencers of promotional planning.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Design</i> plans, strategies and messages which respect the values, morals, ethics and sensitivities of the society.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> effective promotional strategies and tactics and communicate their relevance.</li> <li>• <i>Analyze</i> consumers' characteristics to create effective communication.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> effectively with your team members to plan marketing communications in a comprehensive and integrated manner.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

Sub. Code: 4539212	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Demonstrate</i> a comprehensive understanding of marketing communication theories and concepts	3	2	1	1	1	-	1	1	3
LO2: <i>Demonstrate</i> knowledge and understanding of the structure of the communications industry and the complexities involved in promotions management.	2	3	2	1	2	-	-	-	2



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LO3: <i>Perform</i> a detailed situation analysis for a brand, thereby selecting its target market segment and deciding its marketing communication objectives, budget and strategies.	2	-	3	1	-	-	-	2	2
LO4: <i>Develop</i> an integrated cross-media strategy with respect to creative strategy, creative tactics, creative execution, Source, media and channel planning; along with appropriate rationale for each of these.	2	2	3	2	-	-	-	1	1
LO5: <i>Evaluate</i> and select the methods marketers can use to assess and measure the effectiveness of an IMC campaign.	2	-	3	-	-	2	-	-	1
LO6: <i>Demonstrate</i> an understanding of how cultural connotations are major influencers of promotional planning.	2	-	-	3	2	-	-	-	-
LO7: <i>Design</i> plans, strategies and messages which respect the values, morals, ethics and sensitivities of the society.	2	-	-	1	-	1	3	1	1
LO8: <i>Formulate</i> effective promotional strategies and tactics and communicate their relevance.	1	-	-	3	-	2	-	2	2
LO9: <i>Analyze</i> consumers' characteristics to create effective communication.	-	-	2	3	-	1	1	1	1
LO10: <i>Collaborate</i> effectively with your team members to plan marketing communications in a comprehensive and integrated manner.	1	-	-	3	-	3	-	1	2



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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><b>An Overview of Integrated Marketing Communications:</b></p> <ul style="list-style-type: none"><li>Marketing Communication Objectives, concepts, terms</li><li>Promotional Mix Elements<ul style="list-style-type: none"><li>The Tools of Marketing Communications (brief characteristics)<ul style="list-style-type: none"><li>(Media Advertising, Direct Response Advertising, Place Advertising, Store Signage and Point-of-Purchase Advertising, Trade- and Consumer-Oriented Promotions, Event Marketing and Sponsorships, Public Relations and Publicity, Personal Selling, Social Media, Online Marketing)</li></ul></li></ul></li><li>Integration of Marketing Communications</li><li>IMC planning process</li></ul> <p><b>Communications Process:</b></p> <ul style="list-style-type: none"><li>Meaning of meaning (semiotics)</li><li>Dimensions of meaning</li><li>Transfer of meaning</li><li>Consumer Processing model (in brief)</li><li>Hedonic Experiential model</li></ul> <p><b>Response hierarchy models:</b></p> <ul style="list-style-type: none"><li>AIDA, AIETA, FCB Grid, Rossiter– Percy Grid</li></ul>	10	18
II	<p><b>Objective setting and budgeting for the promotional program:</b></p> <ul style="list-style-type: none"><li>Setting Marcom Objectives</li><li>Hierarchy of effects model, DAGMAR</li><li>Marcom budgeting and methods of budgeting</li></ul> <p><b>Creating effective advertising:</b></p> <ul style="list-style-type: none"><li>Defining creativity</li><li>Hierarchy of impressions</li></ul> <p><b>Overview of advertising management:</b></p> <ul style="list-style-type: none"><li>Advertising management program<ul style="list-style-type: none"><li>Role of advertising in IMC</li><li>Selecting an agency<ul style="list-style-type: none"><li>Role of Advertising Agencies and other marketing communication organizations:<ul style="list-style-type: none"><li>Participants in the IMC process</li></ul></li></ul></li></ul></li></ul>	10	18



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	<ul style="list-style-type: none"> <li>▪ Client's role in organizing for advertising and promotion</li> <li>▪ Advertising agencies (including agency compensation and evaluation)</li> <li>▪ Specialized services</li> <li>▪ Collateral services</li> <li>▪ IMC services</li> <li>▪ Developing an ad campaign management strategy</li> <li>▪ Constructing the creative brief</li> </ul> <p><b>Advertising Design - I:</b></p> <ul style="list-style-type: none"> <li>• Advertising theory           <ul style="list-style-type: none"> <li>▪ Hierarchy of effects, means-end chain and laddering, MECCAS, verbal and visual images</li> </ul> </li> <li>• Message strategies           <ul style="list-style-type: none"> <li>▪ Message factors (from SMC Factors)</li> <li>▪ Cognitive, affective and conative strategies</li> </ul> </li> <li>• Advertising Appeals</li> <li>• Message execution           <ul style="list-style-type: none"> <li>▪ Execution styles</li> <li>▪ Sources and spokespersons               <ul style="list-style-type: none"> <li>▪ Types of sources</li> <li>▪ Source factors (from SMC Factors)</li> </ul> </li> </ul> </li> </ul>		
<b>III</b>	<p><b>Advertising Design - II:</b></p> <ul style="list-style-type: none"> <li>• Media Strategy</li> <li>• Media planning</li> <li>• Channel factors (from SMC Factors)</li> <li>• Media terminologies           <ul style="list-style-type: none"> <li>▪ Reach, frequency, GRP, TRP, impressions, continuity, recency v/s primacy effect</li> </ul> </li> <li>• Media Selection           <ul style="list-style-type: none"> <li>▪ Traditional media channels               <ul style="list-style-type: none"> <li>• Types, advantages and disadvantages of –</li> <li>• Television, radio, OOH, Print</li> </ul> </li> <li>▪ Components of a print ad: Headline, body copy, illustrations and layout</li> <li>▪ Storyboard for T.V. advertising</li> </ul> </li> </ul> <p><b>Other IMC Tools:</b></p> <ul style="list-style-type: none"> <li>• Personal selling's role in promotion mix and IMC</li> <li>• Sales Promotion           <ul style="list-style-type: none"> <li>▪ Trade oriented</li> <li>▪ Consumer oriented</li> </ul> </li> <li>• PR, Publicity, sponsorships</li> </ul>	10	17
<b>IV</b>	<p><b>Digital Media: Online, Mobile and App Advertising: (Only a brief outline)</b></p> <p><b>E-commerce:</b></p>	10	17



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<ul style="list-style-type: none"><li>• Building an e-commerce site, e-commerce incentives, privacy and security issues</li></ul> <p><b>Mobile marketing:</b></p> <ul style="list-style-type: none"><li>• Types of mobile marketing</li></ul> <p><b>Online advertising:</b></p> <ul style="list-style-type: none"><li>• Search Marketing<ul style="list-style-type: none"><li>○ SEO, SEM</li></ul></li><li>▪ Display or Banner Ads</li><li>▪ Rich Media: Pop-Ups, Interstitials, Superstatials, and Video Ads</li><li>▪ Websites and Sponsored Sites</li><li>▪ Blogs and Podcasts</li><li>▪ E-mail Advertising</li><li>▪ Measuring Internet Ad Effectiveness</li></ul> <p><b>Social Media Advertising:</b></p> <ul style="list-style-type: none"><li>▪ Social Media Advantages and Disadvantages</li><li>▪ Social media categories and brands</li><li>▪ Social Networking</li><li>▪ How to Advertise on Social Networks</li><li>▪ Privacy and Other Concerns</li><li>▪ Measurement of Social Media Campaigns</li></ul> <p><b>Direct Marketing:</b></p> <ul style="list-style-type: none"><li>▪ Concept, advantages and disadvantages</li><li>▪ Direct-Response Advertising</li><li>▪ Direct Mail</li><li>▪ Telemarketing (outbound and inbound)</li></ul> <p><b>Other Media:</b></p> <ul style="list-style-type: none"><li>• Brand Placements, Yellow-Pages Advertising, Video-Game Advertising, Cinema Advertising</li></ul> <p><b>Measuring Advertising Effectiveness:</b></p> <ul style="list-style-type: none"><li>• Concept of pre-testing, concurrent testing, post-testing</li><li>• <u>Pre-testing:</u><ul style="list-style-type: none"><li>○ Focus Group, individual interview, ante-room trailer, consumer juries, ethnography, on-air testing</li><li>○ Theater test, portfolio test, dummy advertising vehicles, readability tests</li><li>○ Physiological measures</li></ul></li><li>• <u>Con-current testing:</u><ul style="list-style-type: none"><li>○ Coincidental surveys</li><li>○ Attitude tests</li><li>○ Tracking studies</li></ul></li><li>• <u>Post-testing:</u><ul style="list-style-type: none"><li>○ Recognition – Starch test, Bruzzone test</li><li>○ Recall – Day-After-Recall</li><li>○ Inquiry tests</li></ul></li></ul>		
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	<ul style="list-style-type: none"> <li>○ Sales test</li> <li>○ Comprehensive measures</li> <li>● Measuring overall IMC</li> </ul>		
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>● Students can create IMC campaigns for real / hypothetical products /services / brands.</li> <li>● Students can analyze and interpret communication materials available in open domain.</li> <li>● Students can identify the promotional eco-system existing in the country, and in their geographical area.</li> </ul>	---	(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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth E. Clow, Donald E. Baack	Integrated Advertising, Promotion and Marketing Communications	Pearson	6 <sup>th</sup>
2	Terence A. Shimp, J. Craig Andrews	Advertising Promotion and Other Aspects of Integrated Marketing Communications	Cengage	9th
3	Kruti Shah	Advertising and Integrated Marketing Communications	McGraw Hill	1st
4	George E. Belch, Michael A. Belch, KeyoorPurani	Advertising and Promotion	McGrawh Hill	9th
5	Niraj Kumar	Integrated Marketing Communication	Himalaya	Latest
6	S. N. Murthy, U. Bhojanna	Advertising: An IMC Perspective	Excel Books	3 <sup>rd</sup>
7	Jonathan Hardy, Iain Mercury, Helen Powell	The Advertising Handbook	Routledge	2014



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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 Advertising
2. Indian Journal of Marketing
3. Pitch (Magazine – [www.pitchonnet.com](http://www.pitchonnet.com))
4. [www.campaignindia.in](http://www.campaignindia.in)
5. [www.afaqs.com](http://www.afaqs.com)

GTUQuestionPapers.com



**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"> <li>• <i>Evaluate</i> the potential for sales management and marketing channels to contribute to the creation of customer value.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> strategies, policies and systems to manage a sales force for a given marketing organization.</li> <li>• <i>Formulate</i> marketing channel strategies, policies and systems for a given marketing organization, including channel information systems.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> about the latest developments in logistics and supply chain management happening globally, and <i>assess</i> their applicability while formulating marketing channel strategies.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>List</i> down efforts to ensure ethical sales practices for a given sales system.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> salesmanship through personal and impersonal interactions for a defined sales effort.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> leadership and team work capabilities in selling situations.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

Sub. Code: 4539213	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Evaluate</i> the potential for sales management and marketing channels to contribute to the creation of customer value.	3	2	3	-	-	-	-	-	3
LO2: <i>Formulate</i> strategies, policies and systems to manage a sales force for a given marketing organization.	-	2	3	-	-	-	-	-	1
LO3: <i>Formulate</i> marketing channel strategies, policies and systems for a given marketing organization, including channel information systems.	-	3	3	1	-	2	-	-	-
LO4: <i>Appraise</i> about the latest developments in logistics and supply chain management happening globally, and <i>assess</i> their applicability while formulating marketing channel strategies.	-	-	3	1	3	-	-	-	2
LO5: <i>List</i> down efforts to ensure ethical sales practices for a given sales system.	-	-	-	-	-	-	3	-	1



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**Subject Code: 4539213**

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LO6: <i>Demonstrate</i> salesmanship through personal and impersonal interactions for a defined sales effort.	3	-	-	3	-	-	-	3	3
L07: <i>Demonstrate</i> leadership and team work capabilities in selling situations.	3	-	-	-	-	3	-	2	3

**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)
<b>I</b>	<p><b>Introduction to Sales Management:</b></p> <ul style="list-style-type: none"> <li>• Nature and Importance of sales management</li> <li>• Role of a Sales Manager</li> <li>• Types of sales management positions</li> <li>• Theories of personal selling</li> <li>• Personal selling objectives</li> <li>• Sales forecasting methods</li> <li>• Sales Related Marketing Policies</li> </ul> <p><b>Organizing &amp; Driving Sales Efforts:</b></p> <ul style="list-style-type: none"> <li>• Personal Selling Process</li> <li>• Kind and Size of the Sales Force</li> <li>• Sales Organization Structures</li> <li>• Sales Territories &amp; Quotas</li> <li>• Sales Budgets</li> </ul>	10	18
<b>II</b>	<p><b>Sales Force Management</b></p> <ul style="list-style-type: none"> <li>• Sales Job Analysis</li> <li>• Sales Force Compensation Structure</li> <li>• Sales Force Motivation</li> <li>• Sales Contests</li> </ul> <p><b>Sales Force Supervision:</b></p> <ul style="list-style-type: none"> <li>• Sales Expenses</li> <li>• Sales Performance Evaluation</li> <li>• Sales Reports</li> <li>• Sales Audits</li> </ul>	10	17
<b>III</b>	<p><b>Distribution Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Need and scope of distribution management</li> <li>• Marketing channels strategy</li> <li>• Levels of channels</li> <li>• Functions of channel partners</li> <li>• Evolution &amp; possible channel formats.</li> </ul>	10	18



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
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	<p><b>Channel Institutions:</b></p> <ul style="list-style-type: none"><li>• Retailing &amp; wholesaling.</li></ul> <p><b>Designing channel systems:</b></p> <ul style="list-style-type: none"><li>• Channel Intensity</li><li>• Channel Design Process</li><li>• Selecting Channel Partners</li></ul> <p><b>Channel Management:</b></p> <ul style="list-style-type: none"><li>• Channel Policies</li><li>• Power Bases in managing channel partners</li><li>• Conflict management</li></ul>		
IV	<p><b>Channel Information Systems:</b></p> <ul style="list-style-type: none"><li>• Elements of CIS</li><li>• Designing of a CIS</li><li>• Channel Performance Evaluation</li></ul> <p><b>Market logistics and supply chain management:</b></p> <ul style="list-style-type: none"><li>• Definition &amp; scope of logistics</li><li>• Component/s of logistics</li><li>• Inventory &amp; warehouse management</li><li>• Transportation, technology in logistics and SCM</li></ul> <p><b>International SDM:</b></p> <ul style="list-style-type: none"><li>• Nature of International Markets</li><li>• Sales &amp; distribution management in international markets</li></ul>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"><li>• Interview sales people from various industries/sectors and understand personal selling process practically.</li><li>• Visit wholesalers and understand their territorial plans.</li><li>• Visit different retail stores and analyze point of sale displays.</li><li>• Visit various supermarkets and compare them on the basis of assortments and services.</li><li>• Understand process of personal selling of multilevel marketing channels and medical representatives.</li><li>• Understand supply chain of various e commerce companies.</li><li>• Understand in detail unique distribution projects like ITC E-Choupal, Mumbai Dabbawala, HUL project Shakti etc.</li></ul>	---	(30 marks CEC)



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**4. Pedagogy:**

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Experts from industry in sales and distribution management can be invited frequently to share practical knowledge.

**5. Evaluation:**

Students shall be evaluated on the following components:

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

**6. Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Krishna K. Havaldar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill	2014 / 2 <sup>nd</sup>
2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri	Sales and Distribution Management : Decisions, Strategies & Cases	Pearson	2017 / 6 <sup>th</sup>
3	Ramendra Singh	Sales and Distribution Management – A Practic-Based Approach	Vikas Publishing House Pvt. Ltd	2018
4	Dr. S. L. Gupta	Sales & Distribution Management	Excel Books	Latest Edition
5	Tapan K. Panda, Sahadev Sunil	Sales & Distribution Management	Oxford	2011 / 2 <sup>nd</sup>
6	David Jobber, Geoffrey Lancaster	Sales & Distribution Management	Pearson	2018 / 10 <sup>th</sup>
7	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw Hill	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. Professional selling and Relationship Marketing
2. Journal of Personal Selling & Sales Management.
3. Journal of Marketing Channels
4. Journal of Supply Chain Management
5. International Journal of Retail and Distribution Management.
6. <https://www.sellingpower.com/>



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**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Finance Management**  
**Subject Name: Security Analysis and Portfolio Management (SAPM)**  
**Subject Code: 4539221**

With effective  
from academic  
year 2018-19

**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"> <li>• <i>Formulate</i> the objectives in constructing and managing a portfolio and <i>create</i> an investment policy statement.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> the correct use of tools for financial analysis for investment purposes.</li> <li>• <i>Evaluate</i> securities using different valuation models.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> the working of global financial markets and instruments.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> a personal code of ethics based on industry standards and fiduciary duties.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Comprehend</i> and <i>communicate</i> constructed portfolio by assessing and evaluating it.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Construct</i> a diversified portfolio by blending portfolio and people management.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

Sub. Code: 4539221	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Formulate</i> the objectives in constructing and managing a portfolio and <i>create</i> an investment policy statement.	3	1	2	1	-	-	-	2	3
LO2: <i>Illustrate</i> the correct use of tools for financial analysis for investment purposes.	3	1	-	2	1	-	-	-	3
LO3: <i>Evaluate</i> securities using different valuation models.	2	-	3	-	1	-	-	1	1
LO4: <i>Analyze</i> the working of global financial markets and instruments.	1	3	1	-	3	2	1	1	1
LO5: <i>Formulate</i> a personal code of ethics based on industry standards and fiduciary duties.	1	3	1	2	1	1	3	-	-
LO6: <i>Comprehend</i> and <i>communicate</i> constructed portfolio by assessing and evaluating it.	3	1	-	3	-	-	-	2	2
LO7: <i>Construct</i> a diversified portfolio by blending portfolio and people management.	3	2	3	3	-	3	-	-	1

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





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Subject Code: 4539221

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**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Investment:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Investment vs. Speculation, Investment vs. Gambling</li><li>• Investment Objectives, Investment Attributes</li><li>• Investment Process</li><li>• Security Analysis vs. Portfolio Management</li><li>• Portfolio Management Process</li><li>• Meaning and Types of Returns<ul style="list-style-type: none"><li>○ Holding Period return (<b>Theory and numerical</b>).</li><li>○ Expected return–Annualized return – measurement of return.</li></ul></li><li>• Risk – Types of Risk – Measurement of Risk (<b>Theory and numerical</b>).</li></ul>	10	18
II	<b>Security analysis:</b> <ul style="list-style-type: none"><li>• Fundamental Analysis:<ul style="list-style-type: none"><li>○ Economic, Industry and Company Analysis, Forecasting earnings, Efficient Market Hypothesis, Different Forms of EMH and their Empirical Tests</li></ul></li><li>• Technical Analysis:<ul style="list-style-type: none"><li>○ Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory</li></ul></li><li>• Introduction to Behavioral Finance</li></ul>	10	18
III	<b>Selection / Construction of Securities by applying theories:</b> <ul style="list-style-type: none"><li>• Markowitz Model - Efficient Frontier</li><li>• Constructing an Optimal portfolio using Sharpe's Single Index Model (<b>Theory and numerical</b>).</li><li>• Capital Market Theory: CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory (<b>Theory and numerical</b>).</li></ul>	10	17
IV	<b>Portfolio Management &amp; Measurement:</b> <ul style="list-style-type: none"><li>• Portfolio execution</li><li>• Portfolio Revision and Performance Evaluation (<b>Theory and numerical</b>).</li></ul> <b>Bonds &amp; Valuation:</b> <ul style="list-style-type: none"><li>• Bond prices &amp; Yields (<b>Theory and numerical</b>).</li><li>• Types of bonds.</li><li>• Duration of Bonds (<b>Theory and numerical</b>).</li><li>• Bond Management Strategies, Analysis of Bonds (Rating).</li></ul>	10	17
V	<b>Practical:</b> <ul style="list-style-type: none"><li>• EIC analysis of any selected Industry/ Company.</li><li>• Application of Valuation on Equity and bonds for</li></ul>	---	(30 marks CEC)



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	its selection <ul style="list-style-type: none"> <li>• Application of CAPM theory.</li> <li>• Creating a portfolio using Sharpe Portfolio Selection.</li> <li>• Portfolio evaluation Mutual Fund Schemes. . . etc.</li> <li>• <b>Movie based learning: Wall street &amp; Rogue Trader, Inside Job, Big Short, Wolf of Wall Street etc.</b></li> </ul>		
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**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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>• Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>• Quiz</li> </ul>	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End -Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Prasanna Chandra	Investment Analysis & Portfolio Management	McGraw Hill	2017 / 5 <sup>th</sup>
2	Donald E. Fisher, Ronald J. Jordan, Ashwini K. Pradhan	Security Analysis & Portfolio Management	Pearson	2018 / 7 <sup>th</sup>
3	Robert A. Haugen	Modern Investment Theory	Pearson	2017 / 5 <sup>th</sup>
4	P. Pandian	Security Analysis & Portfolio Management	Vikas Publishing	2013 / 2 <sup>nd</sup>
5	S. Kevin	Security Analysis & Portfolio Management	PHI learning	2015 / 2 <sup>nd</sup>
6	Frank K. Reilly, Keith C. Brown	Investment Analysis and Portfolio Management	Cengage	2011 / 10 <sup>th</sup>
7	Bruno Solnik, Dennis McLeavey	Global Investments	Pearson	2014 / 6 <sup>th</sup>

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.



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

1. The Journal of Portfolio Management
2. International Journal of Portfolio Analysis and Management
3. Economic Times
4. Financial Express
5. Capital Market
6. Business Today

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

Subject Code: 4539222

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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"> <li>Describe the characteristics of financial derivatives and their role in managing market risk.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Calculate the futures and options price with cost of carry, binomial and BS Models on real time data from Exchanges &amp; analyze them with current market price.</li> <li>Interpret pricing derivative instruments and hedge market risk based on numerical data and current market trends.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Comprehend latest developments in financial derivative products.</li> <li>Analyze the influence of the differences among international markets on swaps.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Evaluate, synthesize and communicate the ethical implications of financial risk management policies and practices to an intended audience.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Justify the use of particular strategies for hedging / speculation.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Simulate hedging strategies using financial derivatives.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539222	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Describe the characteristics of forward and futures contracts and understand their pricing mechanisms.	3	1	-	2	1	-	-	3	3
LO2: Calculate the futures and options price with cost of carry, binomial and BS Models on real time data from Exchanges & analyze them with current market price.	2	2	3	-	1	-	-	1	2
LO3: Interpret pricing derivative instruments and hedge market risk based on numerical data and current market trends.	1	2	3	-	1	-	-	1	2
LO4: Comprehend latest developments in financial derivative products.	1	2	1	2	3	2	-	1	1
LO5: Analyze the influence of the differences among international markets on	1	2	1	2	3	2	-	1	1



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

Subject Code: 4539222

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swaps.									
LO6: <i>Evaluate, synthesize and communicate</i> the ethical implications of financial risk management policies and practices to an intended audience.	2	-	2	3	-	-	3	1	-
LO7: <i>Justify</i> the use of particular financial derivative instruments and strategies for hedging / speculation.	3	-	-	3	-	2	-	2	1
LO8: <i>Simulate</i> hedging strategies using financial derivatives.	2	2	2	3	-	3	-	-	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><b>Introduction to risk management: (Only theory)</b></p> <ul style="list-style-type: none"> <li>Defining and managing risk</li> <li>Upside and downside risks</li> <li>Commodity price risk</li> <li>Interest rate risk</li> <li>Approaches to risk management</li> </ul> <p><b>Introduction to derivatives:</b></p> <ul style="list-style-type: none"> <li>Defining derivatives and derivative markets</li> <li>Spot v/s Derivatives markets</li> <li>Forward, Futures, Options, Swaps</li> <li>Uses of derivatives</li> </ul> <p><b>Derivatives Market:</b></p> <ul style="list-style-type: none"> <li>International and Indian derivatives market</li> <li>Derivative exchanges</li> <li>Trading system and types of traders</li> <li>Trading process, online trading</li> <li>Clearing and settlement system</li> <li>Regulatory framework of derivatives market in India.</li> </ul>	10	18
II	<p><b>Forward Contracts:</b></p> <ul style="list-style-type: none"> <li>Meaning, purpose, advantages and problems</li> <li>Pricing of commodity forward contracts (<b>Theory and numerical</b>).</li> <li>Interest rate forwards (<b>Theory and numerical</b>).</li> </ul>	10	18



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	<p><b>Future Contracts:</b></p> <ul style="list-style-type: none"> <li>• Meaning, difference between forward and future contracts</li> <li>• Specifications of future contracts</li> <li>• Closing the position (<b>Theory and numerical</b>).</li> <li>• Margins and marking-to-market (<b>Theory and numerical</b>).</li> <li>• Cost of Carry Models (<b>Theory and numerical</b>).</li> <li>• Price quotes, settlement price, open interest</li> <li>• Types of orders</li> </ul> <p><b>Hedging, Speculation and Arbitrage using Futures:</b></p> <ul style="list-style-type: none"> <li>• Basis risk. Factors affecting basis risk</li> <li>• Single stock futures and Stock Index Futures (<b>Theory and numerical</b>).</li> <li>• Commodity futures (<b>Theory and numerical</b>).</li> </ul>		
<p>III</p>	<p><b>Fundamentals of Options:</b></p> <ul style="list-style-type: none"> <li>• Options issued by corporations (introduction)</li> <li>• Meaning of options contract, options terminologies</li> <li>• Moneyness in options (ITM, ATM, OTM) (<b>Theory and numerical</b>).</li> <li>• Factors affecting Options premium</li> <li>• Exchange traded options</li> </ul> <p><b>Call and Put options. (Theory and numerical).</b></p> <p><b>Options Trading Strategies:</b></p> <ul style="list-style-type: none"> <li>• Uncovered</li> <li>• Covered</li> <li>• Spread</li> <li>• Combination</li> </ul> <ul style="list-style-type: none"> <li>• <b>Put-Call Parity: (Theory and numerical).</b></li> <li>• Risk free security</li> <li>• Put-call relationship</li> </ul> <ul style="list-style-type: none"> <li>• <b>Binomial Options Pricing Model: (Theory and numerical).</b></li> <li>• Binomial Options Pricing model for call and put options</li> <li>• Single period and two-period binomial options pricing model</li> </ul>	<p>10</p>	<p>17</p>
<p>IV</p>	<ul style="list-style-type: none"> <li>• <b>Black-Scholes Options Pricing model: (Theory and numerical).</b></li> <li>• Stock price behaviour</li> <li>• Assumptions in Black-Scholes model</li> <li>• Black-Scholes model for pricing call and put options</li> </ul> <p><b>Greeks in Options (only theory):</b></p> <ul style="list-style-type: none"> <li>• Risks in options trading</li> </ul>	<p>10</p>	<p>17</p>



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	<ul style="list-style-type: none"> <li>• Characteristics of options hedging</li> <li>• Greeks in options hedging: delta, gamma, theta, vega, rho.</li> </ul> <p><b>SWAPS (Only theory):</b></p> <ul style="list-style-type: none"> <li>• Swaps: meaning, types, terminologies</li> <li>• Forward swaps</li> <li>• Swaptions</li> <li>• Equity swaps</li> <li>• Commodity swaps</li> </ul>		
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Analysing Various Derivative Contract Specifications from Exchanges.</li> <li>• Mark to Market Margin Calculation on Real time data from Exchanges.</li> <li>• Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account.</li> <li>• Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange &amp; analysing them with current market price.</li> <li>• Forming of different futures and options trading strategies with the real time data from Exchange.</li> <li>• Forming of hedging with real time data from commodities and currency Exchanges.</li> </ul>	---	(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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	2011 / 1 <sup>st</sup>



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2	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	2014 / 2 <sup>nd</sup>
3	R. Madhumathi, M. Ranganatham	Derivatives & Risk Management	Pearson	2014 / 2 <sup>nd</sup>
4	John C. Hull	Fundamentals of Futures and Options Market	Pearson	2016 / 8 <sup>th</sup>
5	Verma	Derivatives & Risk Management	Tata McGraw hill	2008
6	Vohra & Bagri	Futures and Options	McGraw Hill	2017 / 2 <sup>nd</sup>
7	David A. Dubofsky, Thomas W. Miler	Derivatives: Valuation and Risk Management	Oxford University Press	Latest Edition
8	A. Maheshwari, D. Chugh	Financial Derivatives	Pearson	2012 / 1 <sup>st</sup>

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. Indian Journal of Finance
2. International Journal of Financial Markets and Derivatives
3. Business Standard
4. The Economic Times
5. Financial Express
6. NSE & BSE, SEBI, FMC, RBI Websites
7. ICAI journal of Derivative Market
8. Business Today
9. Business India
10. Business World
11. Finance India
12. Treasury Management
13. Financial Risk Management





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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4539223

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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"> <li>Generalize the institutional context in which insurance is sold, including regulation, ownership structure and marketing channels, reinsurance etc.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate risk — operational, business, financial and traditional — for a given situation and recommend measures to appropriately address the risk.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Summarize international risk management and insurance, their dynamics, and the economic, social, political, and regulatory environments surrounding global risk and insurance markets.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Recognize the high degree of ethical responsibility which accompanies insurance management.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Assess the economic need for having insurance and design solutions to meet the client's goals.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Collaborate for need assessment and design a risk management program for a business.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539223	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Generalize the institutional context in which insurance is sold, including regulation, ownership structure and marketing channels, reinsurance etc.	3	3	-	-	3	-	-	-	3
LO2: Evaluate risk — operational, business, financial and traditional — for a given situation and recommend measures to appropriately address the risk.	3	2	3	-	-	2	-	2	3
LO3: Summarize international risk management and insurance, their dynamics, and the economic, social, political, and regulatory environments surrounding global risk and insurance markets.	3	1	-	2	3	-	2	1	1
LO4: Recognize the high degree of ethical responsibility which accompanies insurance management.	1	1	-	2	-	1	3	1	-



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**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
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**Subject Name: Insurance and Risk Management (IRM)**  
**Subject Code: 4539223**

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LO5: Assess the economic need for having insurance and design solutions to meet the client's goals.	2	-	2	3	-	-	3	2	1
LO6: Collaborate for need assessment and design a risk management program for a business.	1	2	1	3	-	3	-	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)
<b>I</b>	<p><b>Introduction to Risk:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Risk and Uncertainty, loss, perils, hazards</li> <li>• Types of Risks               <ul style="list-style-type: none"> <li>• Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk</li> </ul> </li> <li>• Risks for Financial Institutions</li> <li>• Classifying Pure risks.</li> </ul> <p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Risk Management Process, Risk management objectives</li> <li>• Risk retention and risk transfer</li> <li>• Levels of risk management</li> <li>• Corporate risk management</li> <li>• Management of risk by individuals</li> </ul> <p>Measures of Risk – Mathematical, Subjective (<b>Only theory</b>)</p>	10	18
<b>II</b>	<p><b>Insurance and Risk:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Insurance</li> <li>• Insurable risk</li> <li>• Types of Insurance, Social and Economic benefits of insurance</li> <li>• Government and Controlling Authorities:               <ul style="list-style-type: none"> <li>▪ IRDA framework</li> <li>▪ Legal aspects of insurance, essentials of insurance contracts</li> </ul> </li> <li>• Principles of insurance:               <ul style="list-style-type: none"> <li>▪ Indemnity</li> <li>▪ Utmost good faith</li> <li>▪ Insurable interest</li> <li>▪ Proximate cause</li> <li>▪ Loss minimization</li> <li>▪ Arbitration and average</li> </ul> </li> <li>• Classification of insurance:</li> </ul>	10	18



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**Subject Code: 4539223**

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	<ul style="list-style-type: none"> <li>○ Life insurance: <ul style="list-style-type: none"> <li>▪ meaning, features and benefits, types of plans, traditional products, market related products, annuities, pension plans, riders-business insurance, group insurance, pricing in life insurance</li> </ul> </li> <li>○ Non-Life Insurance:</li> <li>○ Features of Fire insurance contract</li> <li>○ Marine insurance – definition, types &amp; policies</li> <li>○ Auto insurance – need, types of policies, claims</li> <li>○ Health Insurance – introduction, plans in India, schemes, micro-health insurance, TPAs</li> </ul>		
<b>III</b>	<p><b>Underwriting:</b></p> <ul style="list-style-type: none"> <li>• Philosophy of underwriting, kinds of underwriting, requisites of good underwriting, underwriting of life insurance, underwriting of non-life insurance, pricing and premium setting, types of rating, tariff/ rate making in general insurance.</li> </ul> <p><b>Claim Management:</b></p> <ul style="list-style-type: none"> <li>• Claim settlement in general insurance, general guidelines for settlement of claims, fire insurance claims, motor insurance claim, marine insurance claim, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance.</li> </ul>	10	17
<b>IV</b>	<p><b>Financial Aspects of Insurance Companies:</b></p> <ul style="list-style-type: none"> <li>• Financial objective of an insurance Company, responsibilities of insurance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical provision, Risk Margin</li> </ul> <p><b>Reinsurance:</b></p> <ul style="list-style-type: none"> <li>• Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Students can explore and compare the insurance products of insurance service providers.</li> <li>• Students can visit general insurers and learn assessment of risk and fixation of insurance premium.</li> <li>• Students can visit life and non-life insurance companies and can prepare a report on their functioning.</li> <li>• Students can carry out research to identify how individuals undertake their decision – making for availing insurance.</li> <li>• Students should study and compare various investment options with insurance plans.</li> </ul>	---	(30 marks CEC)



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**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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	P.K. Gupta	Essentials of Insurance and Risk Management	Himalaya	2016 / 1 <sup>st</sup>
2	S. Arunajatesan & T. R. Viswanathan	Risk Management and Insurance	Trinity Press	2015 / 2 <sup>nd</sup>
3	Scott E Harrington, Gregory R. Niehaus	Risk Management and Insurance	McGraw Hill	2003 / 2 <sup>nd</sup>
4	N. R. Mohan Prakash	Banking, Risk and Insurance Management	Vikas	2016
5	Jatinder Loomba	Risk Management and Insurance Planning	PHI	2013
6	Mark S. Dorfman, David A. Cather	Introduction to Risk Management and Insurance	Pearson	2012 / 10 <sup>th</sup>
6	Michael J. Mcnamara, George E. Rejda	Principles of Risk Management and Insurance	Pearson	13 <sup>th</sup>

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 Risk Assessment and Management
2. The Journal of Risk Finance
3. Indian Journal of Finance
4. Journal of Risk and Financial Management
5. <https://open.umn.edu/opentextbooks/textbooks/risk-management-for-enterprises-and-individuals>
6. <https://www.irmi.com/free-resources/authoritative-reports/e-books>



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
 Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Name: Change Management and Organization Development (CMOD)**  
**Subject Code: 4539231**

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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"> <li>• <i>Discuss</i> resistance to change and strategies to reduce resistance to a real / hypothetical change context.</li> <li>• <i>Discuss</i> and <i>analyze</i> diagnostic tools used to assess organizational effectiveness.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> how to evaluate organizational development interventions for a defined set of interventions aimed at specific OD strategy.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the emerging OD approaches and techniques in the global environment.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the importance of people and cultural side of change.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> how individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Outline</i> important aspects of how to build and equip a change team to improve effectiveness.</li> <li>• <i>Reflect</i> on different leadership styles and their importance in a change process.</li> </ul>

**Correlation Levels:**

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

Sub. Code: 4539231	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Discuss</i> resistance to change and strategies to reduce resistance to a real / hypothetical change context.	3	1	2	2	1	1	1	1	1
LO2: <i>Discuss</i> and <i>analyze</i> diagnostic tools used to assess organizational effectiveness.	2	3	3	2	1	2	1	-	1
LO3: <i>Demonstrate</i> how to evaluate organizational development interventions for a defined set of interventions aimed at specific OD strategy.	2	2	3	1					1
LO4: <i>Evaluate</i> the emerging OD approaches and techniques in the global environment.	1	2	2	-	3	1	-	-	1
LO5: <i>Explain</i> the importance of people and cultural side of change.	1	1				1	1		3
LO6: <i>Explain</i> how	2	-	1	3	-	2	2	1	2



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individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.									
LO7: <i>Outline</i> important aspects of how to build and equip a change team to improve effectiveness.	1	1	2	1		2			2
LO8: <i>Reflect</i> on different leadership styles and their importance in a change process.	1	1		2		3	1	1	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	<p><b>Organizational Change:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Importance &amp; imperative of change</li> <li>• Forces of change, types of change</li> <li>• Types of planned and unplanned change, Models of change.</li> </ul> <p><b>Organizational renewal:</b></p> <ul style="list-style-type: none"> <li>• The challenge of change</li> <li>• Change and its impact               <ul style="list-style-type: none"> <li>▪ Operational effect, psychological effect, social effect; people reactions to change.</li> <li>▪ Changing the organizational culture</li> </ul> </li> </ul> <p><b>Resistance to change:</b></p> <ul style="list-style-type: none"> <li>• Lifecycle to resistance to change</li> <li>• Resistance model of change</li> <li>• Driving forces and restraining forces blocking change</li> <li>• Overcoming and minimizing resistance to change.</li> </ul>	10	18
II	<p><b>Organizational development:</b></p> <ul style="list-style-type: none"> <li>• Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions &amp; Values.</li> <li>• OD Models               <ul style="list-style-type: none"> <li>▪ 5 stage model of OD</li> <li>▪ Action Research model of OD &amp; its features</li> <li>▪ Appreciative Inquiry model</li> </ul> </li> </ul> <p><b>OD practitioners:</b></p> <ul style="list-style-type: none"> <li>• Role and style of OD practitioners</li> </ul>	10	18



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Functional Area Specialization: Human Resource Management

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	<ul style="list-style-type: none"> <li>• Formation of Practitioner and client relationship</li> <li>• Relationship modes, issues in relationship</li> </ul> <p><b>Diagnosis:</b></p> <ul style="list-style-type: none"> <li>• Process, models and skills required</li> <li>• Methods of obtaining diagnosis information</li> </ul> <p><b>Process Intervention Skills:</b></p> <ul style="list-style-type: none"> <li>• Process interventions</li> <li>• Group process</li> <li>• Types of process interventions</li> <li>• Results of process interventions</li> </ul>		
III	<p><b>OD Interventions:</b></p> <ul style="list-style-type: none"> <li>• Definitions,</li> <li>• Strategies for OD Intervention:             <ul style="list-style-type: none"> <li>▪ Basic Strategies to change</li> <li>▪ Integration of change strategies</li> <li>▪ Stream analysis</li> <li>▪ Selecting OD interventions</li> <li>▪ Major OD intervention techniques.</li> </ul> </li> </ul> <p><b>OD personal &amp; Interpersonal Interventions:</b></p> <ul style="list-style-type: none"> <li>• Empowering the individuals and employees</li> <li>• Laboratory learning</li> <li>• Interpersonal styles</li> <li>• Career Life Planning Interventions</li> </ul> <p><b>Team development Interventions:</b></p> <ul style="list-style-type: none"> <li>• Organizing around teams</li> <li>• Need for team development</li> <li>• Team development process</li> <li>• Outdoor experiential laboratory training</li> <li>• Role negotiation, role analysis</li> </ul> <p><b>Intergroup Development &amp; work team development interventions:</b></p> <ul style="list-style-type: none"> <li>• Changing relationships</li> <li>• Collaboration and conflict</li> <li>• Intergroup problems</li> <li>• Managing conflicts of various levels</li> <li>• Continuous improvement process</li> <li>• Job design</li> <li>• TQM –eight pillars of TQM and Self- Managed Work Teams</li> </ul>	10	17
IV	<p><b>High Performing Teams and Learning Organizations:</b></p> <ul style="list-style-type: none"> <li>• System-wide interventions</li> <li>• Survey Research and feedback</li> <li>• Learning organizations</li> </ul>	10	17



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	<ul style="list-style-type: none"> <li>• Reengineering</li> <li>• System-4 management</li> <li>• High performing systems</li> <li>• Grid-OD program</li> <li>• Third wave Organizations OD.</li> </ul> <p><b>Organizational Transformation and Strategic Management:</b></p> <ul style="list-style-type: none"> <li>• Strategy and transformation</li> <li>• Organizational transformation</li> <li>• Role of culture</li> <li>• Strategic change management</li> <li>• Changing the culture</li> <li>• Power, politics and ethics in OD</li> </ul> <p><b>OD for Future:</b></p> <ul style="list-style-type: none"> <li>• Organizations for the future</li> <li>• Monitoring and stabilizing action programs</li> <li>• Emerging issues and values</li> <li>• Future trends in OD</li> </ul>		
V	<p><b>Practical:</b> Students need to study change which occurred in organization external/internal and suggest an OD intervention adopted by organization to survive or excel. Students can also identify the reasons for change, the way change was managed.</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:

	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)

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Donald R. Brown	An experiential Approach to Organization Development	Pearson	2010 / 8 <sup>th</sup>





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**Subject Code: 4539231**

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2	Kavita Singh	Organization Change & development	Excel Books	2010 / 2 <sup>nd</sup>
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	2017 / 6 <sup>th</sup>
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	2014 / 10 <sup>th</sup>
5	Tupper Cawsy, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	2011 / 2 <sup>nd</sup>
6	P. G. Aquinas	Organization Structure and Design: Applications and Challenges	Excel	2008
7	Joan V. Gallos, Edgar H. Schein	Organization Development: AJossey-Bass reader	Jossye – Bass	2006 / 1 <sup>st</sup>
8	Bhupen Srivastava	Organization Design and Development: Concepts and Application	Biztantra	2007
9	Mark Hughes	Managing Change: A Critical Perspective	Kogan Page	2010 / 2 <sup>nd</sup>
10	Robert Golembievsky	Organization Development: Ideas and Issues	Routledge	2017 / 1 <sup>st</sup>
11	Patrick Dawson, Costas Andriopoulos	Managing Change, Creativity and Innovation	Sage	2017 / 3 <sup>rd</sup>

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 Organizational Change Management
2. The Journal Of applied Behavioural Science
3. Journal of Change Management
4. Harvard Business Review



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**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Compensation Management (CM)**  
**Subject Code: 4539232**

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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"> <li>• <i>Design</i> strategic pay polices with respect to business environment for competitive advantage.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> various determinants of compensation factors after undertaking pay surveys and <i>create</i> tailor made pay structure for a given hypothetical or existing organisation.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> the developing role of human resources in the global arena and <i>justify</i> the differences in compensation across borders due to ethnocentricity, along with benefits for expatriates.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Critically evaluate</i> the design and application of compensation processes with respect to various Legislations, e.g. Provident Fund Act, Minimum ages Act, Equal Remuneration Act.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Justify</i> the rationale behind the compensation system for a given organization.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Compare</i> and <i>contrast</i> compensation systems among micro, MSME and large organizations.</li> </ul>

**Correlation Levels:**

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

Sub. Code: 4539232	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Design</i> strategic pay polices with respect to business environment for competitive advantage.	3	3	2	-	2	1	-	1	3
LO2: <i>Evaluate</i> various determinants of compensation factors after undertaking pay surveys and <i>create</i> tailor made pay structure for a given hypothetical or existing organisation.	3	2	3	1	2	1	-	2	3
LO3: <i>Appraise</i> the developing role of human resources in the global arena and <i>justify</i> the differences in compensation across borders due to ethnocentricity, along with benefits for expatriates.	3	2	3	-	3	1	-	1	1
LO4: <i>Critically evaluate</i> the design and application of compensation processes with respect to various Legislations, e.g. Provident	3	1	3	2	2	-	3	2	1



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Fund Act, Minimum ages Act, Equal Remuneration Act.									
LO5: <i>Justify</i> the rationale behind the compensation system for a given organization.	2	1	1	3	-	2	1	1	1
LO6: <i>Compare and contrast</i> compensation systems among micro, MSME and large organizations.	1	2	2	1	-	3	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	<b>Essentials of reward Management:</b> <ul style="list-style-type: none"> <li>• An overview of reward management</li> <li>• The Reward System</li> <li>• Total Rewards</li> <li>• Strategic Reward</li> <li>• International Reward</li> </ul>	10	18
II	<b>Performance and reward:</b> <ul style="list-style-type: none"> <li>• Performance management and reward</li> <li>• Engagement and Reward</li> <li>• Financial Reward</li> <li>• Non-Financial Reward</li> <li>• Contingent Pay Schemes</li> <li>• Bonus Schemes</li> <li>• Team Pay</li> <li>• Rewarding for Business Performance</li> <li>• Recognition scheme</li> <li>• Valuing and Grading Jobs</li> <li>• Pay levels</li> <li>• Market Rate Analysis</li> <li>• Grade and Pay Structures</li> </ul>	10	18
III	<b>Rewarding Special Groups:</b> <ul style="list-style-type: none"> <li>• Rewarding Directors and Senior Executives</li> <li>• Rewarding Sales and Customer Service Staff</li> <li>• Rewarding Knowledge Workers</li> <li>• Rewarding Manual Workers</li> </ul> <b>Employee Benefits:</b> <ul style="list-style-type: none"> <li>• Employee benefits</li> <li>• Flexible Benefits</li> </ul>	10	17



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	<b>The Practice of Reward Management:</b> <ul style="list-style-type: none"> <li>Developing of Reward System</li> <li>Managing Reward System</li> <li>Evaluating Reward Management</li> <li>Responsibility for Reward Management</li> </ul>		
<b>IV</b>	<b>CM related Labor Laws:</b> <ul style="list-style-type: none"> <li>Payment of Wages Act, 1936.</li> <li>Minimum Wages Act, 1948.</li> <li>Payment of Bonus Act, 1965</li> <li>Equal Remuneration Act, 1976.</li> <li>Income tax act provisions with respect to salaried persons.</li> <li>Workmen's Compensation Act, 1923.</li> <li>Mediclaime Policies and their salient features</li> </ul>	10	17
<b>V</b>	<b>Practical:</b> <ul style="list-style-type: none"> <li>Students need to study the study the pay structure of at least 3 companies from 3 different industries.</li> <li>Students need to review the payroll system of company.</li> <li>Students can study the legal provisions related to compensation with respect to company.</li> <li>Students can interview H.R Manager and find out how the compensation management has evolved from traditional to strategic Compensation.</li> </ul>	---	(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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Armstrong	Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward	Kogan Page	2019 / 6 <sup>th</sup>



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Compensation Management (CM)  
Subject Code: 4539232

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2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2014 / 2 <sup>nd</sup>
3	George Milkovich, Jerry Newman, C.S. Venkataratnam	Compensation: Special Indian Edition	McGraw	2017 / 9 <sup>th</sup>
4	Tapomoy Deb	Compensation Management: Text and Cases	Excel	2008 / 1 <sup>st</sup>
5	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	2012 / 1 <sup>st</sup>
6	H. L. Kumar	Labour Laws Everybody Should Know	Universal Law Publishing	2015 / 1 <sup>st</sup>

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 Compensation Management
2. Compensation and Benefits Review
3. Journal of Human Resource Management
4. Journal of Business and Management

**Articles Recommended:**

- Arbitrator Lacks Jurisdiction in Pensionable Earnings Dispute.
- Washington Update: New Employer Tax Credit for Paid Family and Medical Leave.
- Claims for Breach of Employment Agreement Not Preempted by ERISA.
- Top-Hat Status of Plan to Be Determined at Trial.
- Employee Stock Options Not Taxable Compensation for Railroad Workers
- Railroad Employee Stock Options Are Not Taxable "Money Remuneration."
- Six Considerations for Designing a Total Rewards Program
- Independent Contractors Fail to Meet Requirements to Certify a Class.
- Plan Summary Does Not Add Guaranteed Death Benefit for Former Executives.
- Service Provider Not A Fiduciary When Negotiating or Withdrawing Fees.
- Employee Not Entitled to Compensation for Time Spent Completing Health and Wellness Screenings.



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Human Resource Audit (HRA)  
Subject Code: 4539233

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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"> <li>• <i>Apply</i> conceptual foundation in examining the adequacy and appropriateness of the HRD systems, structures, style, culture and competencies.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Identify</i> the gaps in HR practices from available HRA reports and thereby <i>design</i> the analytical framework for competitive edge.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the current issues and trends in HR Audit globally</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Deduce</i> the precautions to be taken for safeguarding ethical concerns during the HR Audit process.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Design</i> and <i>create</i> a questionnaire for HR Audit.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Critically evaluate</i> the issues confronted during implementation of HR Audit plan.</li> </ul>

**Correlation Levels:**

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

Sub. Code: 4539233	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Apply</i> conceptual foundation in examining the adequacy and appropriateness of the HRD systems, structures, style, culture and competencies.	3	3	3	1	-	1	3	-	3
LO2: <i>Identify</i> the gaps in HR practices from available HRA reports and thereby <i>design</i> the analytical framework for competitive edge.	3	3	3	2	1	1	2	1	1
LO3: <i>Discuss</i> the current issues and trends in HR Audit globally.	2	2	1	3	3	-	1	-	2
LO4: <i>Deduce</i> the precautions to be taken for safeguarding ethical concerns during the HR Audit process.	1	1	2	1	1	-	3	1	1
LO5: <i>Design</i> and <i>create</i> a questionnaire for HR Audit.	3	3	3	3	-	-	2	2	1
LO6: <i>Critically evaluate</i> the issues confronted during implementation of HR Audit plan.	2	2	2	3	-	3	2	1	1

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Human Resource Audit (HRA)  
Subject Code: 4539233

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**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Human Resource Audit:</b> <ul style="list-style-type: none"><li>• Introduction, Objectives, Concepts, Components, Need, Benefits</li><li>• Important Components of Human Resource Development Audit</li></ul> <b>Need for Human Resource Audit:</b> <ul style="list-style-type: none"><li>• Identifying the Human Resource Audit Goal</li><li>• Defining the Audit Team</li><li>• Approaches to Human Resource Audit</li><li>• Benefits of Human Resource Audit</li></ul>	10	18
II	<b>Methodology and instruments of HR Audit:</b> <b>HR Audit Methodology and Issues:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Conducting a Human Resource Audit</li><li>• Preliminary Steps</li><li>• Goals of the Audit</li><li>• Areas of the Audit</li><li>• Issues in HR Audit</li><li>• Strategies Alignment of HR Audit.</li></ul> <b>HR Audit Process:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Audit of Human Resource Function</li><li>• Planning Questions, Collecting Data, Analyzing the Audit Data,</li><li>• Interpretation: Assessing the Ability for Change</li></ul>	10	18
III	<b>HR Audit and Workforce Issues:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Workforce Communication and Employee Relations</li><li>• Performance Management</li><li>• Compensation System</li><li>• Teambuilding System</li></ul> <b>Challenges in HR Audit:</b> <ul style="list-style-type: none"><li>• Assessing the Ability for Change</li><li>• Post Audit Steps</li><li>• Preventive and Corrective Actions</li><li>• Role in Business Improvement</li><li>• Methodology and Limitations</li></ul> <b>Human Resource Audit Report:</b> <ul style="list-style-type: none"><li>• HR Audit Report – purpose</li></ul>	10	17



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	<ul style="list-style-type: none"> <li>Report Design – Preparation of report</li> <li>Use of HR Audit report for business improvement</li> </ul>		
<b>IV</b>	<p><b>HR Audit for Legal Compliance and Safe Business Practices:</b></p> <ul style="list-style-type: none"> <li>Scope of Human Resource Audit</li> <li>Pre-employment Requirements</li> <li>Hiring Process</li> <li>New-hire Orientation Process</li> <li>Workplace Policies and Practices</li> </ul> <p><b>Human Resource Auditing as a Tool of Human Resource Valuation:</b></p> <ul style="list-style-type: none"> <li>Introduction</li> <li>Rationale of Human Resource Valuation and Auditing</li> <li>Valuation of Human Resources</li> <li>Issues in Human Capital Measurement and Reporting</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b>  <b>HRD Audit –</b></p> <ul style="list-style-type: none"> <li>The Indian Experience and case studies: Introduction-Prevalence of HR Audit,</li> <li>HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry</li> </ul> <p><b>Recent Advancements in Human Resource Audit</b>  <b>HR Audit Questionnaire:</b></p> <ul style="list-style-type: none"> <li>Introduction</li> <li>Areas to be Concentrated</li> <li>A Comprehensive Coverage of the Entire Human Resource Practices</li> <li>A Sample Internal Human Resource Audit Questionnaire</li> </ul>	---	(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:

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





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Functional Area Specialization: Human Resource Management  
Subject Name: Human Resource Audit (HRA)  
Subject Code: 4539233

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**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	T. V. Rao	HRD Audit: Evaluating the Human Resource Function for Business Improvement	Sage	2014 / 2 <sup>nd</sup>
2	Udai Pareek, T. V. Rao	Designing and Managing Human Resource Systems	Oxford	2017 / 3 <sup>rd</sup>
3	Peter Reilly, Marie Strebler, Polly Kettley	The Human Resource Function Audit	Cambridge Strategy	2011
4	Dr. Sibram Nisonko	HR Audit: Audit Your Most Precious Resources	Independently published	2017
5	Rajni Gyanchandani, Durdana Ovais	HR Audit	Everest	2017
6	Kelli W. Vito	Auditing Human Resources	The IIA Research Foundation	2015 / 2 <sup>nd</sup>
7	John McConnell	Auditing Your Human Resources Department	AMACOM	2011 / 2 <sup>nd</sup>
8	Vanessa Nelson	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company	Lulu.com	2016
9	P. Subba Rao	Personnel and Human Resource Management	Himalaya	2010

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 Social Science and Management
2. Journal of Advance Management Research
3. Harvard Business Review
4. Journal of Applied Behavioral Science
5. Human Resource Development Review
6. International Journal of business and General Management
7. International Journal of Human Resource Management.



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: International Business Management**  
**Subject Name: International Marketing Management (IMM)**  
**Subject Code: 4539241**

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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"> <li>• <i>Analyze</i> the environmental variables that influence international marketing for a given firm or industry.</li> <li>• <i>Describe</i> the strategies and tactics that can lead to successful international marketing.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Produce</i> a comprehensive international marketing plan and marketing strategy.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the impact of global and regional influences on products and services for consumers and businesses.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> the necessary modifications that need to be made to the marketing mix, to cater to the values, ethics and cultural sensitive of the foreign market.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> a real-world case study involving complicated international marketing issues and propose recommendations in both written form and in the form of a group presentation.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Compare</i> and <i>contrast</i> the global marketing strategies of multi-national enterprises with typical strategies of small-to medium-sized businesses.</li> </ul>

**Correlation Levels:**

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

Sub. Code: 4539241	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Analyze</i> the environmental variables that influence international marketing for a given firm or industry.	3	3	3	-	3	1	-	1	2
LO2: <i>Describe</i> the strategies and tactics that can lead to successful international marketing.	3	3	1	2	2	1	-	1	2
LO3: <i>Produce</i> a comprehensive international marketing plan and marketing strategy.	1	1	3	2	3	1	-	1	1
LO4: <i>Explain</i> the impact of global and regional influences on products and services for consumers and businesses.	2	2	2	2	2	1	1	1	1



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LO5: <i>Illustrate</i> the necessary modifications that need to be made to the marketing mix, to cater to the values, ethics and cultural sensitive of the foreign market.	1	-	-	2	2	-	3	-	2
LO6: <i>Analyze</i> a real-world case study involving complicated international marketing issues and propose recommendations in both written form and in the form of a group presentation.	-	2	3	3	2	1	1	1	1
LO7: <i>Compare</i> and <i>contrast</i> the global marketing strategies of multi-national enterprises with typical strategies of small-to medium-sized businesses.	-	-	3	3	3	-	1	-	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	<b>Introduction to International Marketing:</b> <ul style="list-style-type: none"> <li>• Definition, Nature, Importance &amp; Scope, International Marketing Management Process, Influence of physical, economic, socio, cultural, political and legal environments on international marketing, scanning and monitoring global marketing environment</li> </ul>	10	18
II	<b>International Market Segmentation and Positioning:</b> <ul style="list-style-type: none"> <li>• Screening and market selection</li> <li>• International marketing research</li> <li>• Information for international marketing decisions</li> <li>• Market entry strategies</li> <li>• International Product Planning:               <ul style="list-style-type: none"> <li>○ Product and Service decisions, standardization v/s adaptation, Country – of – origin effect, managing the product line, International Product Life Cycle, New Product Development</li> </ul> </li> </ul>	10	18
III	<b>Pricing for International Markets:</b> <ul style="list-style-type: none"> <li>• Factors affecting international pricing decisions, international pricing process and policies, transfer pricing</li> </ul>	10	17



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	<b>International Distribution:</b> <ul style="list-style-type: none"> <li>Distribution channels, selection of overseas agents, international logistics, transportation, warehousing, insurance</li> </ul>		
IV	<b>International Promotion:</b> <ul style="list-style-type: none"> <li>Issues and challenges in communicating across countries, international promotional tools – Advertising, personal selling, publicity and sales promotion, developing an international promotion campaign, trade fairs, exhibitions</li> </ul> <b>Organizing and Control</b>	10	17
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>Student should study at least four to five Cases in above areas of subject as applied in any one Company / SME, and make a Public Presentation the class in presence of preferably an International Marketing / Export Manager / Consultant.</li> <li>Students may visit an export firm and identify its reasons for entering into international markets. Subsequently, they can correlate the motives and entry strategies with the concepts taught in class.</li> <li>Identify through secondary data, how transnational firms and MNCs adapt / standardize their offerings.</li> </ul>	---	(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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Warren K. Keegan, Mark C. Green	Global Marketing	Pearson	2016 / 9 <sup>th</sup>
2	Gautam Dutta	Global Marketing	Pearson	2017 / 1 <sup>st</sup>
3	Michael R. Czinkota, IkkaA..Ronkainen	International Marketing	Cengage	2017 / 10 <sup>th</sup>
4	Rakesh Mohan Joshi	International	Oxford	2014 / 2 <sup>nd</sup>



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**Subject Name: International Marketing Management (IMM)**  
**Subject Code: 4539241**

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		Marketing		
5	Justin Paul, Ramneek Kapoor	International Marketing: Text and Cases	TMH	2012 / 2 <sup>nd</sup>
6	P K Vasudeva	International Marketing	Excel	Latest
7	Sak Onkvisit John J. Shaw	International Marketing	PHI	Latest
8	Philip R. Cateora, Mary C. Gilly, John L. Graham	International Marketing	McGraw Hill	2017 / 15 <sup>th</sup>
9	R. Srinivasan	International Marketing	PHI	2016 / 4 <sup>th</sup>

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 Logistics and Supply Chain management
2. Asia Pacific Journal of Marketing
3. International Journal of Advertising
4. Global journal of Marketing
5. International Journal of Marketing Studies



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**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: International Business Management**  
**Subject Name: International Finance Management (IFM)**  
**Subject Code: 4539242**

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**1. Learning Outcomes:**

<b>Learning Outcome Component</b>	<b>Learning Outcome (Learner will be able to)</b>
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> knowledge of basic tenets of exchange rate determination, interest rates and hedging.</li> <li>• <i>Apply</i> foreign exchange derivatives to manage foreign exchange exposure of firms.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Design</i> strategies to provide solutions and options to take advantage of opportunities and safeguard against threats in global financial markets.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Display</i> a keen sense of awareness and agility for keeping trace of the latest developments pertaining to foreign exchange and international finance.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> responsibility towards the society and other stakeholders by managing international financial operations in an ethical and legal manner.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Develop</i> oral and written communication abilities which demonstrate a high degree of understanding of the key concepts of international finance.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> the ability to work in a team for analysing data, situations and circumstances to arrive at practical and sound financial decisions regarding international operations.</li> </ul>

**Correlation Levels:**

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

<b>Sub. Code: 4539242</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
LO1: Demonstrate knowledge of basic tenets of exchange rate determination, interest rates and hedging.	<b>3</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>
LO2: <i>Apply</i> foreign exchange derivatives to manage foreign exchange exposure of firms.	<b>3</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>2</b>
LO3: <i>Design</i> strategies to provide solutions and options to take advantage of opportunities and safeguard against threats in global financial markets.	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>1</b>
LO4: <i>Display</i> a keen sense of awareness and agility for keeping trace of the latest developments pertaining to foreign exchange and	<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



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international finance.									
LO5: <i>Illustrate</i> responsibility towards the society and other stakeholders by managing international financial operations in an ethical and legal manner.	-	-	-	2	2	1	3	-	1
LO6: <i>Develop</i> oral and written communication abilities which demonstrate a high degree of understanding of the key concepts of international finance.	3	1	-	3	1	1	1	1	3
LO7: <i>Demonstrate</i> the ability to work in a team for analysing data, situations and circumstances to arrive at practical and sound financial decisions regarding international operations.	-	-	-	3	1	3	1	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	<p><b>International Finance – Overview:</b></p> <ul style="list-style-type: none"> <li>• Multinational financial management – opportunities and challenges</li> <li>• Nature of international financial functions</li> <li>• Balance of Payments, National Income</li> <li>• Gold Standard, Bretton Woods System and Exchange Rate Regime since 1973</li> <li>• LERMS</li> </ul> <p><b>Foreign Exchange:</b></p> <ul style="list-style-type: none"> <li>• Nominal, real and effective exchange rates</li> <li>• Exchange rate determination in spot and forward markets</li> <li>• Capital and Current Account Convertibility</li> <li>• Interest parity</li> <li>• Inflation and exchange rate dynamics</li> <li>• LIBOR</li> </ul>	10	18
II	<p><b>Foreign Exchange Markets (theory and numerical):</b></p> <ul style="list-style-type: none"> <li>• Spot and Forward markets</li> </ul>	10	18



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	<ul style="list-style-type: none"> <li>• Currency Futures – features, hedging with currency futures</li> <li>• Currency Options – features, terminologies, hedging with currency options</li> </ul> <p><b>Forecasting Exchange Rates. (theory only)</b></p>		
<b>III</b>	<p><b>Foreign Exchange Exposure:</b></p> <ul style="list-style-type: none"> <li>• Concept of exposure</li> <li>• Transaction Exposure</li> <li>• Translation Exposure</li> <li>• Need for hedging</li> <li>• Hedging and managing exposure</li> </ul> <p><b>Economic Exposure:</b></p> <ul style="list-style-type: none"> <li>• Foreign exchange risk and economic exposure</li> <li>• Identifying and calculating economic exposure</li> <li>• Real Operating Exposure</li> </ul>	10	17
<b>IV</b>	<p><b>Financing International Operations:</b></p> <ul style="list-style-type: none"> <li>• International and domestic capital markets</li> <li>• Corporate sources and uses of funds</li> <li>• Eurocurrency market and Euro bonds</li> <li>• Strategies for Foreign Direct Investment</li> </ul> <p><b>International Taxation.</b></p>	10	17
<b>V</b>	<p><b>Practical:</b>            Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).            Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.</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:

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





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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: International Business Management  
Subject Name: International Finance Management (IFM)  
Subject Code: 4539242

With effective  
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year 2018-19

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Vyuptakesh Sharan	International Financial Management	PHI	2012 / 6 <sup>th</sup>
2	Paul R. Krugman, Maurice Obstfeld, Marc J. Melitz	International Finance: Theory and Practice	Pearson	2014 / 10 <sup>th</sup>
3	Cheol Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 8 <sup>th</sup>
4	Alan Sharpio	Multinational Financial Management	John Wiley	2013 / 10 <sup>th</sup>
5	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	2013
6	Jeff Madura	International Financial Management	Thomson	2009 / 9 <sup>th</sup>
6	P. G. Apte	International Financial Management	McGraw Hill	2011 / 6 <sup>th</sup>
7	O. P. Agrawal	International Financial Management	Himalaya	2011

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 Finance
2. Monetary Economics – ICFAI
3. Journal, Money & Finance (ICRA Bulletin)
4. Public Finance
5. Treasury Management – ICFAI Magazine
6. Business Standard
7. The Economic Times
8. Financial Express
9. CFA Reader
10. Business Today
11. Business India
12. Business World
13. Finance India



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: International Business Management

Subject Name: International Human Resource Management (IHRM)

Subject Code: 4539243

With effective  
from academic  
year 2018-19

## 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"> <li>• <i>Discuss</i> and <i>infer</i> significance of the strategic issues, opportunities and challenges in international HRM in volatile business environment.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> and <i>categorize</i> the skills required in diagnosing international HRM issues critically and analytically, and evaluating various alternative approaches.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> different strategies required for dealing with the cross cultural situation based on the understanding of external factors.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> the social value considerations and suggest ways to ensure an ethical management of international HRM.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> and effectively communicate various issues pertaining to IHRM strategies, policies and practices.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Distinguish</i> different roles to be played for people management globally, to build strong cross cultural team work functioning so as to enhance profitability of organization.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4539243	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Discuss</i> and <i>infer</i> significance of the strategic issues, opportunities and challenges in international HRM in volatile business environment.	3	3	2	2	3	1	1	-	1
LO2: <i>Illustrate</i> and <i>categorize</i> the skills required in diagnosing international HRM issues critically and analytically, and evaluating various alternative approaches.	3	3	3	2	3	2	2	1	1
LO3: <i>Evaluate</i> different strategies required for dealing with the cross cultural situation based on the understanding of external factors.	3	3	3	1	3	1	1	-	1
LO4: <i>Analyze</i> the social value considerations and suggest ways to ensure an ethical management of international HRM.	3	2	3	2		1	3	-	1
LO5: <i>Formulate</i> and effectively communicate	1	1	2	3	1	1	2	-	1



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**Functional Area Specialization: International Business Management**  
**Subject Name: International Human Resource Management (IHRM)**  
**Subject Code: 4539243**

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various issues pertaining to IHRM strategies, policies and practices.									
LO6: <i>Distinguish</i> different roles to be played for people management globally, to build strong cross cultural team work functioning so as to enhance profitability of organization.	2	1	2	1	-	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	<b>Defining international HRM:</b> <ul style="list-style-type: none"> <li>• Difference between domestic and International HRM</li> <li>• The enduring context of IHRM</li> <li>• The path to global status</li> <li>• Control Mechanisms</li> <li>• Mode of operation</li> <li>• Approaches to staffing</li> <li>• Transferring staff for International business activities</li> <li>• The role of an expatriates, The role of non-expatriates</li> <li>• The role of the corporate HR functions</li> </ul>	10	18
II	<b>Recruiting and selecting staff for International assignments:</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Issues in staff selection</li> <li>• Factors moderating performance</li> <li>• Selection criteria</li> <li>• Dual career couples</li> </ul> <b>Training and Development:</b> <ul style="list-style-type: none"> <li>• The role of expatriate training</li> <li>• Components of effective pre-departure training</li> <li>• Developing staff through international assignments</li> </ul> <b>Compensation:</b> <ul style="list-style-type: none"> <li>• Objectives of International compensation</li> <li>• Key components of an international compensation program</li> <li>• Approaches to International compensation</li> <li>• Patterns in complexity</li> </ul> <b>Re-entry and Career issues:</b> <ul style="list-style-type: none"> <li>• Introduction</li> </ul>	10	18



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Subject Name: International Human Resource Management (IHRM)

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	<ul style="list-style-type: none"> <li>The repatriation process</li> <li>Individual reactions to re-entry</li> <li>Multinational responses</li> <li>Designing a repatriation program</li> </ul>		
III	<b>Global issues in HRM:</b> HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors	10	17
IV	<b>Industrial Relations:</b> <ul style="list-style-type: none"> <li>Introduction</li> <li>Key issues in International Industrial relations</li> <li>The response of trade unions to multinationals</li> </ul> <b>Regional integration:</b> <ul style="list-style-type: none"> <li>The European Union(EU)</li> <li>The issues of social dumping</li> <li>The impact of the digital economy</li> </ul> <b>Performance Management:</b> <ul style="list-style-type: none"> <li>Introduction</li> <li>Multinational performance management</li> <li>Performance management of International employees</li> <li>Performance appraisal of International employees</li> <li>Performance of HCN employees</li> </ul>	10	17
V	<b>Practical:</b> Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a <b>International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</b>	---	(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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> <li>Quiz</li> </ul>	10 marks 10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>



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Subject Code: 4539243

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**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Peter J. Dowling, Marion Festing, Allen D. Engle	International Human Resource Management	Cengage	2017 / 7 <sup>th</sup>
2	Tony Edwards, Chris Rees	International Human Resource Management	Pearson	2016 / 3 <sup>rd</sup>
3	P. L. Rao	International Human Resource Management – Text and Cases	Excel	2012 / 1 <sup>st</sup>
4	Betty Jane Punnett	International Perspectives On Organizational Behaviour	Routledge	2018 / 4 <sup>th</sup>
5	Monir Tayeb	International Human Resource Management	Oxford	2005
6	P. SubbaRao	International Human Resource Management	Himalaya	2011
7	Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon	International Human Resource Management	Kogan Page	2016 / 4 <sup>th</sup>
8	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	Latest
9	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management	Routledge	2015 / 5 <sup>th</sup>

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 International Human Resource Management
2. Human Resource Management Review
3. The International Journal of Human Resource Management
4. International Journal of Marketing and Human Resource Management
5. Human Resource Journal
6. National HRD Network – Newsletter
7. Human Capital - Magazine
8. <http://www.academia.edu/Documents/in/IHRM>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Information Technology Management

Subject Name: Data Warehousing and Data Mining (DWDM)

Subject Code: 4539251

With effective  
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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"> <li>• <i>Explain</i> and <i>discuss</i> the importance of Data Warehouses as a part of a firms' IT infrastructure.</li> <li>• <i>Evaluate</i> how Data Warehouses can be used for decision making</li> <li>• <i>Comment</i> on the opportunities and challenges of managing data analytics</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Assess</i> role of data mining techniques in business decision making.</li> <li>• <i>Explain</i> why data and data science capability are strategic assets.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the role played by data-warehouses and data mining in providing business insights in different industries across the world.</li> <li>• <i>Explore</i> recent trends in data mining such as web mining, spatial-temporal mining.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the role of data warehousing in customer relationship management systems</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Describe</i> different methodologies used in data mining and data ware housing.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the different models of OLAP and data preprocessing for a given system.</li> <li>• <i>Design</i> a data mart or data warehouse for any organization.</li> </ul>

### LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539251	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Explain and discuss the importance of Data Warehouses as a part of a firms' IT infrastructure.	3	3	1	3	1	1	-	1	2
LO2: Evaluate how Data Warehouses can be used for decision making	3	3	3	2	2	1	-	1	2
LO3: Comment on the opportunities and challenges of managing data analytics	2	3	3	3	2	1	-	-	2
LO4: Evaluate the role played by data-warehouses and data mining in providing business insights in different industries across the world.	2	3	3	2	3	2	1	1	2
LO5: Explore recent trends in data mining such as web mining, spatial-temporal mining	3	3	2	2	3	1	-	2	2



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**Functional Area Specialization: Information Technology Management**  
**Subject Name: Data Warehousing and Data Mining (DWDM)**  
**Subject Code: 4539251**

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LO6: Assess the role of data warehousing in customer relationship management systems	3	3	3	2	2	1	-	1	2
LO7: Describe different methodologies used in data mining and data warehousing.	3	2	1	1	-	-	-	-	-
LO8: Evaluate the different models of OLAP and data preprocessing for a given system.	3	2	3	1	-	3	-	-	1
LO9: Design a data mart or data warehouse for any organization	3	3	2	1	-	3	-	2	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)
<b>I</b>	<b>RDBMS concepts:</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Normalization(1NF to BCNF)</li> <li>• Structured Query Language (SQL)</li> <li>• Features of SQL</li> <li>• Data Definition Language (DDL)</li> <li>• Data Manipulation Language (DML)</li> <li>• Views, Functions in SQL</li> <li>• Group By and Having Clauses</li> <li>• Subqueries</li> <li>• Examples of SQL</li> </ul>	10	18
<b>II</b>	<b>Data warehousing concepts:</b> <ul style="list-style-type: none"> <li>• Difference between DWH and OLTP-based DBMS environments</li> <li>• Development Process, DW development life cycle</li> <li>• DW development Methodologies</li> <li>• DW Process framework</li> <li>• Data warehouse Design</li> <li>• Detailed Dimensional Modelling</li> <li>• Reporting and Query tools</li> <li>• Data Extraction</li> <li>• Transformation and Loading Process</li> <li>• Meta Data Management, Data Marts.</li> </ul> <b>Data Mining concepts:</b> <ul style="list-style-type: none"> <li>• Data Pre-processing <ul style="list-style-type: none"> <li>▪ Data types, attributes and properties</li> </ul> </li> </ul>	10	18



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	<ul style="list-style-type: none"> <li>▪ Data Quality</li> <li>▪ Pre-processing</li> <li>▪ Types of Data Mining, cleaning, integration and reduction</li> </ul>		
<b>III</b>	<p><b>Association Rule Mining And Classification:</b>          Mining Frequent Patterns</p> <p><b>Associations And Correlations:</b></p> <ul style="list-style-type: none"> <li>• Mining Methods</li> <li>• Association Rules – Correlation Analysis , Constraint Based Association Mining</li> </ul> <p><b>Classification And Prediction:</b></p> <ul style="list-style-type: none"> <li>• Basic Concepts</li> <li>• Decision Tree Induction</li> <li>• Bayesian Classification, Rule Based Classification</li> <li>• Classification by Back Propagation</li> <li>• Support Vector Machines</li> <li>• Associative Classification</li> <li>• Lazy Learners</li> <li>• Other Classification Methods – Prediction.</li> </ul>	10	17
<b>IV</b>	<p><b>Clustering And Trends In Data Mining:</b></p> <ul style="list-style-type: none"> <li>• Cluster Analysis:             <ul style="list-style-type: none"> <li>▪ Types Of Data</li> <li>▪ Categorization Of Major Clustering Methods</li> <li>▪ K-Means – Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid Based Methods, Model-Based Clustering Methods, Clustering High Dimensional Data, Constraint Based Cluster Analysis</li> </ul> </li> <li>• <b>Outlier Analysis.</b></li> <li>• <b>Overview of Text Mining, Web mining &amp; Multimedia.</b></li> <li>• <b>Data Mining Applications.</b></li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b>          Hands on training on the concepts taught using tools such as XML Miner &amp; WeKA.          Students are required to make presentation on applications of Data mining in business areas like Risk management and targeted marketing, Customer profiles and feature construction, Medical applications, Scientific Applications etc.</p>	---	(30 marks CEC)

**4. Pedagogy:**

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





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Subject Code: 4539251

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**5. Evaluation:**

Students shall be evaluated on the following components:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Alex Berson, Stephen Smith	Data Warehousing, Data Mining and OLAP	McGraw Hill	2004 / 1 <sup>st</sup>
2	Jaiwei Han, Jain Pei, Michelin Kamber	Data Mining: Concepts and Techniques	Elsevier	2011 / 3 <sup>rd</sup>
3	George M. Marakas	Modern Data Warehousing, Mining and Visualization: Core Concepts	Pearson	2003 / 1 <sup>st</sup>
4	SoumedraMohanty	Data Warehousing: Design, Development and Best Practices	McGraw Hill	2005
5	PaulrajPonnaiah	Data Warehousing Fundamentals for IT Professionals	Wiley Blackwell	2010 / 2 <sup>nd</sup>
6	Ralph Kimball	The Data Warehouse Toolkit	Wiley	2013 / 3 <sup>rd</sup>
7	Alan R. Simon, Steven L. Shaffer	Data Warehousing and Business Intelligence for E-commerce	Morgan Kauffman	2001 / 1 <sup>st</sup>
8	Jeffrey A. Hoffer, V. Ramesh, HeikkiTopi	Modern Database Management	Pearson	2016 / 12 <sup>th</sup>
9	Pang-Ning Tan, Michael Steinbach, AnujKarpatne, Vipin Kumar	Introduction to Data Mining	Pearson	2018 / 2 <sup>nd</sup>

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 Data Mining and Emerging Technologies
2. International Journal of Data Mining, Modeling and Management
3. International Journal of Data Warehousing and Mining
4. Analytics India (Magazine)
5. [https://onlinecourses.nptel.ac.in/noc19\\_mg14/preview](https://onlinecourses.nptel.ac.in/noc19_mg14/preview)
6. [https://onlinecourses.nptel.ac.in/noc19\\_cs15/preview](https://onlinecourses.nptel.ac.in/noc19_cs15/preview)



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Information Technology Management**  
**Subject Name: Systems Analysis and Design (SAD)**  
**Subject Code: 4539252**

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year 2018-19**

**1. Learning Outcomes:**

<b>Learning Outcome Component</b>	<b>Learning Outcome (Learner will be able to)</b>
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Describe</i> the concepts of systems analysis and Information Systems Development Cycle.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Solve</i> a wide range of problems related to the analysis, design and construction of information systems.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the role of system analyst worldwide to understand the applications of IT projects in different context.</li> <li>• <i>Explore</i> recent trends in software projects.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the professional and ethical responsibilities to learn about the organizational and business context of systems development.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the techniques of moving to the implementation phase.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Design</i> information system requirements of a business using modeling techniques such as data flow diagrams and entity relationship diagrams.</li> <li>• <i>Develop</i> systems maintenance program.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

<b>Sub. Code: 4539252</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
LO1: <i>Describe</i> the concepts of systems analysis and Information Systems Development Cycle.	3	3	1	3	1	1	-	1	2
LO2: <i>Solve</i> a wide range of problems related to the analysis, design and construction of information systems.	3	2	3		2	2	-	2	3
LO3: <i>Evaluate</i> the role of system analyst worldwide to understand the applications of IT projects in different context.	2	2	3	1	3	1	-	-	1
LO4: <i>Explore</i> recent trends in software projects.	2	2	1	1	3	2	1	-	1
LO5: <i>Discuss</i> the professional and ethical responsibilities to learn about the organizational and business context of systems development.	1	3	3	3	2	3	3	2	2
LO6: <i>Explain</i> the techniques of moving to the implementation phase.	2	3	3	3	1	1	-	-	1



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LO7: Design information system requirements of a business using modeling techniques such as data flow diagrams and entity relationship diagrams.	1	2	3	1	1	3	1	-	2
LO8: <i>Develop</i> systems maintenance program.	3	2	3	2	1	3	-	2	3

**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><b>Introduction:</b></p> <ul style="list-style-type: none"> <li>• System Definition and concepts</li> <li>• System Environments and Boundaries.</li> <li>• Real-time and distributed systems</li> <li>• Basic principles of successful systems</li> <li>• Structured System Analysis and Design.</li> </ul> <p><b>Systems Analyst:</b></p> <ul style="list-style-type: none"> <li>• Role and Need of Systems Analyst.</li> <li>• Qualifications and responsibilities.</li> <li>• System Analysis as a Profession.</li> </ul> <p><b>System Development Cycle:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Systems Development Life Cycle (SDLC).</li> <li>• Various phases of SDLC:               <ul style="list-style-type: none"> <li>○ Study, Analysis, Design, Development, Implementation, Maintenance</li> </ul> </li> </ul>	10	18
II	<p><b>Systems Documentation Consideration:</b></p> <ul style="list-style-type: none"> <li>• Principles of Systems Documentation</li> <li>• Types of documentation and their importance</li> <li>• Enforcing documentation discipline in an organization</li> </ul> <p>System Planning;</p> <p><b>Assessing Project Feasibility:</b></p> <ul style="list-style-type: none"> <li>• Technical, Operational, Economic</li> <li>• Cost Benefits Analysis</li> <li>• Schedule, legal and contractual, Political.</li> <li>• Modern Methods for determining system requirements</li> <li>• Assessing the value of IT investment</li> </ul>	10	18
III	<p><b>Modular and Structured Design:</b></p> <ul style="list-style-type: none"> <li>• Module specifications.</li> <li>• Top-down and bottom-up design.</li> </ul>	10	17



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**Functional Area Specialization: Information Technology Management**  
**Subject Name: Systems Analysis and Design (SAD)**  
**Subject Code: 4539252**

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	<ul style="list-style-type: none"> <li>Module coupling and cohesion.</li> <li>Structure Charts.</li> </ul> <p><b>System Design and Modelling:</b></p> <ul style="list-style-type: none"> <li>Process Modeling, logical and physical design</li> <li>Conceptual Data Modeling: <ul style="list-style-type: none"> <li>Entity Relationship Analysis, Entity-Relationship Modeling, DFDs.</li> </ul> </li> </ul> <p><b>Process Description:</b></p> <ul style="list-style-type: none"> <li>Structured English</li> <li>Decision Tree, Decision Tables.</li> <li>Documentation: <ul style="list-style-type: none"> <li>Data Dictionary, Recording Data Descriptions.</li> </ul> </li> <li>Input and Output: <ul style="list-style-type: none"> <li>Classification of forms, Input/output forms design.</li> <li>User-interface design, Graphical interfaces.</li> <li>Standards and guidelines for GUI design</li> <li>Unified Modeling Language</li> <li>The Systems Analysts Toolkit – Communication Tools, CASE Tools,</li> </ul> </li> </ul>		
<b>IV</b>	<p><b>System Implementation, Maintenance/Audit (Software Applications and IT Projects):</b></p> <ul style="list-style-type: none"> <li>Planning considerations.</li> <li>Conversion methods, procedures and controls.</li> <li>System acceptance criteria.</li> </ul> <p><b>System Implementation and Maintenance:</b></p> <ul style="list-style-type: none"> <li>Financial Analysis Tools</li> <li>Project Management tools</li> <li>System Evaluation and Performance.</li> <li>Testing and Validation.</li> <li>Preparing User Manual.</li> <li>Maintenance Activities and Issues</li> </ul>	10	17
<b>V</b>	<p><b>Practical Application with reference to SAD:</b></p> <ul style="list-style-type: none"> <li>A project report on a chosen Information System based on a business requirement. They will have to analyze the feasibility of developing the system identified, analyze its requirements and subsequently design the system and its interfaces using the concepts studied in the subject.</li> </ul>	---	(30 marks CEC)

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations



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**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment-50 Marks)
<b>B</b>	Mid-Semester examination	(Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	(External Assessment-70 Marks)

**6. Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich	Modern Systems Analysis and Design	Pearson	Latest Edition
2	Roger Pressman, Bruce Maxim	Software Engineering	McGraw Hill	2014 / 8 <sup>th</sup>
3	Kenneth A. Kendall, Julie E. Kendall	System Analysis and Design	Pearson	2013 / 9 <sup>th</sup>
4	Waman S. Jawadekar	Software Engineering Principles and Practice	McGraw Hill	Latest Edition
5	Alan Dennis, Barbara Haley Wixom, Roberta M. Roth	System Analysis and Design with UML Version 2.0 An Object Oriented Approach	Wiley	2014 / 7 <sup>th</sup>
6	Gary B. shelly, Thomas J. Cashman and Harry J. Rosenblant	Systems Analysis and Design	Cengage Learning	2017 / 11 <sup>th</sup>

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 Systems Analysis and Software Engineering
2. Global Journal of Technology and Optimization – Software Design
3. Indian Journal of Science and Technology
4. Cybernetics and Systems Analysis
5. Journal of Advanced Database Management & Systems
6. Analytics India Magazine
7. Data Quest



**1. Learning Outcomes:**

<b>Learning Outcome Component</b>	<b>Learning Outcome (Learner will be able to)</b>
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Define</i> the nature, scope and significance of E-Business.</li> <li>• <i>Classify</i> various E-Business models.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> how secured e-commerce practices impact a firm in terms of value creation.</li> <li>• <i>Apply</i> electronic commerce business models to a given business entity or real world scenario.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Compare</i> the globally accepted business model practices adopted by e-commerce service providers.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the impact of legal, privacy and ethical constraints or opportunities on an e-business firm.</li> <li>• <i>Create</i> awareness of the social and security issues of e-business platforms and develop a mindset for safe virtual transactions.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Generate</i> effective set of business data through electronic media.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> new business models based on recent trends in e-commerce.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

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

<b>Sub. Code: 4539253</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
LO1: <i>Define</i> the nature, scope and significance of E-Business.	3	3	1	-	1	1	-	-	2
LO2: <i>Classify</i> various E-Business models	3	3	2	-	3	-	-	-	3
LO3: <i>Analyze</i> how secured e-commerce practices impact a firm in terms of value creation.	2	3	3	-	3	3	-	-	2
LO4: <i>Apply</i> electronic commerce business models to a given business entity or real world scenario.	2	3	3	2	1	1	-	2	3
LO5 <i>Compare</i> the globally accepted business model practices adopted by e-commerce service providers	2	3	1	1	3	-	-	1	-
LO6: <i>Assess</i> the impact of legal, privacy and ethical constraints or opportunities on an e-business firm.	1	-	2	-	-	-	3	2	1
LO7: <i>Create</i> awareness of the social and security issues of e-business platforms and develop a mindset for safe virtual transactions.	2	2	3	2	-	3	3	1	3



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**Subject Code: 4539253**

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LO8: Generate effective set of business data through electronic media	2	2	3	3	-	-	-	1	1
LO9: Develop new business models based on recent trends in e-commerce.	3	2	3	1	1	3	-	2	3

**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)
<b>I</b>	<b>Overview of E-Commerce:</b> <ul style="list-style-type: none"> <li>• Introduction: <ul style="list-style-type: none"> <li>▪ Definition, Functions, Significance and Scope of E-Commerce; E-Business Vs. E-Commerce</li> <li>▪ Features of E-Commerce Technology; Advantages and Disadvantages of E-Commerce; Growth of E-commerce in India</li> </ul> </li> <li>• Types of E-business: B2C, B2B, C2C, Social E-Commerce, M-commerce, Local E-Commerce</li> </ul>	10	21
<b>II</b>	<b>E-Commerce Business Models:</b> <ul style="list-style-type: none"> <li>• Key Elements of Business Models</li> <li>• <b>Major Business - To – Consumer (B2C) Business Models:</b> <ul style="list-style-type: none"> <li>▪ E-tailer, Community Provider, Content Provider, Portal, Transaction Broker, Market Creator, Service Provider</li> </ul> </li> <li>• <b>Major Business - To – Business (B2B) Business Models:</b> <ul style="list-style-type: none"> <li>▪ E-Distributor, E-procurement, Exchanges and Industry Consortium;</li> </ul> </li> </ul>	10	14
<b>III</b>	<b>E-Commerce Security and Electronic Payment Systems:</b> <ul style="list-style-type: none"> <li>• Dimensions of E-Commerce Security; Key Security Threats in the E-Commerce Environment</li> <li>• Technology Solutions: Tools available to achieve site security</li> <li>• Features of traditional Payment Systems; Major E-Commerce Payment Systems</li> </ul>	10	14
<b>IV</b>	<b>E-CRM and SCM in E-commerce:</b> <ul style="list-style-type: none"> <li>• <b>Supply Chain Management in E-commerce:</b> <ul style="list-style-type: none"> <li>▪ Procurement process and Supply Chain; Benefits of E-SCM; Components of E-Supply Chain;</li> </ul> </li> <li>• <b>E- Customer Relationship Management:</b> <ul style="list-style-type: none"> <li>▪ Importance of Customer Relationship Management; Need of E-Customer Relationship tools; Components of CRM; Benefits of E-CRM</li> </ul> </li> </ul>	10	21



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V	<b>Practical:</b> Students may study various case studies to understand the practical implications of above mentioned topics	---	(30 marks CEC)
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**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:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth C. Laudon, Carol GuercioTraver, Carol G. Traver	E-commerce: Business, Technology, Society	Addison Wesley	2002
2	C. S. V. Murthy	E-Commerce: Concepts, Models, Strategies	Himalaya	2011
3	Dave Chaffey	E-Business and E-Commerce Management	Pearson	2009 / 4 <sup>th</sup>
4	Harvey M. Deitel, Paul J. Deitel & Kate Steinbuhler	E-Business & E-Commerce for Managers	Pearson	Latest
5	P.T. Joseph, S.J.	E-Commerce: An Indian Perspective	PHI Learning Private Limited	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. Journal of Electronic Commerce Research
2. Electronic Commerce Research and Applications
3. International Journal of Electronic Commerce
4. Electronic Commerce Research
5. International Journal of Electronic Business
6. Journal of E-commerce.
7. E-Commerce Magazine (Online)





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Entrepreneurial Finance (EF)

Subject Code: 4539261

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year 2018-19

## 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"> <li>• <i>Demonstrate</i> a critical understanding of theoretical and practice elements underpinning entrepreneurial finance.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> and forecast the financial performance of startup.</li> <li>• <i>Analyze</i> the financial aspects of new venture business strategy and planning to choose the best source of financing.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Comprehend</i> and compare the funding options available globally and apply the suitable options in Indian context.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Assess</i> and <i>integrate</i> ethical, social and environmental considerations for responsible new venture financing.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the role of entrepreneurship in the society and the role of public policy in entrepreneurial finance.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> to assess the needs of startup and suggest the funding options for the suitable investing or harvesting strategies.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539261	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Demonstrate</i> a critical understanding of theoretical and practice elements underpinning entrepreneurial finance.	3	3	2	2	-	1	-	2	3
LO2: <i>Analyze</i> and <i>forecast</i> the financial performance of startup.	2	2	3	1	1	1	-	2	2
LO3: <i>Analyze</i> the financial aspects of new venture business strategy and planning for choosing the best source of financing.	2	2	3	-	3	2	-	2	2
LO4: <i>Comprehend</i> and compare the funding options available globally and apply the suitable options in Indian context.	1	1	2	1	3	1	-	1	1
LO5: <i>Assess</i> and <i>integrate</i> ethical, social and environmental considerations for responsible new venture financing.	-	-	1	1	1	1	3	1	2
LO6: <i>Discuss</i> the role of entrepreneurship in the society and the role of public	2	-	-	3	1	2	3	1	1



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Entrepreneurial Finance (EF)

Subject Code: 4539261

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policy in entrepreneurial finance.									
LO7: Collaborate to assess the needs of startup and suggest the funding options for the suitable investing or harvesting strategies.	1	1	1	3	-	3	-	-	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	<b>Introduction to Finance for Entrepreneurs:</b> <ul style="list-style-type: none"> <li>Understanding the financing needs of the start-up</li> <li>Stages and Types of Financing</li> <li>Sources and types of capital</li> <li>Introduction to Bootstrapping and Incubation</li> </ul>	10	17
II	<b>Basics of Financial Management from the start-up perspective:</b> <ul style="list-style-type: none"> <li>Cost of Capital</li> <li>Financial Statements and Ratio Analysis</li> <li>Risk and Return</li> </ul>	10	18
III	<b>Sources of Funding:</b> <ul style="list-style-type: none"> <li>Long term sources of funding such as equity capital, preference share capital, debentures and bonds, term loans</li> <li>Raising entrepreneurial finance through angel investors, venture capital, crowdfunding, private equity etc. (Only basic understanding of these options.</li> <li>Short term sources of funding for Working capital requirement such as trade finance, working capital loan, commercial paper, factoring etc.</li> <li>Government Schemes for Financing the start-ups</li> </ul>	10	17
IV	Preparing the Integrated Financial Model including cost of capital, means of financing, projected profit and loss account, projected cash flow statement, projected balance sheet, key ratios and application of capital budgeting techniques (Payback period, NPV, IRR)	10	18
V	<b>Practical:</b> Students should be able to prepare an integrated financial model covering the concepts learnt throughout the course.	---	(30 marks CEC)

### 4. Pedagogy:

The following pedagogical tools will be used to teach this course:

- Lectures
- Use of Excel for preparing the financial model
- Case Discussions and Role Playing



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- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

**5. Evaluation:**

Students shall be evaluated on the following components:

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

**6. Reference Books:**

<b>Sr. No.</b>	<b>Author</b>	<b>Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Steven Rogers, Roza E. Makonen	Entrepreneurial Finance	McGraw Hill	2014 / 3 <sup>rd</sup>
2	J. Chris Leach, Ronald W. Melicher	Entrepreneurial Finance	Cengage Learning	2017 / 6 <sup>th</sup>
3	Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss	Entrepreneurial Finance: Strategy, Valuation and Deal Structure	Stanford University Press	2011
4	Gary Gibbons, Robert D. Hisrich, Carlos M DaSilva	Entrepreneurial Finance A Global Perspective	SAGE Publishing	2014 / 1 <sup>st</sup>
5	Prasanna Chandra	Finance Management	McGraw Hill	2017 / 9 <sup>th</sup>
6	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya	2011 / 6 <sup>th</sup>

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. The Journal of Entrepreneurial Finance
2. Journal of Corporate Finance
3. Journal of Entrepreneurial Finance and Business Ventures



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Family Business Management (FBM)

Subject Code: 4539262

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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"> <li>• <i>Demonstrate</i> a detailed understanding of the various family business models and structures and their complexities, nationally as well as internationally.</li> <li>• <i>Identify</i> and <i>describe</i> the factors affecting the development of entrepreneurship in family businesses.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Interpret</i> the interpersonal dynamics of family business and ensure better conflicts management and professionalism in family business management.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Conclude</i> the impact of the trans-generational values and culture on conduct of multigenerational family business and create a conducive environment for its efficient operations.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize</i> the development of fundamental principles, values and norms that influence culture and business ethics of a family enterprise.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> necessary communication systems for seamless and unambiguous interaction between family and non-family managers of the business for effective decision making.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Propose</i> a detailed plan for business succession and transfer of control and ownership and develop efficient successors for the business with strong entrepreneurial spirit.</li> </ul>

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

Sub. Code: 4539262	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Demonstrate</i> a detailed understanding of the various family business models and structures and their complexities, nationally as well as internationally.	3	2	1	1	1	1	1	3	1
LO2: <i>Identify</i> and <i>describe</i> the factors affecting the development of entrepreneurship in family businesses.	2	2	3	1	1	1	-	2	2
LO3: <i>Interpret</i> the interpersonal dynamics of family business and ensure better conflicts management and professionalism in family business management.	2	2	3	-	3	2	1	2	2
LO4: <i>Conclude</i> the impact of the trans-generational values and culture on conduct of multigenerational family business and create a conducive environment for its efficient operations.	1	1	2	1	3	1	3-	1	1



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LO5: <i>Prioritize</i> the development of fundamental principles, values and norms that influence culture and business ethics of a family enterprise.	-	-	1	1	1	1	3	1	2
LO6: <i>Formulate</i> necessary communication systems for seamless and unambiguous interaction between family and non-family managers of the business for effective decision making.	2	-	-	3	1	2	3	1	1
LO7: <i>Propose</i> a detailed plan for business succession and transfer of control and ownership.	2	-	-	3	-	2	3	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	<b>Family Business Management – Basics:</b> <ul style="list-style-type: none"> <li>• Uniqueness &amp; Dynamics – People, Women in Family Business, Systems &amp; Life Cycles</li> <li>• Structural Management of the Family Business</li> <li>• Family Complexity, Culture and Value Systems</li> <li>• Business Complexity</li> <li>• Effects of Complexity on the Family Business Structure.</li> </ul>	8	15
II	<b>Family Business Models:</b> <ul style="list-style-type: none"> <li>• Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model</li> <li>• Family Investment Group (FIG) Model</li> <li>• Comparative Analysis of the Models</li> <li>• Mindset and Structure: How Thoughts Influence Deeds?</li> </ul>	8	15
III	<b>Professional Management of Family Business:</b> <ul style="list-style-type: none"> <li>• Non-family Managers</li> <li>• Non-Executive Directors</li> <li>• Professional Advisors &amp; Consultants</li> <li>• The role of balanced board of directors</li> </ul> <b>Family Governance in multigenerational family firms:</b> <ul style="list-style-type: none"> <li>• Change and adaptation in family business</li> <li>• Trans-generational value creation</li> <li>• Changing roles of family members</li> </ul> <b>Conflict Management:</b> <ul style="list-style-type: none"> <li>• Social Structure in family Business</li> </ul>	12	20



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

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	<ul style="list-style-type: none"> <li>• Interpersonal dynamics in family business</li> <li>• Justice Perceptions</li> <li>• Types of conflicts</li> <li>• Conflict dynamics and conflict management strategies</li> </ul>		
IV	<p><b>Succession Planning:</b></p> <ul style="list-style-type: none"> <li>• Understanding Succession Planning</li> <li>• Defining Objectives</li> <li>• Choosing the Right Ownership Structure</li> <li>• Promoting Stewardship</li> <li>• Getting help from Board of Directors</li> </ul> <p><b>Management of Succession:</b></p> <ul style="list-style-type: none"> <li>• Management Succession Issues               <ul style="list-style-type: none"> <li>▪ Employment of Family Members</li> <li>▪ Grooming Family Managers to be Successors</li> <li>▪ Assessing Family Member Managers</li> <li>▪ Compensation for Family Members</li> <li>▪ Managing Family Disagreements</li> <li>▪ Integrating the Family Component in Business Planning</li> </ul> </li> </ul> <p><b>Developing Successors:</b></p> <ul style="list-style-type: none"> <li>• Preserving Company Values</li> <li>• Support for Senior Managers</li> <li>• Help for Employees, Suppliers, Customers</li> <li>• From Second to Third Generations</li> </ul> <p><b>Transferring Control and Ownership:</b></p> <ul style="list-style-type: none"> <li>• Match Ownership to Control</li> <li>• Tools for Transferring Ownership</li> <li>• Trusting the Firm to Trustees</li> <li>• Incentives for Nonfamily Caretakers</li> </ul> <p><b>Letting Go:</b></p> <ul style="list-style-type: none"> <li>• The Deep Reasons for Founders Resistance</li> <li>• Letting Go with Grace and Style</li> </ul>	12	20
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Discussion of Live cases of successful family business.</li> <li>• Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions.</li> </ul>	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Successful family business owners and managers can be invited frequently to share practical knowledge.



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Entrepreneurship and Family Business  
Subject Name: Family Business Management (FBM)  
Subject Code: 4539262

With effective  
from academic  
year 2018-19

### 5. Evaluation:

Students shall be evaluated on the following components:

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

### 6. Reference Books:

<b>Sr. No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Zellweger Thomas	Managing the Family Business – Theory & Practices	Edward Elgar Publishing Ltd	2017
2	Peter Leach	Family Businesses – The Essentials	Profile Books Ltd.	2007
3	Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros	Family Business Models – Practical Solutions for the Family Business	Palgrave Macmillan	2010
4	Mark Fischetti	The Family Business Succession Handbook	Family Business Publishing Co.	Latest Edition
5	Tom Hubler	The Soul of Family Business	Lilja Press	2018
6	K. LeCouvie, J. Pendergast	Family Business Succession	Palgrave Macmillan	2014
7	Peter Leach, Tatwamasi Dixit	Indian Family Business Mantras	Rupa	2015

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. Family Business Review
2. Journal of Family Business Management
3. Journal of Family Business Strategy
4. Indian Management
5. Journal of Consumer Behaviour



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: MSME & Startup (MSMES)

Subject Code: 4539263

With effective  
from academic  
year 2018-19

## 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"> <li>Identify and relate various opportunities available based on MSME start up schemes and their basic requirements.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze a firm's internal environment, competitive environment, and firm's suitability/eligibility to tap the benefits of supports or fund available under different govt. schemes and initiatives.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Evaluate and recommend opportunities in the global markets for MSMEs and start-ups.</li> <li>Infer the distinguishing parameters of culture influencing start-ups.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Debate and discuss social and ethical issues faced by MSMEs.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Prepare a detailed simulation of setting up a start-up.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Prepare a Detailed Project Report for setting up a start-up, along-with the requisite documentation.</li> </ul>

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

Sub. Code: 4539263	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Identify and relate various opportunities available based on MSME start up schemes and their basic requirements.	3	3	1	1	-	2	-	3	3
LO2: Analyze a firm's internal environment, competitive environment, and firm's suitability/eligibility to tap the benefits of supports or fund available under different govt. schemes and initiatives.	3	3	3	2	-	3	1	3	2
LO3: Evaluate and recommend opportunities in the global markets for MSMEs and start-ups.	3	3	2	3	3	2	-	2	2
LO4: Infer the distinguishing parameters of culture influencing start-ups.	3	3	3	1	1	2	1	2	2
LO5: Debate and discuss social and ethical issues faced by MSMEs.	2	2	2	2	-	2	3	3	2
LO6: Prepare a detailed simulation of setting up a start-up.	2	3	1	3	-	1	-	2	2





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: MSME & Startup (MSMES)

Subject Code: 4539263

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LO7: Prepare a Detailed Project Report for setting up a start-up, along-with the requisite documentation.	2	3	1	3	-	3	-	3	2
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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	<b>Introduction of MSME:</b> <ul style="list-style-type: none"> <li>Introduction of MSME Act 2006</li> <li>Ministry of MSME</li> <li>MSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging finance, unit development, export promotion)</li> <li>Overview of MSME sector in India</li> <li>Major Challenges faced by MSME in India.</li> </ul>	08	15
II	<b>Major Schemes for MSME:</b> <ul style="list-style-type: none"> <li>SME Division Schemes</li> <li>Development Commissioner (DC-MSME) Schemes</li> <li>National Small Industries Corporation (NSIC) Schemes</li> <li>ARI Division Schemes</li> <li>SIDBI Schemes</li> <li>NABARD Schemes</li> </ul> <b>Government of Gujarat supports in Funding, Mentoring and Incubation:</b> <ul style="list-style-type: none"> <li>Centre for Entrepreneurship Development</li> <li>Entrepreneurship Development Institute of India</li> <li>Gujarat Venture Finance Limited</li> <li>Centre for Innovation Incubation and Entrepreneurship</li> <li>Gujarat State Innovation council</li> <li>International Centre for Entrepreneurship and technology</li> </ul>	12	20
III	<b>Industries Commissionerate:</b> <ul style="list-style-type: none"> <li>Overview of Industries Commissionerate</li> <li>Functions of Industries Commissionerate</li> <li>Activities of Industries Commissionerate</li> </ul> <b>District Industry Centre (DIC):</b> <ul style="list-style-type: none"> <li>Overview of DICs</li> <li>Activities of DICs</li> <li>Functions of DICs</li> </ul>	12	20



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: MSME & Startup (MSMES)

Subject Code: 4539263

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	<b>Government Initiatives for Ease of Doing Business:</b> <ul style="list-style-type: none"> <li>Different schemes by government for EODB</li> <li>Various Initiatives taken by the government</li> <li>Reforms for Ease of doing business</li> </ul>		
IV	<b>Start-up India Schemes:</b> <ul style="list-style-type: none"> <li>Introduction of start-up India schemes</li> <li>Action plan of the scheme</li> <li>Rules and regulations / eligibility of the scheme</li> </ul> <b>EXIM Bank:</b> <ul style="list-style-type: none"> <li>Introduction of EXIM Bank</li> <li>Services provided under EXIM Bank</li> <li>Financial Products provided by the EXIM Bank</li> </ul>	08	15
V	<b>Practical:</b> Students should visit MSMEs and understand their challenges and opportunities, their operations and access to sources of funds.	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Successful family business owners and managers can be invited frequently to share practical knowledge.

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	IIBF	Micro, Small and Medium Enterprises in India	Taxmann	2017
2	R. Srinivasan, C.P. Lodha	Strategic Marketing and Innovation for Indian MSMEs	Springer	2017
3		MSME Schemes	Government of India	Latest
4		Marketing Assistance Schemes	Government of India	Latest



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<b>5</b>		Performance and Credit Rating Scheme for Micro & Small Enterprises	Government of India	Latest
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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. MSME Business - A Journal of Small Business and Enterprise
2. SEDME Journal
3. Journal of Managerial Economics
4. Business Standard
5. Economic & Political Weekly

**8. Links:**

- <https://msme.gov.in/>
- <https://msme.gov.in/Media-and-press-release/e-book>
- <https://www.startupindia.gov.in/>
- <https://www.eximbankindia.in/>

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Operations Research (OR)**  
**Subject Code: 4539271**

With effective  
 from academic  
 year 2018-19

## 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"> <li>• <i>Develop</i> an understanding and appreciation of linear optimization models as effective tools in addressing problems that are relevant to decision making in business, economics and other related areas.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> Linear Programming models for service and manufacturing systems, and apply operations research techniques and algorithms to solve these LP problems.</li> <li>• <i>Formulate</i> Network models for service and manufacturing systems, and apply operations research techniques and algorithms to solve these Network problems.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> the latest mathematical model(s) and software tools to make optimal decisions under conditions of certainty, risk and uncertainty.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> Queuing models for service and manufacturing systems, and <i>apply</i> operations research techniques and algorithms to solve these Queuing problems to enhance customer service.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Develop</i> operational research models from the verbal description of the real system.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Identify</i> project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4539271	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Develop</i> an understanding and appreciation of linear optimization models as effective tools in addressing problems that are relevant to decision making in business, economics and other related areas.	3	3	1	1	1	1	-	1	3
LO2: <i>Formulate</i> Linear Programming models for service and manufacturing systems, and apply operations research techniques and algorithms to solve these LP problems.	2	2	3	2	1	2	-	1	2
LO3: <i>Formulate</i> Network models for service and	2	2	3	2	1	2	-	1	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**

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**Subject Name: Operations Research (OR)**

**Subject Code: 4539271**

manufacturing systems, and apply operations research techniques and algorithms to solve these Network problems.									
LO4: <i>Appraise</i> the latest mathematical model(s) and software tools to make optimal decisions under conditions of certainty, risk and uncertainty.	3	3	-	-	3	-	-	-	2
LO5: <i>Formulate</i> Queuing models for service and manufacturing systems, and <i>apply</i> operations research techniques and algorithms to solve these Queuing problems to enhance customer service.	3	3	1	2	1	1	3	1	1
LO6: <i>Develop</i> operational research models from the verbal description of the real system.	1	2	1	3	-	-	1	1	2
LO7: <i>Identify</i> project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success.	3	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	<b>Operations Research:</b> <ul style="list-style-type: none"> <li>• Definition, Features of OR approach</li> <li>• Modelling in OR:               <ul style="list-style-type: none"> <li>○ Mathematics – The Language of Modelling</li> <li>○ Classification of models</li> <li>○ Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters</li> <li>○ Advantages of model building</li> </ul> </li> <li>• Methodology of Operations Research</li> </ul> <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>• Structure of the Linear Programming model</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Production and Operations Management

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	<ul style="list-style-type: none"><li>• Advantages, limitations and applications</li><li>• Guidelines on linear programming model formulation</li></ul>		
II	<p><b>Linear Programming: Graphical Method: (Theory and numerical)</b></p> <ul style="list-style-type: none"><li>• Graphical solution methods:</li><li>• Extreme point solution method, Maximization and Minimization Models, mixed constraints</li><li>• Alternative optimal solutions, Unbounded Solution, infeasible solution, redundancy</li></ul> <p><b>Linear Programming: Simplex Method: (Theory and numerical)</b></p> <ul style="list-style-type: none"><li>• Additional Variables Used in Solving LPP</li><li>• Maximization Case</li><li>• Minimization LP Problems<ul style="list-style-type: none"><li>○ Two phase method, Big M Method,</li></ul></li><li>• Resolving complications<ul style="list-style-type: none"><li>○ Unrestricted variables, Degeneracy</li></ul></li><li>• Types of solutions<ul style="list-style-type: none"><li>○ Optimal, unbounded, infeasible</li></ul></li></ul> <p><b>Solving LP Problems using Computer With TORA.</b></p> <p><b>Duality in LPP Problems</b></p> <p><b>Sensitivity Analysis (Only theory)</b></p>	10	18
III	<p><b>Transportation Model: (Theory and numerical)</b></p> <ul style="list-style-type: none"><li>• Mathematical Formulation, Network Representation of Transportation Model, General Representation of Transportation Model.</li><li>• Finding initial solutions:<ul style="list-style-type: none"><li>▪ North-West Corner Method, Least Cost Method, Vogel's Approximation Model</li></ul></li><li>• Variations:<ul style="list-style-type: none"><li>○ Unbalanced supply and demand</li><li>○ Degeneracy</li><li>○ Alternative optimal solutions</li><li>○ Prohibited routes</li></ul></li><li>• Maximization Transportation Problem.</li><li>• Transshipment Problem.</li></ul> <p><b>Waiting Model (Queuing Theory):</b></p> <ul style="list-style-type: none"><li>• Queuing Systems, Characteristics of Queuing System</li><li>• Structure of a queuing system, performance measures, probability distributions in queuing systems</li><li>• Classification of queuing models</li><li>• Symbols and Notations,</li><li>• Single Server Queuing Model</li><li>• Solving The Problem using Computer with TORA</li></ul>	10	17



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
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**Subject Name: Operations Research (OR)**

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<b>IV</b>	<p><b>Markov Chains: (Only theory)</b></p> <ul style="list-style-type: none"> <li>• Characteristics, applications</li> <li>• State and transition probabilities</li> <li>• Steady state equilibrium</li> </ul> <p><b>Game Theory:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Two-Person Zero-Sum Game</li> <li>• Pure Strategies: Game with Saddle Point</li> <li>• Mixed Strategies: Games without Saddle Point, Dominance Property</li> <li>• Solving Problem on the Computer with TORA</li> <li>• Solving LP Model Games Graphically Using Computer</li> </ul> <p><b>Simulation:</b></p> <ul style="list-style-type: none"> <li>• Definition, types, steps of simulation</li> <li>• Advantages and Disadvantages of Simulation</li> <li>• Monte Carlo Simulation</li> <li>• Simulation of Demand Forecasting Problems</li> <li>• Simulation of Queuing Problems.</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Conduct simulations for transportation, queuing and network problems.</li> <li>• Solve operations management problems using OR tools and techniques.</li> <li>• Conduct OR problems on software.</li> </ul>	---	(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:

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S. R. Yadav, A. K. Malik	Operations Research	Oxford	2014



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Production and Operations Management

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Subject Name: Operations Research (OR)

Subject Code: 4539271

2	J. K. Sharma	Operations Research: Theory and Application	Trinity Press	2017
3	Hamdy A. Taha	Operations Research : An Introduction	Pearson	Latest Edition
4	P. Mariappan	Operations Research	Pearson	2013
5	Frederick S. Hillier, Gerald J. Liberman	Introduction to Operations Research	McGraw Hill	Latest Edition
6	Prem Kumar Guptha, D. S. Hira	Operations Research	S. Chand	2014

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 Operational Research
2. International Journal of Applied Operational Research
3. Opsearch (Journal published by Operational Research Society of India)
4. The IUP Journal of Operations Management
5. <http://ifors.org/india/>





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Services Operations Management (SOM)**  
**Subject Code: 4539272**

With effective  
 from academic  
 year 2018-19

## 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"> <li>Apply a range of methods for assessing the needs, expectations and perceptions of customers.</li> <li>Apply the principles, tools and techniques of service design.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze the types of service operations and operational parameters that are imperative for organizational success.</li> <li>Analyze the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Evaluate the similarities and differences in designing, planning, producing and improving services across global firms.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Evaluate the impact of service operations on society.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Explain the reasons why some service organisations are consistently deemed to deliver very high levels of performance.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4539272	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Apply a range of methods for assessing the needs, expectations and perceptions of customers.	3	3	1	-	-	1	1	1	3
LO2: Apply the principles, tools and techniques of service design.	3	3	1	-	-	1	1	1	3
LO3: Analyze the types of service operations and operational parameters that are imperative for organizational success.	2	2	3	1	1	1	-	1	1
LO4: Analyze the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.	2	2	3	1	1	1	-	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**

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**Subject Name: Services Operations Management (SOM)**

**Subject Code: 4539272**

LO5: <i>Evaluate</i> the similarities and differences in designing, planning, producing and improving services across global firms.	1	1	2	-	3	2	1	1	2
LO6: <i>Evaluate</i> the impact of service operations on society.	-	-	1	3	1	1	3	1	1
LO7: <i>Propose</i> solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.	2	2	2	3	-	1	2	1	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	<b>Services:</b> Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation, Site Selection for Services: Types of Service Firms –Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results	10	18
II	Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services –Mixed Linear / Integer Programming for Location Selection  <b>Yield Management:</b> <ul style="list-style-type: none"> <li>Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.</li> </ul>	10	18
III	<b>Inventory Management in Services:</b> <ul style="list-style-type: none"> <li>Services versus Manufacturing Inventory</li> <li>Set Up and Ordering Costs</li> <li>Number of Products</li> <li>Limited ShelfSpace</li> <li>Lost Sales versus Back Orders</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Services Operations Management (SOM)**  
**Subject Code: 4539272**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>Product Substitution</li> <li>Demand Variance</li> <li>Information Accuracy</li> <li>The Newsvendor Model</li> <li>Multiple Products and Shelf Space Limitations</li> <li>Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.</li> </ul>		
IV	<b>Offshoring and Outsourcing:</b> <ul style="list-style-type: none"> <li>Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.</li> </ul>	10	17
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>Case Studies and Presentations</li> <li><input type="checkbox"/> Students can also visit service firms and study their revenue and yield management practices</li> </ul>	---	(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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Sanjeev Bordoloi, James A. Fitzsimmons, Mona J. Fitzsimmons	Service management: Operations, Strategy, Information Technology	McGraw Hill	2019 / 9 <sup>th</sup>
2	Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	2017 / 4 <sup>th</sup>
3	Richard D. Metters	Successful Service Operations	Cengage	2012 / 2 <sup>nd</sup>



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Production and Operations Management

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Subject Name: Services Operations Management (SOM)

Subject Code: 4539272

		Management		
4	SunetraRoday, ArchanaBiwal, Vandana Joshi	Tourism: Operations and Management	Oxford	Latest
5	G. Raghubalan, SmriteeRaghubalan	Hotel Housekeeping: Operations and Management	Oxford	2015 / 3 <sup>rd</sup>
6	R. Singaravelavan	Food and Beverage Services	Oxford	2016 / 2 <sup>nd</sup>

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. Manufacturing and Service Operations Management
2. International Journal of Services and Operations Management
3. International Journal of Operational Research
4. International Journal of Applied Operational Research
5. Opsearch (Journal published by Operational Research Society of India)
6. The IUP Journal of Operations Management
7. <http://ifors.org/india/>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Production Planning and Control (PPC)**  
**Subject Code: 4539273**

With effective  
 from academic  
 year 2018-19

## 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"> <li>• <i>Describe</i> and determine the effect of product, process, inventory costs, product forecasting, operations strategies, and schedule design parameters on design of materials requirements planning, inventory planning, capacity planning, and production planning/control systems.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Prepare</i> a production plan consisting of labor, materials, equipment, inventory, and a production cost budget summary.</li> <li>• <i>Determine</i> the resources requirements for a specified production plan.</li> <li>• <i>Prepare</i> a capacity plan using capacity requirements planning procedures.</li> <li>• <i>Analyze</i> and <i>evaluate</i> various facility alternatives and their capacity decisions, develop a balanced line of production &amp; scheduling and sequencing techniques in operation environments</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Deduce</i> the applicability of latest developments across the world in the domain of production planning and production control.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Justify</i> the decisions of layout, capacity, inventory and scheduling for a real or hypothetical example.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Design, develop, and analyze</i> a Master Production Schedule and a resultant Materials Requirement Plan (MRP) for a complete production facility.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4539273	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Describe</i> and determine the effect of product, process, inventory costs, product forecasting, operations strategies, and schedule design parameters on design of materials requirements planning, inventory planning, capacity planning, and production planning/control systems.	3	3	3	-	-	1	-	1	3



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Production and Operations Management

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Subject Name: Production Planning and Control (PPC)

Subject Code: 4539273

LO2: Prepare a production plan consisting of labour, materials, equipment, inventory, and a production cost budget summary.	3	3	1	-	-	1	-	1	2
LO3: Determine the resources requirements for a specified production plan.	2	2	3	-	1	1	-	1	1
LO4: Prepare a capacity plan using capacity requirements planning procedures.	1	1	3	-	1	-	-	1	1
LO5: <i>Analyze</i> and <i>evaluate</i> various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments	1	1	3	1	1	1	1	1	1
LO6: <i>Deduce</i> the applicability of latest developments across the world in the domain of production planning and production control.	2	2	2	-	3	1	-	1	1
LO7: <i>Assess</i> the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms.	1	1	2	2	1	1	3	-	1
LO8: <i>Justify</i> the decisions of layout, capacity, inventory and scheduling for a real or hypothetical example.	1	1	2	3	-	1	1	1	1
LO9: <i>Design, develop, and analyze</i> a Master Production Schedule and a resultant Materials Requirement Plan (MRP) for a complete production facility.	2	2	3	3	1	3	-	1	2

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Production and Operations Management  
Subject Name: Production Planning and Control (PPC)  
Subject Code: 4539273

With effective  
from academic  
year 2018-19

## 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Overview of Production Planning and Control:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Phases of production</li><li>• Functions of production planning and control</li><li>• Relationship of PPC with other departments</li><li>• Types of production systems<ul style="list-style-type: none"><li>▪ Types, concepts, applications</li></ul></li><li>• Levels of manufacturing:<ul style="list-style-type: none"><li>▪ Aggregate planning</li><li>▪ Master production schedule</li><li>▪ Material requirement planning</li></ul></li><li>• Manufacturing methods:<ul style="list-style-type: none"><li>▪ Projects and job work</li><li>▪ Batch production</li><li>▪ Mass / flow production</li><li>▪ Continuous / process production</li></ul></li></ul>	10	18
II	<b>Prerequisites of PPC:</b> <ul style="list-style-type: none"><li>• Data pertaining to design, equipment, raw materials, tooling, performance standards, labor and operating systems.</li></ul> <b>Demand Forecasting:</b> <ul style="list-style-type: none"><li>• Introduction. Meaning and need for forecast</li><li>• Quantitative and qualitative methods of forecast</li></ul> <b>Order preparation:</b> <ul style="list-style-type: none"><li>• Work order preparation for different manufacturing methods</li><li>• Subsidiary orders</li><li>• Shop or production orders</li><li>• Inspection orders</li><li>• Store issue orders</li></ul> <b>Industrial Safety Management:</b> <ul style="list-style-type: none"><li>• Meaning, legal aspect of safety</li><li>• Causes of accident</li><li>• Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc.</li></ul>	10	18
III	<b>Capacity Planning:</b> <ul style="list-style-type: none"><li>• Capacity Planning, Integrated Production Planning and Control.</li></ul> <b>Facility or Layout Planning and Analysis:</b> <ul style="list-style-type: none"><li>• Introduction</li></ul>	10	17



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Subject Name: Production Planning and Control (PPC)  
Subject Code: 4539273

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	<ul style="list-style-type: none"><li>Objectives of Layout</li><li>Classification of Facilities</li><li>Basis for Types of Layouts</li><li>Importance of layout decisions</li><li>Nature of layout problems</li><li>Redesigning of a layout</li><li>Manufacturing facility layouts</li><li>Layout Planning</li><li>Evaluating Plant Layouts</li><li>Assembly Line Balancing</li></ul> Material handling		
IV	<p><b>Scheduling:</b></p> <ul style="list-style-type: none"><li>Forms of Schedules</li><li>Factors influencing scheduling</li></ul> <p><b>Product sequencing, dispatching:</b></p> <ul style="list-style-type: none"><li>Progress report &amp; expectation of manufacturing lead time technique for aligning completion time &amp; due dates.</li></ul> <p><b>Aggregate Planning:</b></p> <ul style="list-style-type: none"><li>Introduction</li><li>Requirement of Aggregate Plan</li><li>Steps in Developing an Aggregate Plan</li><li>Advantages of Aggregate Plan</li><li>Aggregate Planning Strategies</li><li>Planning Options</li><li>Selecting the Method in Aggregate Planning</li><li>Aggregate Planning in Services</li></ul> <p><b>Maintenance Management:</b></p> <ul style="list-style-type: none"><li>Meaning, type, scope</li><li>Maintenance budget</li><li>Shut down maintenance, break down maintenance, corrective maintenance, preventive maintenance</li></ul>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"><li>Visit different industries and service organizations to understand various production layout systems and PPC activities carried out by them.</li><li>Simulate a small shop floor, considering the various PPC functions.</li><li>Prepare various documents associated with PPC.</li></ul>	---	(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, 3<sup>rd</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Production Planning and Control (PPC)**  
**Subject Code: 4539273**

With effective  
from academic  
year 2018-19

## 5. Evaluation:

Students shall be evaluated on the following components:

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

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Seetharama L. Narsimhan, Dennis W. McLeavy, Peter J. Billington	Production Planning and Inventory Control	Pearson	Latest Edition
2	Stephen N. Chapman	Fundamentals of Production Planning and Control	Pearson	2006
3	Samuel Elion	Elements of Production Planning and Control	Universal	Latest Edition
4	S. N. Chary	Production and Operations Management	McGraw Hill	Latest Edition
5	Hari Raghu Rama Sharma	Production Planning and Control: Concepts and Applications	Deep & Deep	2003

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. Production Planning and Control: The Management of Operations
2. Integrated Production Planning and Control
3. International Journal of Production Research
4. Process-Oriented Production Planning and Control



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: International Business (IB)

Subject Code: 4539281

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"> <li>Analyze the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate the impact of cultural, political and environmental factors on decision making in international business.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Identify and evaluate how foreign markets, institutions and cultures differ from one another</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Recommend global solutions with an awareness of cultural sensitivity.</li> <li>Recommend resolutions to international ethical issues within a business environment.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop an international business plan and justify the strategies adopted.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539281	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Analyze the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions.	3	2	2	1	3	1	-	-	3
LO2: Evaluate the impact of cultural, political and environmental factors on decision making in international business.	1	2	2	1	3	1	-	-	3
LO3: Identify and evaluate how foreign markets, institutions and cultures differ from one another.	1	1	1	1	2	-	1	1	1
LO4: Recommend solutions for international business with an awareness of cultural sensitivity.	1	1	-	1	2	2	3	1	1
LO5: Recommend resolutions to international ethical issues within a business environment.	1	1	-	1	2	2	3	1	1
LO6: Develop an international business plan and justify the strategies adopted.	2	2	2	3	3	1	-	-	2
LO7: Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.	2	2	-	3	3	1	1	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: International Business (IB)

Subject Code: 4539281

With effective  
from academic  
year 2018-19

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><b>Globalization and International Business:</b></p> <ul style="list-style-type: none"><li>• International business and globalization</li><li>• Difference between International business and Global Business.</li><li>• Factors driving globalization</li><li>• Reasons for firms to engage into international business</li><li>• EPRG Framework (Ethnocentric, polycentric, region-centric, geocentric orientations)</li><li>• Modes of operations in international business</li><li>• Differences between domestic and international business</li></ul> <p><b>Global Business Environment:</b></p> <p><b>Cultural Environment:</b></p> <ul style="list-style-type: none"><li>• People, nation, languages, religion, behavioural practices, communications</li></ul> <p><b>Political Environment:</b></p> <ul style="list-style-type: none"><li>• Individualism v/s collectivism</li><li>• Political ideology</li><li>• Political risk</li></ul> <p><b>Legal Environment:</b></p> <ul style="list-style-type: none"><li>• Types of legal systems</li><li>• Legal issues in international business</li><li>• Strategic considerations</li></ul> <p><b>Economic Environment:</b></p> <ul style="list-style-type: none"><li>• Types of economic systems</li><li>• Economic analysis – inflation, unemployment, debt, income distribution, poverty, balance of payments</li></ul>	10	18
II	<p><b>International trade theories:</b></p> <ul style="list-style-type: none"><li>• Laissez-Faire, interventionist approaches</li><li>• Classical Trade theories:<ul style="list-style-type: none"><li>▪ Factor-mobility theory</li><li>▪ Mercantilism, neo-mercantilism</li><li>▪ Theory of absolute advantage</li><li>▪ Theory of comparative advantage</li></ul></li><li>• Modern trade theories:<ul style="list-style-type: none"><li>▪ Product Life Cycle theory</li><li>▪ Porter's Diamond theory of national advantage</li><li>▪ Country similarity theory</li><li>▪ Global Strategic Rivalry theory of International</li></ul></li></ul>	10	18



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

**Subject Class: Functional\_ Elective**

**Subject Name: International Business (IB)**

**Subject Code: 4539281**

With effective  
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	<p style="text-align: center;">Trade</p> <p><b>Government and Trade:</b></p> <ul style="list-style-type: none"> <li>• Government intervention, rationales for intervention</li> <li>• Instruments of trade control</li> <li>• Tariff and non-tariff barriers</li> </ul> <p><b>Cross national cooperation:</b></p> <ul style="list-style-type: none"> <li>• Regional economic integration</li> <li>• Major trading groups               <ul style="list-style-type: none"> <li>▪ EU, NAFTA, ASEAN, BRICS, SAARC</li> </ul> </li> </ul>		
III	<p><b>Foreign Exchange:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Players, major foreign exchange markets</li> <li>• Exchange rate arrangements</li> <li>• Determining exchange rates</li> <li>• Business implications of exchange-rate changes</li> </ul> <p><b>Country evaluation and selection:</b></p> <ul style="list-style-type: none"> <li>• Information in scanning</li> <li>• Collecting and analyzing data</li> </ul> <p><b>Strategic framework:</b></p> <ul style="list-style-type: none"> <li>• Integration versus local responsiveness</li> <li>• Types of strategy – international, multi-domestic, global, transnational</li> </ul> <p><b>International Organizational Structure:</b></p> <ul style="list-style-type: none"> <li>• Organizational Structure for international business operations</li> </ul>	10	17
IV	<p><b>Marketing Globally:</b></p> <ul style="list-style-type: none"> <li>• Marketing strategies</li> <li>• Product, Price, Place, Promotion strategies</li> </ul> <p><b>International HRM:</b></p> <ul style="list-style-type: none"> <li>• HRM and the global company</li> <li>• Expatriate – Perspective, managing expatriates</li> </ul> <p><b>Global Manufacturing:</b></p> <ul style="list-style-type: none"> <li>• Global supply chain strategies</li> <li>• Supplier networks</li> </ul> <p><b>Corporate Governance and Corporate Social Responsibility (international context).</b></p>	10	17
V	<p><b>Practical:</b></p> <p>A group of students shall select a product and prepare a feasibility report for international business of that product to/from a country of their choice. Students are supposed to meet companies dealing in international business. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to a Local / Global Company.</p>	---	(30 marks CEC)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: International Business (IB)

Subject Code: 4539281

With effective  
from academic  
year 2018-19

## 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	• 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	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan	International Business – Environments and Operations	Pearson	15 <sup>th</sup> (2016)
2	Mike W. Peng and Deepak K Srivastava	Global Business	Cengage	Latest Edition
3	Simon Collison, Rajneesh Narula, Alan M. Rugman	International Business	Trans-Atlantic	2016
4	Alan M. Rugman, Simon Collinson	International Business	Pearson	2008 / 5 <sup>th</sup>
3	Charles Hill, Arun Kumar Jain	International Business	McGraw Hill	10 <sup>th</sup>
4	Sumati Verma	International Business	Pearson	3 <sup>rd</sup>
5	S. Tamer Cavusgil, Gary Knight, John Riesenberger	International Business: The New Realities	Pearson	2017
6	Ehud Menipaz, Amit Menipaz, Shiv S. Tripathi	International Business: Theory and Practice	Sage	2017
7	P. SubbaRao	International Business: Text and Cases	Himalaya	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. Foreign Trade Review
2. Economic & Political Weekly
3. Journal of International Business Studies
4. Journal of International Business
5. EXIM India



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4539282

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"> <li>• <i>Discriminate</i> between a behavioural finance perspective and a traditional finance perspective.</li> <li>• <i>Demonstrate</i> how heuristics and biases influence investor behaviour.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Measure</i> the influence of behavioural biases on individual investment decision making.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• Critically <i>discuss</i> global developments in <b>this</b> domain and the associated practical insights they provide.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> the root cause of corporate misconduct and suggest institutional innovations to improve modern business environments.</li> <li>• <i>Explain</i> various unethical and morally wrong practices prevalent in investing in financial markets.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Identify, describe, and explain</i> different behavioural traits and their implication for the individual decision process, as well as their relevance for financial economics.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> a framework for investing in the financial markets that minimizes “irrational” behaviour and maximizes risk adjusted returns.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539282	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Discriminate</i> between a behavioural finance perspective and a traditional finance perspective.	3	-	3	1	1	-	-	-	3
LO2: <i>Demonstrate</i> how heuristics and biases influence investor behaviour.	3	1	1	2	-	-	2	-	1
LO3: <i>Measure</i> the influence of behavioural biases on individual investment decision making.	1	2	2	-	2	1	1	2	2
LO4: Critically <i>discuss</i> global developments in this domain and the associated practical insights they provide.	1	2	-	3	3	2	-	1	-
LO5: <i>Analyze</i> the root cause of corporate misconduct and suggest institutional innovations to improve modern business environments.	2	2	2	-	3	1	2	-	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4539282

With effective  
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year 2018-19

LO6: <i>Explain</i> various unethical and morally wrong practices prevalent in investing in financial markets.	2	2	2	-	3	1	2	-	1
LO7: <i>Identify, describe, and explain</i> different behavioural traits and their implication for the individual decision process, as well as their relevance for financial economics.	1	1	2	3	-	-	1	-	2
LO8: <i>Develop</i> a framework for investing in the financial markets that minimizes “irrational” behaviour and maximizes risk adjusted returns.	2	2	-	2	-	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><b>Brief overview of rational finance and classical finance theories:</b></p> <ul style="list-style-type: none"> <li>• Rise of the rational market hypothesis</li> <li>• Brief overview of classical finance theories:               <ul style="list-style-type: none"> <li>○ Expected utility theory</li> <li>○ Modern portfolio theory</li> <li>○ Capital Asset Pricing model</li> <li>○ Efficient market hypothesis</li> <li>○ MM theory – investors are rational</li> <li>○ Arbitrage pricing theory</li> <li>○ Random walk hypothesis</li> </ul> </li> <li>• Challenging the classical assumptions of finance</li> <li>• Financial market anomalies               <ul style="list-style-type: none"> <li>○ Fundamental anomalies</li> <li>○ Technical anomalies</li> <li>○ Calendar or seasonal anomalies</li> </ul> </li> </ul> <p><b>Behavioural Finance:</b></p> <ul style="list-style-type: none"> <li>• Introduction, meaning, nature.</li> <li>• Assumptions of behavioural finance</li> <li>• Meaning of heuristics and bias</li> <li>• Building blocks of behavioural finance</li> <li>• Prospect theory and mental accounting</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4539282

With effective  
from academic  
year 2018-19

	<b>Important contributors:</b> <ul style="list-style-type: none"><li>• Daniel Kahneman and Amos Tversky</li><li>• Richard Thaler</li><li>• Robert J. Shiller</li><li>• Michael Pompian</li><li>• Parag Parikh</li></ul>		
<b>II</b>	<b>Theories of Behavioural Finance:</b> <ul style="list-style-type: none"><li>• Asymmetric information</li><li>• Ego centricity</li><li>• Human Behavioral Theories</li></ul> <b>Heuristics:</b> <ul style="list-style-type: none"><li>• Familiarity<ul style="list-style-type: none"><li>○ Familiarity, Ambiguity Aversion</li><li>○ Diversification, Functional Fixation</li><li>○ Status Quo, Endowment Effect</li></ul></li><li>• Representativeness<ul style="list-style-type: none"><li>▪ Innumeracy</li><li>▪ Probability matching and conjunction fallacy</li><li>▪ Base Rate Neglect</li><li>▪ Availability and Salience</li></ul></li><li>• Anchoring</li></ul> <b>Cognitive Biases:</b> <ul style="list-style-type: none"><li>• Self-Deception<ul style="list-style-type: none"><li>○ Framing</li><li>○ Overconfidence<ul style="list-style-type: none"><li>▪ Miscalibration, better than average effect, over-optimism</li><li>▪ Causes: illusion of knowledge, control, understanding, skill</li></ul></li><li>○ Self-attribution</li><li>○ Confirmation</li><li>○ Representativeness</li><li>○ Recency</li></ul></li></ul> <b>Emotional Biases:</b> <ul style="list-style-type: none"><li>• Regret</li><li>• Hindsight</li><li>• Denial</li><li>• Loss aversion</li><li>• Affinity</li><li>• Self-control</li></ul>	10	18
<b>III</b>	<b>Bias:</b> <ul style="list-style-type: none"><li>• Interaction amongst biases</li><li>• Outcomes of biases</li><li>• Dealing with biases</li><li>• Overcoming the biases and debiasing</li></ul>	10	17





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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Behavioural Finance (BF)

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	<p><b>Behavioural aspects of Investing:</b></p> <ul style="list-style-type: none"> <li>• Behavioural Portfolio theory</li> <li>• Psychographic models</li> <li>• Sound Investment Philosophy</li> </ul> <p><b>Market Bubbles:</b></p> <ul style="list-style-type: none"> <li>• Introduction and brief history of stock market bubbles</li> <li>• Identification and classification of a stock market bubble</li> <li>• Explaining bubbles through behavioural finance</li> <li>• Investor behavior during bubbles.</li> <li>• Causes of bubbles</li> </ul> <p><b>Value Investing:</b></p> <ul style="list-style-type: none"> <li>• Central tenets of value investing</li> <li>• Evidence and prospects of value investing</li> </ul>		
IV	<p><b>Neurofinance:</b></p> <ul style="list-style-type: none"> <li>• Neural processes during financial decision making</li> <li>• Future of Neurofinance</li> <li>• Adaptive Market Hypothesis</li> </ul> <p><b>Forensic Accounting:</b></p> <ul style="list-style-type: none"> <li>• Classifications of fraud</li> <li>• Behavioural aspects of Fraud</li> <li>• Origin and growth of forensic accounting</li> <li>• Fraud theories <ul style="list-style-type: none"> <li>○ Motivators of fraud</li> <li>○ Triangle of fraud action</li> <li>○ Fraud Scale and Fraud Diamond</li> <li>○ MICE</li> </ul> </li> <li>• Tools in Forensic Accounting <ul style="list-style-type: none"> <li>○ Ratio analysis</li> <li>○ Data mining</li> <li>○ Benford's Law (specific to forensic accounting)</li> </ul> </li> <li>• Forensic Accounting in India</li> </ul> <p><b>Behavioural Corporate Finance:</b></p> <ul style="list-style-type: none"> <li>• Approaches to behavioural corporate finance</li> <li>• Market timing and catering approach</li> <li>• Issues related to valuation, dividend policy, mergers and acquisitions</li> </ul> <p><b>The Future:</b></p> <ul style="list-style-type: none"> <li>• From Homo Economicus to Homo Sapiens</li> <li>• Zurich Axioms (Risk and Greed only)</li> <li>• Future of behavioural finance and investing</li> </ul>	10	17



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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V	<b>Practical:</b> Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.	---	(30 marks CEC)
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#### 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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Prasanna Chandra	Behavioural Finance	McGraw Hill	2016 / 1 <sup>st</sup>
2	M. M. Sulphery	Behavioural Finance	PHI	2014 / 1 <sup>st</sup>
3	Richard M. Thaler	Advances in Behavioural Finance: Volume II	Princeton University Press	2005
4	Williams Forbes	Behavioural Finance	Wiley	2009 / 1 <sup>st</sup>
5	Parag Parikh	Value Investing and Behavioural Finance	McGraw Hill	2009
6	Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris.	Economics, Bounded Rationality and the Cognitive Revolution	Edward Elgar Publishing	2008
7	Mohnish Pabrai	The Dhandho Investor	Wiley	2016
8	James Montier	The Little Book of Behavioral Investing: How Not to be Your Own Worst Enemy	Wiley	2015
9	Shuchita Singh, Shilpa Bahi	Behavioural Finance	Vikas	2018 / 1 <sup>st</sup>
10	Sujata Kapoor, Jaya Mamta Prosad	Behavioural Finance	Sage	2019

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.



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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## 7. List of Journals / Magazines / Periodicals / Newspapers / e-resources, etc.

1. Journal of Behavioural Finance
2. Journal of Behavioural and Experimental Finance
3. International Journal of Behavioural Accounting and Finance
4. The IUP Journal of Behavioural Finance
5. Outlook Money (Magazine)
6. Money Today (Magazine)
7. <https://www.dartmouth.edu/~lusardiworkshop/Papers/FPA%20BEHAVIORAL%20BIAS%20PAPER.pdf>
  - The Future of Wealth Management: Incorporating Behavioral Finance into Your Practice By Michael M. Pompian, CFA, CFP and John M. Longo, Ph.D., CFA

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Managing Talent Globally (MTG)

Subject Code: 4539283

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"> <li>• <i>Define, explain</i> and <i>compare</i> perspectives and theories related to managing talent globally.</li> <li>• <i>Discuss</i> the significance of managing the Human Resource in the current business environment globally.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Illustrate, categorize, and analyze</i> a broad range of issues and problems facing MNCs in their global talent management activities in specific industry.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the different strategies of Human Resource Management at global level among different economies and culture by MNCs</li> <li>• <i>Examine</i> the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and globalization.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Critically reflect</i> upon and evaluate ethical matters or issues related to talent management globally.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> and <i>communicate</i> the various issues pertaining to global talent management which have an impact on MNCs.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Distinguish</i> the roles to be played by different stockholders for talent management on a global basis.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539283	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Define, explain</i> and <i>compare</i> perspectives and theories related to managing talent globally.	3	1	2	2	1	1	1	1	1
LO2: <i>Discuss</i> the significance of managing the Human Resource in the current business environment globally	2	3	3	2	1	2	1	-	1
LO3: <i>Illustrate, categorize, and analyze</i> a broad range of issues and problems facing MNCs in their global talent management activities in specific industry.	2	2	3	1	2	1	-	-	1
LO4: <i>Evaluate</i> the different strategies of Human Resource Management at global level among different economies and culture by MNCs	1	2	2	-	3	1	-	-	1
LO5: <i>Examine</i> the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and	1	-	-	-	2	1	-	-	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Managing Talent Globally (MTG)

Subject Code: 4539283

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globalization.									
LO6: Critically <i>reflect</i> upon and evaluate ethical matters or issues related to talent management globally.	2	1	1	3	1	2	3	1	2
LO7: <i>Formulate</i> and <i>communicate</i> the various issues pertaining to global talent management which have an impact on MNCs.	1	1	2	3	2	1	1	-	2
LO8: <i>Distinguish</i> the roles to be played by different stockholders for talent management on a global basis	-	-	1	1	-	-	3	-	3

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><b>Introduction to GHRM:</b></p> <ul style="list-style-type: none"> <li>• Concept</li> <li>• Definition &amp; Objectives</li> <li>• Difference between GHRM &amp; Domestic HRM;</li> </ul> <p><b>Challenges and factors affecting GHRM:</b></p> <ul style="list-style-type: none"> <li>• Approaches to IHRM</li> <li>• Model of IHRM</li> <li>• Types of Global organizations and its impact on HR functions</li> <li>• GHRM &amp; International organization design and structure; cultural context of IHRM (Hofstede study)</li> </ul>	10	18
	<p><b>Managing Talent Globally:</b></p> <ul style="list-style-type: none"> <li>• Global staffing:               <ul style="list-style-type: none"> <li>○ Global Workforce planning</li> <li>○ Understanding labor market at the global level</li> <li>○ Differences in staffing strategies across countries</li> <li>○ Types of staffing strategy</li> <li>○ Expatriate assignments</li> <li>○ Criteria used for selection of expatriates</li> <li>○ Selecting females as expatriates</li> <li>○ Reasons for failure of expatriate assignments</li> <li>○ Issues associated with implementation of global staffing</li> </ul> </li> </ul> <p><b>Global HRD:</b></p> <ul style="list-style-type: none"> <li>• Issues associated with various approaches to training local workforces</li> <li>• Role of training in supporting expatriate adjustments and on-assignments performance</li> </ul>	10	17



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Managing Talent Globally (MTG)

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	<ul style="list-style-type: none"> <li>Challenges of global Management development</li> <li>Components of effective pre-departure training; Hofstede model for preparing expatriate for training</li> <li>Identifying and developing high potentials</li> <li>Managing international career paths</li> <li>Dual career couples</li> <li>Cross cultural training and its evaluation</li> <li>Current trends in global T&amp;D</li> <li>Repatriation, Re-entry and career issues</li> </ul>		
III	<p><b>Global Compensation:</b></p> <ul style="list-style-type: none"> <li>Country wide differences on compensation system</li> <li>Challenges with respect to. compensation when firm moves from domestic to international</li> <li>Key components of international compensation programme</li> <li>Approaches to international compensation; problems in dealing with taxation, living cost data, managing TCN compensation</li> <li>Best practices for expatriates compensation programme</li> </ul> <p><b>Global Performance Management:</b></p> <ul style="list-style-type: none"> <li>Differences in PMS in different countries</li> <li>PMS as a part of Multinational's control system</li> <li>KPI of expatriates</li> <li>Performance Management of Non-expatriates</li> <li>Non-standard assignments like commuters, virtual</li> <li>Issues and criteria related to appraisal of International employees</li> </ul>	10	17
IV	<p><b>Global IR:</b></p> <ul style="list-style-type: none"> <li>Key Issues of IR in IHRM</li> <li>Role of Trade Union in MNC's</li> <li>Collective Bargaining and Negotiation issues</li> <li>Labour law &amp; Employee Relation practices in different countries</li> <li>Participative Management</li> <li>HRM in Cross Border Mergers &amp; Acquisition</li> <li>International Labor standards</li> <li>Role of HRM in managing ethics and CSR globally</li> <li>IHRM trends and future challenges</li> </ul>	10	17
V	<p><b>Practical:</b> Practical aspects of talent management with a global context will be discussed in classroom with suitable case study. A project in group of students can be assigned for comparative studies of GHRM practices among developed countries vis developing countries vis under developed countries in general or small projects may be given in GHRM context to study the issues related to Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business etc.</p>	---	(30 marks CEC)



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Talent Globally (MTG)

Subject Code: 4539283

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Peter Dowling & Dennice Welch & Randall Schule	International HRM	Thomson/Excel	Latest Edition
2	David C. Thomas & Mila B. Lazarova	Essentials of IHRM- Managing People Globally	Sage publications	Latest Edition
3	Mike W. Peng, Deepak K. Srivastava	Global Business	Cengage	2018 / 2 <sup>nd</sup>
4	SPS Bedi, &M.Kishore	Global HRM	Widom, Delhi	Latest Edition
5	Anne-WilHarzing & Joris Van Ruyosseveldt (eds.),	International Human Resource Management	Sage Publications, New Delhi	Latest Edition
6	C.S.VenkataRatnam	Globalization and Labor Management Relations	Sage, New Delhi	Latest Edition
7	Lawrence Kleiman	Human Resource Management	Wiley India, New Delhi	. Latest Edition
8	Peter J.Dowling	International Human Resource Management	Excel Publications	. Latest Edition
9	K Aswathappa, Sadhna Das	International Human Resource Management	McGraw Hill	Latest Edition
10	Monir H Tayeb	International Human Resource Management	Oxford	Latest Edition
11	Tony Edwards, Chris Rees	International Human Resource Management	Pearson Education	Latest Edition



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12	IndraniMutsuddi	Managing Human Resources in the Global Context	New Age International publishers,	Latest Edition
13	P. SubbaRao	International HRM	Himalaya Publishing House	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. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review
4. Human Capital
5. International Journal of Human Resource Management

GTUQuestionPapers.com





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4539284

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"> <li>Assess the entrepreneurial process and its application in societal context.</li> <li>Evaluate the opportunities and challenges of social entrepreneurship process.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Identify how social entrepreneurs organize scarce resources to affect social change.</li> <li>Create a sustainable business model that addresses a social problem.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Analyze impact of culture, society, demographics, life style and behavioral aspect on social entrepreneurship.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Analyze how the principles of social entrepreneurship have been applied to address social problems.</li> <li>Analyze how social entrepreneurship can be employed to empower disadvantaged community members to create social change and develop their skills.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop and present a social project proposal and business plan.</li> <li>Recommend how to communicate coherently with all agencies and stakeholders involved in establishing the business.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Evaluate leadership qualities and business analytical skills required to be a social change agent.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539284	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Assess the entrepreneurial process and its application in societal context.	3	1	2	-	-	1	2	2	1
LO2: Evaluate the opportunities and challenges of social entrepreneurship process.	1	2	2	1	1	1	2	2	2
LO3: Identify how social entrepreneurs organize scarce resources to affect social change.	-	2	1	2	2	1	-	2	2
LO4: Create a sustainable business model that addresses a social problem.	2	-	2	-	-	2	3	2	3
LO5: Analyze impact of culture, society, demographics, life style	2	-	2	-	3	1	1	1	1



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

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and behavioral aspect on social entrepreneurship.									
LO6: Analyze how the principles of social entrepreneurship have been applied to address social problems.	2	2	2	1	1	-	3	2	-
LO7: Analyze how social entrepreneurship can be employed to empower disadvantaged community members to create social change and develop their skills.	-	2	2	1	2	1	2	1	2
LO8: Develop and present a social project proposal and business plan.	2	2	1	3	-	1	2	1	1
LO9: Recommend how to communicate coherently with all agencies and stakeholders involved in establishing the business.	2	2	1	3	-	3	1	1	1
LO10: Evaluate leadership qualities and business analytical skills required to be a social change agent.	1	1	2	3	-	3	1	1	1

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

3. **Course content:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Introduction:</b></p> <ul style="list-style-type: none"> <li>• Social Entrepreneurship               <ul style="list-style-type: none"> <li>○ Concepts and importance</li> <li>○ Characteristics of a successful social entrepreneur</li> <li>○ Problems faced by social entrepreneurs</li> <li>○ Difference between mainstream entrepreneurs and social entrepreneurs</li> <li>○ Social sectors in India</li> <li>○ Impact of culture, society, demographics, life style and behavioral aspect in social entrepreneurship.</li> <li>○ Role of society, media and government at large to develop social businesses.</li> </ul> </li> </ul> <p>Real cases of first generation social entrepreneurs; Gujarati entrepreneur and contribution to India/ World.</p>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

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II	<b>Developing the Social Enterprise:</b> <ul style="list-style-type: none"><li>• Problem /gap identification for development of a socio business model</li><li>• Social enterprise goals, objectives and mission</li><li>• Business and revenue models</li><li>• Threats to business models</li><li>• Developing social enterprises' business plans<ul style="list-style-type: none"><li>○ Business plan summary</li><li>○ Description of the enterprise</li><li>○ Team- stake holders and volunteers</li><li>○ The market and industry, marketing and fund raising, financial plan, risk assessment, supporting documents, pitfalls.</li></ul></li></ul>	10	18
III	<b>Measuring Social value:</b> <ul style="list-style-type: none"><li>• Why Measure Value, How do we measure Value and social return on investment</li><li>• Organization effectiveness of social enterprise. Earned Income: Mobilizing resources, Income Sources</li></ul>	10	17
IV	<b>Donations and Government Income:</b> <ul style="list-style-type: none"><li>• Private Donations</li><li>• Venture Philanthropy</li><li>• Government Subsidies</li><li>• Entrepreneurial Fund Raising and Marketing<ul style="list-style-type: none"><li>○ Types of fund raising</li><li>○ Fund raising strategies</li><li>○ Volunteer recruitment and attrition</li><li>○ Social enterprise marketing</li><li>○ Launch, Growth and Goal Attainment:<ul style="list-style-type: none"><li>▪ Preparing for Growth, Social Enterprise growth strategies,</li><li>▪ Intrapreneurship and Entrepreneurial intensity, and The end of social enterprise process</li></ul></li></ul></li></ul> <b>Understanding of ecosystem:</b> <ul style="list-style-type: none"><li>• Central and state –level institutions supporting social businesses in India</li><li>• Government schemes for promoting social enterprise. Monetary and non-monetary benefits to founders and cofounders.</li></ul>	10	18
V	<b>Practical Application with reference to strategic Perspective:</b> <ul style="list-style-type: none"><li>• Develop a social enterprise business plan, prepare a report and/or give public presentation in the class.</li></ul>	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4539284

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- Practical / live assignment
- Interactive class room discussions

## 5. Evaluation:

Students shall be evaluated on the following components:

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

## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Arthur C. Brooks	Social Entrepreneurship: A Modern Approach to Social Value Creation	Prentice Hall	Latest Edition
2	David Bornstein	How to Change the World: Social Entrepreneurs and the Power of New Ideas	Oxford University Press, USA	Latest Edition
3	Anirudh Agrawal, Payal Kumar (Eds.)	Social Entrepreneurship and Sustainable Business Models: The Case of India	Palgrave Macmillan	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. Journal of Social Entrepreneurship - Taylor & Francis Online
  2. Social Enterprise Journal - Emerald Insight
  3. Social Innovation and Social Entrepreneurship: A Systematic Review
4. **Extra Reading:**
- **Creating a World without Poverty: Social Business and the Future of Capitalism** by Muhammad Yunus- The founder of the Grameen Bank tells his own compelling story of bringing micro lending to Bangladesh and describes dozens of ways that social businesses can alleviate poverty.
  - **Enterprising Nonprofits: A Toolkit for Social Entrepreneurs** by J. Gregory Dees, Jed Emerson, and Peter Economy - A hands-on guide to social enterprise in the nonprofit sector, filled with real life examples and step-by-step directions.
  - **The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits** by C.K. Prahalad - Studies how to profitably serve the world's poorest people and help them escape from poverty. Includes a video of 12 case studies.
  - **The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World** by John Elkington and Pamela Hartigan -Successful



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4539284

With effective  
from academic  
year 2018-19

business models for social entrepreneurship, including case studies of for-profit and non-profit social ventures.

- **Social Entrepreneurship: The Art of Mission-Based Venture Development** by Peter C. Brinckerhoff - Essential steps for non-profit business development, including case studies and sample business plans.
  - **Strategic Tools for Social Entrepreneurs** by J. Gregory Dees, Jed Emerson, and Peter Economy. Provides a complete set of tools for enhancing the performance of your enterprising non-profit.
  - **The Tactics of Hope: How Social Entrepreneurs Are Changing Our World** by Wilford Welch and David Hopkins. First-person success stories from 30 social entrepreneurs, plus a how-to guide from the authors.
5. <https://www.ashoka.org/en-IN>
  6. <https://olc.worldbank.org/sites/default/files/Social%20Entrepreneurship%20Resources.pdf>
  7. <https://managementhelp.org/socialenterprise/index.htm>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Project Management (PM)

Subject Code: 4539285

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"> <li>• <i>Distinguish</i> between routine operations and projects.</li> <li>• Perform project life cycle analysis.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Identify</i> project goals, constraints, deliverables, performance criteria, control needs for a given project.</li> <li>• <i>Calculate</i> the time needed to successfully complete a project, considering factors such as task dependencies and task lengths.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the challenges of managing international projects.</li> <li>• <i>Critically</i> discuss contemporary themes and principles of project and management.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the social impact of a given project.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Prepare</i> a variety of Project Management documents and plan.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> to prepare, deliver and present a project plan.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539285	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Distinguish between routine operations and projects.	3	3	2	-	1	-	-	-	3
LO2: Perform project life cycle analysis.	3	-	3	1	-	1	-	1	3
LO3: Identify project goals, constraints, deliverables, performance criteria, control needs for a given project.	2	2	2	1	1	1	-	1	1
LO4: <i>Calculate</i> the time needed to successfully complete a project, considering factors such as task dependencies and task lengths.	2	2	3	1	-	1	-	2	2
LO5: Discuss the challenges of managing international projects.	1	1	-	2	3	-	2	1	1
LO6: <i>Critically</i> discuss contemporary themes and principles of project and management.	2	1	-	2	3	-	-	1	2
LO7: <i>Evaluate</i> the social impact of a given project.	-	-	1	-	-	-	3	-	-
LO8: <i>Prepare</i> a variety of Project Management documents and plan.	1	1	1	3	-	-	-	1	1
LO9: <i>Collaborate</i> to prepare, deliver and present a project plan.	-	-	-	3	-	3	-	2	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Project Management (PM)

Subject Code: 4539285

With effective  
from academic  
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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><b>Introduction to Project Management:</b></p> <ul style="list-style-type: none"><li>• Concept of Project</li><li>• Project characteristics</li><li>• Project classifications</li><li>• Project Life Cycle</li><li>• Importance of Project Management</li></ul> <p><b>Project Management Structure.</b></p> <p><b>Defining the Project:</b></p> <ul style="list-style-type: none"><li>• Project Scope, project priorities</li><li>• Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization</li><li>• Coding the WBS for information system</li><li>• Project Roll Up, Process Breakdown Structure, Responsibility Matrices</li></ul>	10	18
II	<p><b>Estimating Project Time and Costs:</b></p> <ul style="list-style-type: none"><li>• Factors Influencing Quality of Estimates</li><li>• Estimation Guidelines for Time, Costs and resources</li><li>• Macro versus Micro Estimating</li><li>• Methods for Estimating Project Times and Costs</li><li>• Level of detail, Developing Budgets</li><li>• Types of Costs, Refining estimates and contingency funds.</li></ul> <p><b>Developing a Project Plan:</b></p> <ul style="list-style-type: none"><li>• Developing the Project Network</li><li>• From Work Package to Network</li><li>• Constructing a Project Network</li><li>• Activity-On-Node, Fundamentals, Network Computation process</li><li>• Using the Forward and Backward pass information</li><li>• Level of Detail for activities</li><li>• Extended Network techniques.</li></ul> <p><b>Project implementation, project resource requirements:</b></p> <ul style="list-style-type: none"><li>• Types of resources – men, materials, money</li><li>• Project monitoring, evaluation, control</li><li>• Project network technique</li><li>• Planning for monitoring and evaluation</li><li>• Project audits, project management information systems</li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Project Management (PM)

Subject Code: 4539285

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	<ul style="list-style-type: none"> <li>Project scheduling PERT, CPM</li> </ul> <p><b>Project Identification:</b></p> <ul style="list-style-type: none"> <li>Selection of product, identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.</li> </ul> <p><b>Selection of location &amp; site of the project:</b></p> <ul style="list-style-type: none"> <li>Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management.</li> </ul>		
III	<p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>Risk Management process           <ul style="list-style-type: none"> <li>Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management</li> </ul> </li> </ul> <p><b>Scheduling Resources and Costs:</b></p> <ul style="list-style-type: none"> <li>Types of Project Constraints</li> <li>Classification of Scheduling Problem</li> <li>Resource Allocation Methods, Splitting, Multitasking</li> <li>Benefits of scheduling resources</li> <li>Assigning Project work, Multi Project resource Schedules</li> </ul> <p><b>Reducing Project Duration:</b></p> <ul style="list-style-type: none"> <li>Rationale for reducing project duration</li> <li>Options for accelerating Project Completion</li> <li>Concept and construction of a Project Cost – Duration Graph, Practical considerations.</li> </ul> <p><b>Project Teams:</b></p> <ul style="list-style-type: none"> <li>The five stage team development model</li> <li>Situational factors affecting team development</li> <li>Team effectiveness</li> <li>Conflict in projects, Sources of Conflict, Handling Conflict.</li> <li>Managing Virtual Project teams, Project team pitfalls.</li> </ul>	10	17
IV	<p><b>Project Evaluation:</b></p> <p><b>Progress and Performance Management and Evaluation:</b></p> <ul style="list-style-type: none"> <li>Structure of a Project Monitoring Information System</li> <li>Project Control Process</li> <li>Monitoring Time Performance</li> <li>Need for an Integrated Information System</li> <li>Developing a status report and index to monitor</li> </ul>	10	17





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Project Management (PM)

Subject Code: 4539285

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year 2018-19

	<p>progress</p> <ul style="list-style-type: none"> <li>Forecasting final project cost</li> <li>Other control issues.</li> </ul> <p><b>Project Audit and Closure:</b></p> <ul style="list-style-type: none"> <li>Project Audit</li> <li>Project Audit Process</li> <li>Project Closure</li> <li>Team member and Project Manager Evaluations.</li> </ul> <p><b>Financial Analysis:</b> Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects.</p>		
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Students need to visit organizations to understand their project management experiences.</li> </ul>	---	(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:

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Clifford E. Gray, Erik W. Larson, Gautam V. Desai	Project Management: The Managerial Process	McGraw Hill	2017 / 6 <sup>th</sup>
2	Erik W. Larson, Clifford E. Gray	Project Management: The Managerial Process	McGraw Hill	2017 / 7 <sup>th</sup>
3	Kimi Heldman	PMP - Project Management Professional - "Study Guide"	Wiley India	2016 Edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Project Management (PM)

Subject Code: 4539285

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4	Sadhan Choudhary	Project Management	Tata McGraw Hill	Latest Edition
5	Prasanna Chandra	Project Management	McGraw Hill Publications	Latest Edition
6	P. K. Mattoo	Project Appraisal		First
7	Vasant Desai	Project Management	Himalaya	Latest
8	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Second Edition
9	R. Panneerselvam, P Senthilkumar	Project Management	PHI	Latest
10	Rajiv M Gupta	Project Management	PHI	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 Project Management
2. International Journal of Managing Projects in Business
3. Project Management Journal
4. The Journal of Modern Project Management
5. Journal of Advances in Management Research
6. Project Management and Risk Analysis



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Econometrics (E)

Subject Code: 4539286

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"> <li>Identify key classical assumptions in the field of econometrics, explain their significance, and describe the effects of their violations.</li> <li>Describe the theoretical background for the standard methods used in empirical analyses, like properties of least squares estimators and the statistical testing of hypothesis.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Discuss the relationship between econometric estimation and diagnostic testing.</li> <li>Perform tests for stationarity, heteroskedasticity, multicollinearity and specification errors.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Assess the role of domestic and international institutions and norms in shaping economies.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Explain the contribution of econometrics to the analysis of non-market social issues.</li> <li>Compare and contrast efficiency and equity.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Interpret and explain project reports and articles that make use of the concepts and methods that are introduced in the course.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Explain the nature of dynamic econometric models and times time series econometrics; and calculate economic forecasts.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539286	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Identify key classical assumptions in the field of econometrics, explain their significance, and describe the effects of their violations.	3	3	--	-	2	-	-	-	3
LO2: Describe the theoretical background for the standard methods used in empirical analyses, like properties of least squares estimators and the statistical testing of hypothesis.	3	-	1	1	2	-	-	-	2
LO3: Discuss the relationship between econometric estimation and diagnostic testing.	1	1	2	1	-	-	-	-	1
LO4: Perform tests for stationarity, heteroskedasticity, multicollinearity and specification errors.	1	-	3	-	-	-	-	-	1
LO5: Assess the role of domestic and international institutions and norms in	1	1	-	1	3	-	-	-	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Econometrics (E)

Subject Code: 4539286

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shaping economies.									
LO6: <i>Explain</i> the contribution of econometrics to the analysis of non-market social issues.	1	1	-	2	2	1	3	-	-
LO7: <i>Compare</i> and <i>contrast</i> efficiency and equity.	-	-	3	1	3	-	3	-	-
LO8: <i>Interpret</i> and <i>explain</i> project reports and articles that make use of the concepts and methods that are introduced in the course.	1	1	1	3	1	1	-	-	1
LO9: <i>Explain</i> the nature of dynamic econometric models and times time series econometrics; and calculate economic forecasts.	1	-	-	3	1	1	-	-	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 Econometrics and its application in business and economics, Methodology of Econometrics.  Structure of Economic Data – Cross-sectional, Time series and Panel data.  Introduction to Time series Econometrics - Stationary and non-stationary data, tests of stationarity, transformation of non-stationary data to stationary data.  Data handling using Eviews – Raw data and log values and data differencing.	10	17
II	Classical Linear Regression Model (CLRM) - assumptions and estimations. OLS estimators, testing of hypothesis, $R^2$ and adjusted $R^2$ and model selection. Regression versus causation and Regression versus Correlation. Critical evaluation of CLRM – Regression Diagnostic using Multicollinearity, Heteroscedasticity & Autocorrelation	10	18
III	Multiple Regression Analysis – OLS estimators & properties, variances and standard errors and maximum likelihood estimators, hypothesis testing and selection of model.  Examples of CLRM and multiple regression using Eviews	10	18
IV	Economic Forecasting – Mean modelling using ARIMA,	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_Elective

Subject Name: Econometrics (E)

Subject Code: 4539286

With effective  
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	Volatility modelling using ARCH / GARCH.  Co-integration models- VAR and Causality. Application of models in E-views		
V	<b>Application:</b> Assignments and Small projects on studying the relationship between various economic indicators and variables of stock markets, Mean and Variance modelling of selected time series, Co-integration and causality between various selected variables. Econometric modelling of sales and profitability of any selected company.	---	(30 Marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Experts from industry in can be invited frequently to share practical knowledge.

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Damodar N. Gujarati and Sangeetha	Basic Econometrics	McGraw Hill	2017 / 5 <sup>th</sup>
2	Dimitrios Asteriou, Stephen G. Hall	Applied Econometrics	Palgrave Macmillan	Latest Edition
3	Damodar Gujarati	Econometrics by Example	Palgrave Macmillan	2014 / 2 <sup>nd</sup>
4	G. S. Maddala, Kajal Lahiri	Introduction to Econometrics	Wiley	2012 / 4 <sup>th</sup>
5	Sankar Kumar Bhaumik	Principles of Econometrics: A Modern approach using Eviews	Oxford	2015
6	Jeffrey Wooldridge M.	Introductory Econometrics : A Modern Approach	Cengage Learning	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.



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Econometrics (E)

Subject Code: 4539286

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## 7. List of Journals / Magazines / Periodicals / Newspapers / e-resources, etc.

1. Journal of Applied Econometrics
2. Journal of Computational Economics and Econometrics
3. Journal of Econometrics
4. Econometrica
5. Journal of Economics and Finance
6. International Journal of Economics and Finance
7. Indian journal of Finance, Finance India, Economic Times, etc.

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Digital and Social Media Marketing (DSMM)

Subject Code: 4539287

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"> <li>• <i>Evaluate</i> and <i>apply</i> key concepts related to digital marketing including consumer behaviour, online marketing communications, and social media marketing.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> digital marketing strategies specific to marketing needs and <i>integrate</i> them in the overall marketing plan.</li> <li>• <i>Compile</i> reports on the effectiveness of the digital marketing plans and <i>interpret</i> them from various perspectives.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the best practices in digital marketing field across various markets.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> and <i>debate</i> the privacy, security, content and ethicality issues associated with digital and social media platforms.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Elaborate and justify</i> the objectives of digital campaigns to the internal team as well as external agencies for better campaign development.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Create</i> a social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539287	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Evaluate</i> and <i>apply</i> key concepts related to digital marketing including consumer behaviour, online marketing communications, and social media marketing.	3	1	2	1	1	-	1	1	3
LO2: <i>Formulate</i> digital marketing strategies specific to marketing needs and <i>integrate</i> them in the overall marketing plan.	2	3	3	1	1	1	1	1	1
LO3: <i>Compile</i> reports on the effectiveness of the digital marketing plans and <i>interpret</i> them from various perspectives.	2	2	3	1	-	2	-	-	2
LO4: <i>Assess</i> the best practices in digital marketing field across various markets.	2	2	1	2	3	1	-	2	3
LO5: <i>Discuss</i> and <i>debate</i> the privacy, security, content and ethicality issues associated	1	1	1	2	-	1	3	1	1



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Subject Class: Functional\_ Elective**  
**Subject Name: Digital and Social Media Marketing (DSMM)**  
**Subject Code: 4539287**

With effective  
from academic  
year 2018-19

with digital and social media platforms.									
LO6: <i>Elaborate and justify</i> the objectives of digital campaigns to the internal team as well as external agencies for better campaign development.	3	1	2	3	1	2	-	1	1
L07: <i>Create</i> a social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.	3	1	1	3	1	3	1	2	3

**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	<b>Introduction to Digital Marketing:</b> <ul style="list-style-type: none"> <li>• Evolution of Digital Marketing from traditional to modern era, Role of Internet</li> <li>• Current trends</li> <li>• Info-graphics, implications for business &amp; society</li> <li>• Emergence of digital marketing as a tool</li> <li>• Drivers of the new marketing environment</li> <li>• Digital marketing strategy</li> <li>• P.O.E.M. framework</li> <li>• Digital landscape</li> <li>• Digital marketing plan</li> <li>• Digital marketing models.</li> </ul>	10	17
II	<b>Internet Marketing and Digital Marketing Mix:</b> <ul style="list-style-type: none"> <li>• Internet Marketing, opportunities and challenges</li> <li>• Digital marketing framework</li> <li>• Digital Marketing mix</li> <li>• Impact of digital channels on IMC</li> </ul> <b>Search Engine Advertising:</b> <ul style="list-style-type: none"> <li>• Pay for Search Advertisements</li> <li>• Ad Placement, Ad Ranks</li> <li>• Creating Ad Campaigns</li> <li>• Campaign Report Generation</li> </ul> <b>Display marketing:</b> <ul style="list-style-type: none"> <li>• Types of Display Ads</li> </ul>	10	18





**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Subject Class: Functional\_ Elective  
Subject Name: Digital and Social Media Marketing (DSMM)  
Subject Code: 4539287

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	<ul style="list-style-type: none"><li>• Buying Models<ul style="list-style-type: none"><li>○ Cost per Click (CPC), Cost per Milli (CPM), Cost per Lead (CPL), Cost per Acquisition (CPA).</li></ul></li><li>• Programmable Digital Marketing</li><li>• Analytical Tools</li><li>• YouTube marketing</li></ul>		
III	<p><b>Social Media Marketing – Role of Influencer Marketing, Tools &amp; Plan:</b></p> <ul style="list-style-type: none"><li>• Introduction to social media platforms</li><li>• Penetration &amp; characteristics</li><li>• Building a successful social media marketing strategy</li></ul> <p><b>Facebook Marketing:</b></p> <ul style="list-style-type: none"><li>• Business through Facebook Marketing,</li><li>• Creating Advertising Campaigns, Adverts</li><li>• Facebook Marketing Tools</li></ul> <p><b>Linkedin Marketing:</b></p> <ul style="list-style-type: none"><li>• Introduction and Importance of Linkedin Marketing</li><li>• Framing Linkedin Strategy</li><li>• Lead Generation through Linkedin</li><li>• Content Strategy</li><li>• Analytics and Targeting</li></ul> <p><b>Twitter Marketing:</b></p> <ul style="list-style-type: none"><li>• Introduction to Twitter Marketing</li><li>• How twitter Marketing is different than other forms of digital marketing</li><li>• Framing content strategy</li><li>• Twitter Advertising Campaigns</li></ul> <p><b>Instagram and Snapchat:</b></p> <ul style="list-style-type: none"><li>• Digital Marketing Strategies through Instagram and Snapchat</li></ul> <p><b>Introduction to social media metrics</b></p>	10	18
IV	<p><b>Mobile Marketing:</b></p> <ul style="list-style-type: none"><li>• Mobile Advertising</li><li>• Forms of Mobile Marketing</li><li>• Features, Mobile Campaign Development</li><li>• Mobile Advertising Analytics</li></ul> <p><b>Introduction to SEO, SEM, Web Analytics, Trends in Digital Advertising:</b></p> <ul style="list-style-type: none"><li>• Introduction and need for SEO</li><li>• How to use internet &amp; search engines</li><li>• Search engine and its working pattern</li></ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Digital and Social Media Marketing (DSMM)

Subject Code: 4539287

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	<ul style="list-style-type: none"> <li>On-page and off-page optimization, SEO Tactics</li> <li>Introduction to SEM</li> </ul> <p><b>Web Analytics:</b></p> <ul style="list-style-type: none"> <li>Google Analytics &amp; Google AdWords</li> <li>Data collection for web analytics, multichannel attribution, Universal analytics, Tracking code</li> </ul> <p><b>Trends in digital advertising.</b></p>		
V	<p><b>Application:</b> A group of two students (Maximum) has to work on creating an advertising campaign through any form of digital marketing viz: Mobile Marketing, Twitter Marketing, Facebook Marketing, LinkedIn Marketing, Instagram or Snapchat Marketing. The student/s should work on creating the campaign, running the campaign, presenting the results of the campaign in terms of Lead Generation and / or sales and / or web analytics.</p>	---	(30 Marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Experts from industry in can be invited frequently to share practical knowledge.

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Seema Gupta	Digital Marketing	Mc-Graw Hill	2017 / 1 <sup>st</sup>
2	Ian Dodson	The Art of Digital Marketing	Wiley	2016 / 1 <sup>st</sup>
3	Vandana Ahuja	Digital Marketing	Oxford University Press	2016 / 1 <sup>st</sup>
4	Puneet Singh Bhatia	Fundamentals of Digital Marketing	Pearson	2017 / 1 <sup>st</sup>
5	Philip Kotler	Marketing 4.0: – Moving from Traditional to Digital	Wiley	2016 / 1 <sup>st</sup>



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Subject Class: Functional\_ Elective**  
**Subject Name: Digital and Social Media Marketing (DSMM)**  
**Subject Code: 4539287**

**With effective  
from academic  
year 2018-19**

6	Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts	Social Media Marketing: A Strategic Approach	Cengage	2016 / 2 <sup>nd</sup>
7	Ward Hanson, Kirthi Kalyanam	Internet Marketing & e- Commerce	Cengage	Latest Edition
8	Mary Lou Roberts, Debra Zahay	Internet Marketing: Integrating Online & Offline Strategies	Cengage	2012 / 3 <sup>rd</sup>
9	Dr. Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition
10	Prof. Nitin C. Kamat, Mr. Chinmay Nitin Kamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	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 / Magazines / Periodicals / Newspapers / e-resources, etc.**

- 1 Journal of Digital and Social Media Marketing
- 2 Journal of Direct, Data and Digital Marketing Practice
- 3 <https://learndigital.withgoogle.com/digitalunlocked/>
- 4 <https://digitalskills.fb.com/en-in/>
- 5 <https://www.hubspot.com/digital-marketing>
- 6 <http://www.afaqs.com/>
- 7 <https://www.linkedin.com/learning/>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Digital Innovation and Transformation (MDIT)

Subject Code: 4539288

With effective  
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year 2018-19

## 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"> <li>• <i>Explain</i> the concepts of digitization and how these are related to solve current and future challenges linked to digital change.</li> <li>• <i>Evaluate</i> the probable impact of future IT innovations</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Create</i> technological innovative solutions for critical business problems</li> <li>• <i>Integrate</i> the business processes and technology to gain competitive advantage.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> reasonable knowledge of the most advanced and practical digital transformation frameworks across the world.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Design</i> solutions to solve social issues through digital innovations</li> <li>• <i>Develop</i> a conscience to safeguard ethical concerns while adopting digital innovations.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the needs of the system and clearly communicate the proposed changes through collaborative and participative communication</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> qualities to lead teams for transforming organizations through digital innovations.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539288	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Explain</i> the concepts of digitization and how these are related to solve current and future challenges linked to digital change.	3	3	1	1	1	1	-	-	2
LO2: <i>Evaluate</i> the probable impact of future IT innovations	3	3	2	1	2	-	-	1	3
LO3: <i>Create</i> technological innovative solutions for critical business problems	2	3	3	-	1	2	1	2	2
LO4: <i>Integrate</i> the business processes and technology to gain competitive advantage.	2	3	3	2	2	1	-	2	3
LO5: <i>Illustrate</i> reasonable knowledge of the most advanced and practical digital transformation frameworks across the world.	2	3	1	1	3	2	-	1	2
LO6: <i>Design</i> solutions to solve	2	2	3	-	1	-	2	3	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Digital Innovation and Transformation (MDIT)

Subject Code: 4539288

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social issues through digital innovations									
LO7: Develop a conscience to safeguard ethical concerns while adopting digital innovations.	2	2	3	2	-	3	3	1	3
LO8: Assess the needs of the system and clearly communicate the proposed changes through collaborative and participative communication	1	2	3	3	-	2	-	1	1
LO9: Develop qualities to lead teams for transforming organizations through digital innovations.	3	2	3	1	1	3	-	2	3

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><b>Introduction to Digital Innovation:</b></p> <ul style="list-style-type: none"> <li>Digital Innovation</li> <li>Different Perspectives of digitization</li> <li>Strategic Challenges of Digital Innovation and Transformation</li> <li>Reaping Value From Digitalization - Untapped Opportunities, Digital Platforms</li> </ul> <p><b>Understanding Transformation:</b></p> <ul style="list-style-type: none"> <li>Business process transformation</li> <li>Product or service digitization</li> <li>Customer engagement and experience</li> <li>Ecosystem and business model</li> <li>IT delivery and transformation</li> <li>Digital disruption</li> <li>Technological developments leading to digital innovation- Artificial Intelligence, Machine Learning, IOT, Blockchain, Social computing</li> </ul>	10	17
II	<p><b>Strategic Management of Technology and Innovation:</b></p> <ul style="list-style-type: none"> <li>Technological innovation and business strategy</li> <li>Managing disruptive innovations and technological transitions</li> <li>The Technology S-Curve and its implications on IS strategies</li> <li>Innovation strategies, and their implementation</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Digital Innovation and Transformation (MDIT)

Subject Code: 4539288

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	<ul style="list-style-type: none"> <li>Online business models – technology mediated platform networks</li> </ul>		
III	<p><b>Designing Information Capabilities for Competitive Advantage:</b></p> <ul style="list-style-type: none"> <li>IT Capability and firms Competitive advantage</li> <li>Value chain network</li> <li>Dynamic integration of business processes and technology</li> <li>Impact of IT on operating models</li> <li>Impact of IT on innovation and decision-making within firms</li> <li>Technology marketing</li> </ul>	10	18
IV	<p><b>Challenges in the digital economy:</b></p> <ul style="list-style-type: none"> <li>Organization and cultural issues - building and managing a virtual organization</li> <li>Management challenges of networked business</li> <li>Role of leadership and management.</li> </ul> <p><b>Managing Transformation:</b></p> <ul style="list-style-type: none"> <li>Cloud computing</li> <li>Change management</li> <li>Process reengineering</li> <li>Testing and training</li> <li>Governance and communications</li> </ul>	10	17
V	<p><b>Practical:</b> Case studies like Reliance industries, Amazon, Google, Examples from Media and entertainment/ Healthcare / Financial Service industry</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:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Digital Innovation and Transformation (MDIT)

Subject Code: 4539288

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## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Joe Peppard & John Ward	The Strategic Management of Information Systems: Building a Digital Strategy	Wiley	2016 / 4 <sup>th</sup>
2	Robert D. Galliers, Dorothy E. Leidner (Eds)	Strategic Information Management Challenges and Strategies in Managing Information Systems	Routledge	Latest Edition
3	Michael Lewrick, Patrick Link, LaryLeifer	The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Business and Ecosystems.	Wiley	2018 / 1 <sup>st</sup>
4	Neil Perkin, Peter Abraham	Building the Agile Business through Digital Transformation	Kogan Page	2017 / 1 <sup>st</sup>
5	Andrew Wood	Digital Transformation: Strategy and Tactics	Amazon Digital	2015

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. Digital Innovation and Strategic Transformation
2. International Journal of Innovation and Technology Management
3. International Journal of Business Innovation and Research

## 8. Suggested Readings

- Vrande, Vareska Van de; Vanhaverbeke, Wim; Gassmann, Oliver, Broadening the scope of open innovation: past research, current state and future directions, International Journal of Technology Management, Volume 52, Numbers 3-4, 11 October 2010, pp. 221-235(15). Inderscience Publishers
- Christopher M. McDermotta, , and Gina Colarelli O'Connor, Managing radical innovation: an overview of emergent strategy issues, Journal of Product Innovation Management, Volume 19, Issue 6, November 2002, Pages 424-438. Elsevier.
- Chidamber, Shyam R; Kon, Henry B, A research retrospective of innovation inception and success: the technology-push, demand-pull question, International Journal of Technology Management, Volume 9, Number 1, 23 May 2009 , pp. 94-112(19). Inderscience Publishers
- Michael D Williams, Yogesh K Dwivedi, BanitaLal and Andrew Schwarz Contemporary trends and issues in IT adoption and diffusion research, Journal of Information Technology (2009) 24, 1-10; 20 January 2009.



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Retailing and Franchising (R & F)

Subject Code: 4539291

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"> <li>• <i>Comprehend</i> retailing's role in society and, conversely, society's impact on retailing.</li> <li>• <i>Interpret</i> the implications of various retail sub-strategies on the overall success of retailing venture.</li> <li>• <i>Describe</i> the characteristics of the local retailing and franchising environment for a given retail business.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Propose</i> store layout &amp; design strategies and business processes that are best suited to a given retail business.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>List</i> the main authorities, legislation, regulations and institutions that deal with consumer rights in India.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> how to communicate effectively with customers during the sales process.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Build</i> strong human resource capabilities in the team so that they remain highly motivated, efficient and innovative.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539291	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Comprehend</i> retailing's role in society and, conversely, society's impact on retailing.	3	2	2	1	2	-	-	1	2
LO2: <i>Interpret</i> the implications of various retail sub-strategies on the overall success of retailing venture.	2	2	2	-	-	1	-	2	2
LO3: <i>Describe</i> the characteristics of the local retailing and franchising environment for a given retail business.	2	2	1	3	-	2	-	1	1
LO4: <i>Propose</i> store layout & design strategies and business processes that are best suited to a given retail business.	2	2	3	1	1	2	2	3	1
LO5: <i>Analyze</i> operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.	1	1	3	-	3	2	-	1	1
LO6: <i>List</i> the main authorities, legislation, regulations and institutions that deal with consumer rights in India.	2	1	-	-	-	1	3	1	1
LO7: <i>Demonstrate</i> how to	1	1	1	3	-	1	1	1	1





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Retailing and Franchising (R & F)

Subject Code: 4539291

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communicate effectively with customers during the sales process.									
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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 Retailing, Global and Indian Retail Scenario, types of retail formats (store and non-store), multi-channel and Omni channel retailing, retail market strategy.	10	18
II	Retail locations, Site selection, Retailing Merchandising Planning and Procurement, Category management, Private Labels / Store Brands as a strategy tool.	10	18
III	Store layout, design and visual merchandising, Store atmospherics, customer service, Managing Human Resource as a key to store management.	10	17
IV	Introduction to franchising, advantages and disadvantages of franchising to franchisee and franchisor, types of franchises, Franchise agreement and Franchise Disclosure Document, Risks in franchising, Indian and global franchising scenario	10	17
V	<b>Practical:</b> Students have to visit retail store(s) and identify the retail management strategies and tactics adopted in that store.	---	(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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

6. **Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Levy, Barton Weitz, Dhruv Grewal	Retail Management	McGraw Hill	10 <sup>th</sup> edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Retailing and Franchising (R & F)

Subject Code: 4539291

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2	Barry R. Berman, Joel Evans	Retail Management: A strategic approach	Pearson	12 <sup>th</sup> (2013)
3	Gibson G. Vedamani	Retail Management	Pearson	Latest Edition
4	Manish Sidhpuria	Retail Franchising	Tata McGraw Hill	Latest
5	J.K. Nayak, Prakash C. Dash	Retail Management	Cengage	1 <sup>st</sup> (2017)
6	Swapna Pradhan	Retailing Management – Text and Cases	McGraw Hill	Latest Edition
7	Swati Bhalla, Anuraag S.	Visual Merchandising	TMH	Latest
8	Katrandjiev Hristo, Velinov Ivo	Online visual merchandising	Lambert	Latest
9	Joel Libava	Become a Franchise Owner	Wiley	Latest
10	James R Carver, Patrick M. Dunne, Robert F. Lusch	Retailing	Cengage	8 <sup>th</sup> (2014)
11	Dr. A. Mustafa	Retail Management	Himalaya	1 <sup>st</sup> (2013)

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. The Journal of Business and Retail Management Research
2. Retailer (magazine)
3. STOrai (magazine)
4. [www.rai.net.in](http://www.rai.net.in) – website of Retailers Association of India
5. [www.indiaretailing.com](http://www.indiaretailing.com)
6. For FDD and Franchise Agreement, kindly refer FDD or franchise agreement of any major global franchise chain



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> 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"> <li>• <i>Describe</i> and <i>explain</i> the interrelationship among financial markets, financial services, financial instruments and financial institutions.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> the salient features of various financial products, services and instruments.</li> <li>• <i>Discuss</i> the purposes of the money, capital, derivatives, and international markets and their instruments.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Consider</i> the practical implications of global events on the day-to-day operation of a financial services company.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the applicability of code of conduct prescribed by financial regulatory bodies.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the role and the benefits of financial intermediaries.</li> <li>• <i>Describe</i> and <i>elaborate</i> about financial instruments and their role in financial planning.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Compile</i> a detailed report on the functioning of a given financial market or service.</li> </ul>

## 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	-	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Financial Markets and Services

Subject Code: 4539292

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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><b>Introduction to Financial Services:</b> Meaning, Characteristics, Distinctiveness and Classification of Financial Services.</p> <p><b>Introduction to Indian Financial System</b> 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><b>Types of Financial Markets</b> <i>Money Market</i> and Instruments, <i>Capital Market:</i> Primary and Secondary Market, Overview of Foreign Exchange Market</p> <p><b>Regulation of Financial System:</b> 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><b>Banking: Introduction to Banking Structure</b></p> <p><b>NBFCs:</b> Types and Overview of regulations for NBFCs in India</p> <p><b>Specialized Financial Services</b> – Microfinance, Venture Capital, Private Placement, Private Equity, Securitization &amp; Asset Reconstruction Company. Overview of Credit Information Reporting.</p>	10	17
IV	<b>Mutual Fund:</b> Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Financial Markets and Services

Subject Code: 4539292

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	<b>Crowdfunding:</b> Concept of crowdfunding, types of crowdfunding platforms, crowdfunding in India. Basics of Crypto currency		
V	<b>Practical:</b> 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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

#### 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 <sup>th</sup>
3	K Sasidharan, Alex K Mathews	Financial Services & System	McGraw Hill	2008
4	M Y Khan	Financial Services	McGraw Hill	2015 / 8 <sup>th</sup>
5	M Y Khan	Indian Financial Systems	McGraw Hill	2017 / 10 <sup>th</sup>
6	E. Gordon & K. Natarajan	Financial Markets & Services	Himalaya Publication	2016 / 10 <sup>th</sup>
7	L M Bhole, JitendraMahakud	Financial Institution and Markets	McGraw Hill	2017 / 6 <sup>th</sup>
8	Sujatra Bhattacharyya	Indian Financial System	Oxford	2017 / 1 <sup>st</sup>

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.



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**Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester**  
**Subject Name: Financial Markets and Services**  
**Subject Code: 4539292**

**With effective  
from academic  
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

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# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Management of Industrial Relations and Labour Laws (MIRLL)

Subject Code: 4539293

With effective  
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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"> <li>Discuss and analyze requirement of labor laws and the different mechanisms of addressing disputes, grievances and workers' welfare.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate solutions to the issues of grievance handling, disputes and labor management practices in India.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Evaluate emerging labor laws and labor welfare practices across the world.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Explain the need of labor welfare practices and administration for peaceful Industrial relation.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Explain and discuss different provisions of labor laws as well as norms which are to be followed as mandated to employees; particularly while handling disciplinary issues, grievance or dispute as well as legal compliance.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Outline important aspects of how to build team work among the labor and formulate collective bargaining techniques.</li> <li>Reflect on different legal provisions and their importance in maintaining Industrial relation.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539293	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Discuss and analyze requirement of labor laws and the different mechanisms of addressing disputes, grievances and workers' welfare.	3	3	2	2		1	1		2
LO2: Evaluate solutions to the issues of grievance handling, disputes and labor management practices in India.	2	3	3	2		2	1	1	2
LO3: Evaluate emerging labor laws and labor welfare practices across the world.	2	2	3	1		1			2
LO4: Explain the need of labor welfare practices and administration for peaceful Industrial relation.	2	2		2		1	2	-	1
LO5: Explain and discuss different provisions of labor laws as well as norms which are to be followed as mandated to employees	1	1		2		1	2		3



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Management of Industrial Relations and Labour Laws (MIRLL)

Subject Code: 4539293

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particularly while handling disciplinary issues, grievance or dispute as well as legal compliance.									
LO6: <i>Outline</i> important aspects of how to build team work among the labor and formulate collective bargaining techniques.	1	-	1	2	-	3	2	1	2
LO7: <i>Reflect</i> on different legal provisions and their importance in maintaining Industrial relations.	1	1	2	2		3			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	<p><b>Labour Laws:</b></p> <ul style="list-style-type: none"> <li>Nature and Need</li> <li>Objectives and Principles of Labour Laws</li> <li>Social Justice</li> <li>Fundamental Rights</li> <li>Directive Principles</li> <li>Judicial Activism and Labour Welfare in India</li> <li>Impact of Liberalization and Globalization</li> <li>Labour Policy of India</li> </ul> <p><b>Labour Welfare:</b></p> <ul style="list-style-type: none"> <li>Meaning, Definition, Scope</li> <li>Theories, Principle &amp; Approaches</li> <li>Statutory &amp; Non-Statutory labour welfare</li> <li>Intra Mural – Extra Mural</li> <li>Agencies of labour Welfare               <ul style="list-style-type: none"> <li>State, Employer, Trade Unions, Voluntary Agencies.</li> </ul> </li> </ul> <p><b>Industrial Employment Standing Order Act, 1946:</b></p> <ul style="list-style-type: none"> <li>Introduction, Objectives</li> <li>Definitions</li> <li>Model Standing Orders</li> <li>Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance</li> <li>Offences and penalties</li> </ul>	12	18
II	<p><b>Factories Act, 1948:</b></p> <ul style="list-style-type: none"> <li>Objectives, definitions</li> </ul>	8	18





	<ul style="list-style-type: none"><li>• Provisions regarding<ul style="list-style-type: none"><li>○ Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties</li></ul></li></ul> <p><b>Contract Labor (Regulation &amp; Abolition) Act, 1970:</b></p> <ul style="list-style-type: none"><li>• Application, Establishments</li><li>• Definitions, jurisdiction of government</li><li>• Central and State advisory boards</li><li>• Registration of establishments and licensing of contractors</li><li>• Prohibition of employment of contract labor</li><li>• Welfare and health of contract labor</li><li>• Liabilities of the Principal employer</li><li>• Inspecting Staff, offences and penalties, etc.</li></ul> <p><b>The Child Labour (Prohibition and Regulation) Act, 1986:</b></p> <ul style="list-style-type: none"><li>• Object and Scope; Definition;</li><li>• Prohibition of employment of children in certain occupations and processes</li><li>• Regulation of Conditions of Work of Children Weekly holidays</li><li>• Notice to Inspector; Maintenance of register; Display of notice</li><li>• Penalties</li></ul>		
<b>III</b>	<p><b>Apprentice Act, 1961:</b></p> <ul style="list-style-type: none"><li>• Statements of objects</li><li>• Period of apprenticeship training</li><li>• Essential ingredient of contract of apprenticeship</li><li>• Registration of contract of apprenticeship</li><li>• Obligations of apprentices</li><li>• Hours of work, leave, violation of the act of an employee</li><li>• Termination of apprenticeship contract</li><li>• Stipend to the apprentices</li></ul> <p><b>Industrial Disputes Act, 1947:</b></p> <ul style="list-style-type: none"><li>• Introduction, Objectives, Definitions</li><li>• Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Tribunal, National Tribunal</li><li>• Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure</li></ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Management of Industrial Relations and Labour Laws (MIRLL)

Subject Code: 4539293

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	<ul style="list-style-type: none"> <li>Offences and penalties, unfair labor practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment.</li> </ul>		
IV	<p><b>Workers' Participation in Management:</b></p> <ul style="list-style-type: none"> <li>Concept, Objectives, evolution</li> <li>Statutory and Non-Statutory Forms of WPM</li> <li>Level of WPM</li> <li>Assessment of WPM in India</li> <li>Necessary conditions for effective working of WPM</li> </ul> <p><b>Discipline:</b></p> <ul style="list-style-type: none"> <li>Meaning and definitions, Characteristics</li> <li>Objectives of discipline</li> <li>Code of Discipline               <ul style="list-style-type: none"> <li>Disciplinary proceedings - procedure for disciplinary action - Misconduct - Charge sheet - service of charge sheet - power to suspend pending enquiry - procedure to conduct a Domestic Enquiry -Report of the enquiry officer - punishment intervention by a tribunal.</li> </ul> </li> </ul> <p><b>Grievance Handling:</b></p> <ul style="list-style-type: none"> <li>Meaning, definition, Causes</li> <li>Importance of grievance handling</li> <li>Formal Grievance handling mechanism</li> </ul> <p><b>Sexual harassment of women in workplace:</b></p> <ul style="list-style-type: none"> <li>Nature of problem</li> <li>Supreme Court's guidelines on this issue.</li> </ul>	10	17
V	<p><b>Practical:</b> Student should study at least one of the above mentioned or related Industrial Law / Act as applied in any one Company / SME in above mentioned areas Students can make presentations on the major strikes which happened in India (Maruti, etc)</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:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	10 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	P K Padhi	Labour and Industrial Laws	PHI	Latest Edition.
2	C S VenkataRatnam N.D.Kapoor	Industrial Relations Handbook of Industrial Law	Oxford Sultan Chand & Sons	Latest Edition
3	B D Singh	Industrial Relations and Labour Laws	Excel	Latest Edition
4	Mamoria	Dynamics of Industrial Relations	Himalaya	Latest Edition
5	SC Srivastava	Industrial Relations and Labour Laws	Vikas	Latest Edition
6	B D Singh	Industrial Relations- Emerging paradigms	Excel	Latest Edition
7	AM Sarma	Industrial Relations- Conceptual & legal framework	Himalaya	Latest Edition
8	G M Kothari,	A Study of Industrial Law	Wahdwa Publication	Latest Edition
9	H.L.Kumar	Laws Everyone should know+	Universal law Publishing.	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. Journal of Management of Industrial Relations, Human Capital
2. e-bulletin : Available on ICSI website - [www.icsi.edu](http://www.icsi.edu)
3. Chartered Secretary: The ICSI, New Delhi-110 003. (Monthly)
4. All India Reporter: All India Reporter Ltd., Congress Nagar, Nagpur D.O. Sethi J: Commentaries of Industrial Disputes Act, 1947. Vol., 1& 2, Law Publishing House, Allahabad. 6. K.D. Srivatsava : The Law of Industrial Disputes.
5. ILL: Labour Law and Labour relations Cases and Materials, (Edited by Anand Prakash. S.C. Srivatsava, P. Kalpakam), N.M.Tripati Pvt. Ltd , Bombay

## Articles Recommended:

- Recommended Readings Indian Institute of Personal Management:
- Personal Management in India. India Industrial of Management: Readers in Personal Management.
- Pigors and Sayles: Personnel Administration.
- Strauss and Sayles: Personal, Human problems of management Daver, R.S.: A Guide to Job Analysis, Basie, London.



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- Boydell, T.E.: A Guide to Job Analysis, BACEL, London
- Ghosh, P.: Personal Management.
- Report of the national commission on Labor 1969 of Personal Management.
- Journal of Indian Institute of Personal Management, Calcutta
- Industrial Relation: Journal of the Shri Ram Institute of Industrial Relation, New Delhi.
- Indian Labour Journal,
- Central Labour Bureau, Simla. Kapoor, T.N.: Personal Management and Industrial Relation in India.
- Paradigm Shift of Industrial Relations In INDIA by Dr. Anupriyo Malik.

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Tourism and Hospitality Management (THM)

Subject Code: 4539294

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## 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"> <li>• <i>Discuss</i> the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Anticipate</i> the likely challenges in managing the business and <i>design</i> adequate strategic responses to overcome them.</li> <li>• <i>Maximize</i> on the new opportunities created by the challenges posed due to every changing business environment specific to the industry.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.</li> <li>• <i>Interpret</i> the global standards laid down by various national and international agencies in the area of tourism and hospitality and <i>recommend</i> appropriate strategies to continuously adopt the changing standards while conducting business.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Propose</i> an ecosystem for inducting the ethical code of conduct while developing tourism business strategies which result in the economic and social upliftment of people and environment protection in different destinations.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Prepare</i> a marketing communication for tourism and hospitality unit.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Design</i> policies and processes for better people and resource management in a real or hypothetical hospitality unit.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539294	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Discuss</i> the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.	3	3	1	2	3	-	1	1	3
LO2: <i>Anticipate</i> the likely challenges in managing the business and design adequate strategic responses to overcome them.	2	2	2	-	1	2	-	1	2
LO3: <i>Maximize</i> on the new opportunities created by the challenges posed due to every changing business	2	2	1	1	3	1	-	1	1



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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Subject Name: Tourism and Hospitality Management (THM)

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environment specific to the industry.									
LO4: <i>Discuss</i> the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.	1	2	-	2	3	-	-	-	2
LO5: <i>Interpret</i> the global standards laid down by various national and international agencies in the area of tourism and hospitality and <i>recommend</i> appropriate strategies to continuously adopt the changing standards while conducting business.	1	3	2	-	3	1	1	1	-
LO6: <i>Propose</i> an ecosystem for inducting the ethical code of conduct while developing tourism business strategies which result in the economic and social upliftment of people and environment protection in different destinations.	2	1	1	1	1	1	3	-	-
LO7: <i>Prepare</i> a marketing communication for tourism and hospitality unit.	2	1	-	3	-	-	-	2	1
LO8: <i>Design</i> policies and processes for better people and resource management in a real or hypothetical hospitality unit.	2	-	2	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	<b>Fundamentals of Tourism as an Industry</b> <ul style="list-style-type: none"> <li>• Definition and Concept</li> <li>• Phases of Tourism</li> <li>• Components of Tourism</li> <li>• Why do People Travel &amp; Tourist Destinations</li> <li>• Tourism Infrastructure</li> <li>• Constituents of Tourism Industry</li> <li>• Major Trends (Past, Present and Future)</li> </ul>	10	17



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

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	<ul style="list-style-type: none"> <li>Types of Tourism &amp; Its various forms</li> <li>India as a tourist place</li> <li>Global Scenario of the industry</li> </ul>		
II	<p><b>Tourism Products</b></p> <ul style="list-style-type: none"> <li>Elements of Tourism Product &amp; Characteristics</li> <li>Tourism Product Life Cycle</li> </ul> <p><b>Tourism Services</b></p> <ul style="list-style-type: none"> <li>Travel Agencies &amp; their roles</li> <li>Types of Travel Agencies</li> <li>Tour Operators &amp; their roles</li> <li>Differences between travel agency and tour operator</li> <li>Role of Other Agencies in Tourism viz. UNWTO (World Tourism Organization), IATO, TAAI, FHRAI, IHA, IATA</li> </ul> <p><b>Global Code of Ethics for Tourism</b></p>	10	18
III	<p><b>Hospitality Industry Overview</b></p> <ul style="list-style-type: none"> <li>Origin, Nature &amp; Importance</li> <li>Organizational Structure &amp; Management of various types of hotels</li> </ul> <p><b>Star Categories of Hotels</b></p> <ul style="list-style-type: none"> <li>Grading Systems and Criteria</li> </ul> <p><b>Classification of Hotels</b></p> <ul style="list-style-type: none"> <li>Basis of Classification &amp; Checklist</li> </ul>	10	18
IV	<p><b>Hotels &amp; Restaurants Operations</b></p> <ul style="list-style-type: none"> <li>Departments of a Hotel &amp; Coordination between them</li> <li>Hotels Revenue Centres and Cost Centres</li> <li>Food and Beverages Operations</li> <li>Housekeeping, Front Office &amp; Reservation Management, Room Servicing</li> </ul> <p><b>Event Management:</b></p> <ul style="list-style-type: none"> <li>MICE (Meetings, Incentives, Conventions, Exhibitions), Business Events and Functions etc.</li> <li>Event Planning and Organizing</li> <li>Site &amp; Infrastructure Management</li> <li>Human Resource Planning</li> <li>Crisis Management</li> <li>Event Marketing and Sponsorships</li> </ul>	10	17
V	<p><b>Practical</b></p> <p>Students can study the Current &amp; Future Trends in Hospitality and Tourism Industry.</p> <ul style="list-style-type: none"> <li>Tourism Promotions and Marketing.</li> <li>State / Country as a Tourism Product.</li> <li>Role and impact of online tour planning and booking companies.</li> <li>Changing policies and practices of hotels and tour operators to meet the real time needs of the</li> </ul>	---	(30 marks CEC)



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**Subject Code: 4539294**

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	<p>customers. Eg.) Hourly booking for hotel rooms and its management, customized packages etc.</p> <ul style="list-style-type: none"> <li>• Role of Government in enhancing tourism industry.</li> <li>• GST structure for different categories of hotels and restaurants.</li> </ul>		
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**4. Pedagogy:**

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations
- Experts from tourism and hospitality sector can be invited frequently to share practical knowledge.

**5. Evaluation:**

Students shall be evaluated on the following components:

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

**6. Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa	Hospitality and Tourism Management	Vikas Publishing House Pvt. Ltd	Latest Edition
2	Sudhir Andrews	Introduction to Tourism and Hospitality Industry	Tata McGraw Hill Publishing Co. Ltd.	Latest Edition
3	A. K. Bhatia	Event Management	Sterling Publishers Pvt. Ltd.	Latest Edition
4	John Walker	Introduction to Hospitality Management	Pearson Education	Latest Edition
5	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism: Operations and Management	Oxford University Press	Latest Edition
6	Charles R. Goeldner , J. R. Brent Ritchie	Tourism: Principles, Practices, Philosophies	John Wiley & Sons	Latest Edition
7	Pran Nath Seth	Successful Tourism: Volume I: Fundamentals of Tourism	Sterling Publishers Pvt. Ltd.	Latest Edition





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**Subject Name: Tourism and Hospitality Management (THM)**  
**Subject Code: 4539294**

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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 Tourism and Hospitality Management
2. [International Journal of Tourism and Travel](#)
3. Journal of Hospitality & Tourism Research
4. Tourism and Hospitality Research
5. Hospitality Review
6. Journal of Tourism & Hospitality
7. <http://www2.unwto.org/>
8. <http://tourism.gov.in/>

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4539295

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## 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"> <li>• <i>Explain</i> and discuss the importance of Social Media Analytics.</li> <li>• <i>Evaluate</i> effectiveness of different social media campaigns using various analytical tools.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Apply</i> appropriate analytic tools to a range of social media data sources.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Examine</i> how different industries across the globe are using social media analytics.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> unstructured data primarily textual comments - for sentiments expressed in them.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Present</i> a compelling argument for investment in social media in marketing budgets for a given plan.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the effectiveness of a campaign using Google Analytics.</li> <li>• <i>Evaluate</i> the effectiveness of a campaign using social media analytics.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539295	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Explain</i> and <i>discuss</i> the importance of Social Media Analytics	3	3	1	1	1	-	-	-	2
LO2: <i>Evaluate</i> effectiveness of different social media campaigns using various analytical tools	3	3	3	3	2	-	-	2	3
LO3: <i>Apply</i> appropriate analytic tools to a range of social media data sources..	3	3	3	2	1	-	-	-	3
LO4: <i>Examine</i> how different industries across the globe are using social media analytics.	3	3	3	2	3	1	-	2	3
LO5: <i>Analyze</i> unstructured data primarily textual comments - for sentiments expressed in them	3	3	2	2	1	-	2	-	-
LO6: <i>Present</i> a compelling argument for investment in social media in marketing budgets for a given plan.	3	3	3	3	3	2	-	3	2
LO7: <i>Evaluate</i> the effectiveness of a campaign using Google Analytics.	3	2	1	2	-	3	-	-	2
LO8: <i>Evaluate</i> the effectiveness of a campaign using social media analytics.	3	2	1	2	-	3	-	-	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4539295

With effective  
from academic  
year 2018-19

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	<b>Introduction to Social Media Analytics (SMA):</b> Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas  <b>Network fundamentals and models:</b> The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	10	18
II	<b>Making connections:</b> Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity.  <b>Web analytics tools and techniques:</b> Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis	10	18
III	<b>Facebook Analytics:</b> Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post-performance on FB, Use of Facebook Business Manager; Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc.	10	17
IV	Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification.  Applications in Advertising and Game Analytics (Use of tools like Unity30 / PyCharm).  Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.	10	17
V	<b>Practical:</b> Students should analyze the social media of any ongoing campaigns and present the findings.	---	(30 marks CEC)

### 4. Pedagogy:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4539295

With effective  
from academic  
year 2018-19

## 5. 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)

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Mathew Ganis, Avinash Koivrkar	Social Media Analytics	IBM Press	2015 / 1 <sup>st</sup>
2	Jim Sterne	Social Media Metrics	Wiley	Latest
3	Oliver Blanchard	Social Media ROI	Que Publishing	Latest
4	Marshall Sponder, Gorah F. Khan	Digital Analytics for Marketing	Routledge	2017 / 1 <sup>st</sup>
5	Marshall Sponder	Social Media Analytics	McGraw Hill	Latest
6	Tracy L. Tuten, Michael R. Solomon	Social Media Marketing	Sage	2018 / 3 <sup>rd</sup>
7	Gohar F. Khan	Creating Value With Social Media Analytics	CreateSpace Independent Publishing	2018 / 1 <sup>st</sup>
8	Alex Gonsalves	Social Media Analytics Strategy	Appress	2017 / 1 <sup>st</sup>

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. Indian Journal of Marketing
2. The Journal of Social Media in Society
3. Journal of Digital and Social Media Marketing
4. Social Media Marketing (Magazine)
5. Brand Equity – Economic Times
6. <https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics>
7. <https://analytics.facebook.com>
8. <https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html>
9. [https://www.jetbrains.com/pycharm/features/scientific\\_tools.html](https://www.jetbrains.com/pycharm/features/scientific_tools.html)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4539296

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"> <li>Identify and evaluate export or import opportunities in a specific sector / country.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Estimate problems / bottlenecks encountered for a given foreign trade opportunity and recommend relevant solutions to adapt for trade with a specific country or region.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Prepare a list of documents for export / import to a specific country for a specific sector.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Critically analyze malpractices and unethical practices adopted in invoicing, packaging, shipping and export orders.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Prepare Standard Operating Procedures for Quality Control and detailed export / import procedures.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Simulate an export / import order and create a detailed process involving all documentation and procedural aspects.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539296	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Identify and evaluate export or import opportunities in a specific sector / country.	3	2	2	-	3	2	-	2	2
LO2: Estimate problems / bottlenecks encountered for a given foreign trade opportunity and recommend relevant solutions to adapt for trade with a specific country or region.	2	1	2	-	2	2	-	2	2
LO3: Prepare a list of documents for export / import to a specific country for a specific sector.	2	2	-	1	2	1	-	1	1
LO4: Critically analyze malpractices and unethical practices adopted in invoicing, packaging, shipping and export orders.	1	2	2	-	1	1	3	1	1
LO5: Prepare Standard Operating Procedures for Quality Control and detailed export / import procedures.	1	1	1	3	1	-	1	-	1
LO6: Simulate an export /	3	1	1	3	1	3	1	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4539296

With effective  
from academic  
year 2018-19

import order and <i>create</i> a detailed process involving all documentation and procedural aspects.									
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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><b>Regulatory Framework Governing Exports and Imports:</b></p> <ul style="list-style-type: none"> <li>• Laws governing India's export-import (general provisions) <ul style="list-style-type: none"> <li>○ Foreign trade (Development and Regulation) Act, 1992</li> <li>○ Foreign trade (Development and Regulation) Amendment Bill, 2010.</li> <li>○ DGFT</li> <li>○ The Customs Act</li> <li>○ GST Act</li> </ul> </li> <li>• Export Inspection Council</li> <li>• Overview of Foreign Trade Policy (2015-2020) <ul style="list-style-type: none"> <li>▪ Legal basis and duration of FTP</li> <li>▪ Handbook of Procedures</li> <li>▪ E-IEC</li> <li>▪ General Provisions</li> <li>▪ EDI</li> <li>▪ Bonded Warehouses</li> <li>▪ Free exports</li> <li>▪ Objective of MEIS &amp; SEIS</li> <li>▪ Towns of Export Excellence</li> <li>▪ Specific Input-Output Norms (SION)</li> </ul> </li> </ul>	10	18
II	<p><b>INCO Terms</b></p> <p><b>Methods of Payment:</b></p> <ul style="list-style-type: none"> <li>• Open account, consignment, D/A, D/P</li> <li>• Letter of Credit (L/C)</li> </ul> <p><b>International Trade Documents:</b></p> <ul style="list-style-type: none"> <li>• Aligned Documentation System (ADS)</li> <li>• Proforma Invoice</li> <li>• Commercial Invoice</li> <li>• Packing List</li> <li>• Shipping Bill</li> <li>• Certificate of Origin</li> <li>• Consular Invoice</li> <li>• Certificate of Origin vs. Consular Invoice</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4539296

With effective  
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year 2018-19

	<ul style="list-style-type: none"><li>• Commercial Invoice vs. Consular Invoice</li><li>• Mate's Receipt</li><li>• Bill of Lading</li><li>• Mate's Receipt vs. Bill of Lading</li><li>• Guaranteed Remittance (GR) Form</li><li>• Bill of Exchange</li><li>• Airway Bill</li><li>• Import Documents</li></ul> <p><b>Role of Customs House Agent, Freight forwarders and Shipping Agents (in brief).</b></p>		
III	<p><b><u>Export Procedure:</u></b></p> <ul style="list-style-type: none"><li>• Registration Procedure</li><li>• Pre-shipment Procedure</li><li>• Shipment Procedure</li><li>• Post-shipment Procedure (Realization of Export Proceeds)</li><li>• Excise Clearance for Exportable Goods / GST provisions</li></ul> <p><b>Quality Control and Pre-shipment Inspection</b></p> <ul style="list-style-type: none"><li>• Objectives of Quality Control and Pre-shipment Inspection</li><li>• Methods of Quality Control and Pre-shipment Inspection</li><li>• Procedure for Pre-shipment Inspection</li><li>• Procedure for Shipping and Customs Clearance</li></ul> <p><b>Marine Insurance Policy:</b></p> <ul style="list-style-type: none"><li>• Procedure for Marine Insurance Policy</li><li>• Types of Marine Insurance Policies</li><li>• Procedure for Filing Marine Insurance Claim</li><li>• Registration-cum-Membership Certificate (RCMC)</li><li>• Role of Customs House Agents (CHAs)</li></ul>	10	17
IV	<p><b><u>Import Procedure:</u></b></p> <ul style="list-style-type: none"><li>• Categories of Importers</li><li>• Import License</li><li>• Import of Samples</li><li>• Import Contract</li><li>• Pre-import Procedure</li><li>• Legal Dimensions of Import Procedure</li><li>• Retirement of Import Documents</li><li>• Customs Clearance for Imported Goods</li><li>• Warehousing of Imported Goods</li><li>• Exchange Control Provisions for Imports</li><li>• Import Risks</li><li>• Import Duties</li><li>• Valuation for Customs Duty</li><li>• Import Incentives under Special Schemes</li></ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4539296

With effective  
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year 2018-19

	<ul style="list-style-type: none"> <li>• Import of Personal Baggage</li> <li>• Import of Gifts</li> </ul>		
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Students can visit exporters and importers and understanding the practical processes and formalities involved.</li> <li>• Students can also simulate an export order and create a detailed process involving all documentation and procedural aspects.</li> </ul>	---	(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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Mahajan M. I.	Export Policy, Procedures and Documentation	Snowwhite Publications	2015
2	Paul Justin and Rajiv Aserkar	Export Import Management	Oxford	2013
3	D C Kapoor	Export Management	Vikas	Latest Edition
4	Parul Gupta	Export Import Management	McGraw Hill	2017
5	Dr. Khushpat S. Jain, Dr. Apexa V. Jain	Foreign Trade – Theory, Procedures, Practices and Documentation	Himalaya	Latest Edition
6	Kumar Aseem	Export and Import Management	Excel	Latest Edition
7	Nabhi's board of Editors	How to EXPORT	JBA	2018
8	P. Veera Reddy & P. Mamatha	Manual on EXPORT Documentation	JBA	2018
9	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	Latest Edition





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4539296

With effective  
from academic  
year 2018-19

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. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

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"> <li>• <i>Analyze</i> the relationship between logistics decisions (e.g., facilities, inventory, and transportation) and the performance of a given firm.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Recommend</i> strategies to manage inventories, including decisions regarding the timing and quantity for replenishments without hurting the level of product availability.</li> <li>• <i>Estimate</i> best paths to route vehicles to deliver and collect goods at multiple stops.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Compare</i> and <i>contrast</i> the developments in supply chain management of various countries.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Identify</i> malpractices prevalent in supply chain management.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Justify</i> the decisions undertaken to manage logistics and supply chain in a given situation.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> a given case / situation in a team and <i>create</i> and <i>explain</i> an optimal and sustainable solution by applying Logistics and Supply Chain Management strategies.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4539297	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Analyze</i> the relationship between logistics decisions (e.g., facilities, inventory, and transportation) and the performance of a given firm.	3	2	3	-	-	1	-	1	3
LO2: <i>Recommend</i> strategies to manage inventories, including decisions regarding the timing and quantity for replenishments without hurting the level of product availability.	2	2	-	2	-	1	-	1	2
LO3: <i>Estimate</i> best paths to route vehicles to deliver and collect goods at multiple stops.	1	1	2	-	-	-	-	3	2
LO4: <i>Compare</i> and <i>contrast</i> the developments in supply chain management of various countries.	2	2	3	2	3	1	-	1	1
LO5: <i>Identify</i> malpractices prevalent in supply chain management.	1	-	-	1	1	1	3	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

With effective  
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year 2018-19

LO6: <i>Justify</i> the decisions undertaken to manage logistics and supply chain in a given situation.	2	2	1	3	1	1	2	1	1
LO7: <i>Analyze</i> a given case / situation in a team and <i>create</i> and <i>explain</i> an optimal and sustainable solution by applying Logistics and Supply Chain Management strategies.	3	-	3	2	1	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><b>Logistics and Supply Chain Management – An Overview:</b></p> <ul style="list-style-type: none"> <li>• Logistics, SCM and the difference between logistics and SCM.</li> <li>• Supply chain and value chain</li> <li>• Mission of logistics management</li> <li>• Value addition by logistics</li> <li>• Drivers of supply chain performance</li> </ul> <p><b>Supply Chain Strategy and Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Customer service and cost trade-offs               <ul style="list-style-type: none"> <li>▪ Impact of out-of-stock</li> <li>▪ Setting customer service objectives and priorities</li> </ul> </li> <li>• Supply chain performance measures</li> <li>• Enhancing supply chain performance</li> </ul> <p><b>Outsourcing: Make versus Buy.</b></p>	10	18
II	<p><b>Logistics Management:</b></p> <ul style="list-style-type: none"> <li>• Role of Logistics in Supply Chain Management</li> <li>• Logistics Service Providers 3PL's &amp; 4PL's</li> <li>• Logistics Activities</li> <li>• Marketing and logistics interface</li> <li>• Logistics cost analysis and total cost analysis</li> <li>• Reducing logistics lead time</li> <li>• Packaging and materials handling</li> </ul> <p><b>Designing Transportation Network:</b></p> <ul style="list-style-type: none"> <li>• Drivers of transportation decisions</li> <li>• Modes of transportation</li> <li>• Design options               <ul style="list-style-type: none"> <li>▪ Direct shipment network</li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

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	<ul style="list-style-type: none"> <li>▪ Direct shipping via milk run</li> <li>▪ Distribution centre</li> <li>▪ Cross docking</li> <li>▪ Shipping via DC using milk runs</li> <li>▪ Tailored network</li> <li>• Routing, scheduling and sequencing in transportation.</li> <li>• Vehicle Routing Problems.</li> <li>• Route sequencing procedure               <ul style="list-style-type: none"> <li>▪ Farthest insert, nearest insert, nearest neighbor, Sweep</li> </ul> </li> <li>• Route improvement procedure               <ul style="list-style-type: none"> <li>▪ 2-OPT and 3-OPT.</li> </ul> </li> </ul> <p><b>Reverse Logistics:</b></p> <ul style="list-style-type: none"> <li>• Definition, reasons, benefits</li> <li>• Elements of reverse logistics</li> <li>• Closed loop supply chain</li> </ul>		
III	<p><b>Network Design:</b></p> <ul style="list-style-type: none"> <li>• Define the network design process</li> <li>• Perform a LSCM Audit</li> <li>• Examine the LSCM network alternatives</li> <li>• Conduct a Facility Location analysis</li> <li>• Make decisions regarding network and facility locations</li> <li>• Develop an implementation plan.</li> <li>• Modeling Approaches:               <ul style="list-style-type: none"> <li>▪ Optimization and simulation models</li> </ul> </li> <li>• Facility Location</li> </ul> <p><b>Supply Chain Integration:</b></p> <ul style="list-style-type: none"> <li>• Internal and External Integration</li> </ul> <p><b>Supply Chain Restructuring.</b></p>	10	17
IV	<p><b>Synchronous Supply Chain:</b></p> <ul style="list-style-type: none"> <li>• Virtual supply chain and the extended enterprise</li> <li>• Quick response logistics</li> <li>• Role of information</li> </ul> <p><b>Agile Supply Chains.</b></p> <p><b>Introduction to use of Technology in SCM</b></p> <ul style="list-style-type: none"> <li>• Role of Technology in Supply Chain Management</li> <li>• Key Application Tools</li> </ul> <p><b>Strategic Challenges for supply chains.</b></p> <p><b>Sustainable Supply Chain Management.</b></p>	10	17
V	<p><b>Practical:</b></p> <p>Assignment/Presentation based on the above topics or the selected Industry or Firm.</p>	---	(30 marks CEC)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

With effective  
from academic  
year 2018-19

#### 4. Pedagogy:

The course will use the following pedagogical tools:

- Classroom Discussion of Concepts and Applications
- Case Discussions
- Discussion on articles and news from Financial Daily such as Business Standard or Economic Times, blogs and other websites on daily basis
- Management Exercise / Stimulations /Games/ Learning from Movies

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Martin Christopher	Logistics and Supply Chain Management	FT Publishing	2016 / 5 <sup>th</sup>
2	Donald J Bowersox, David J Closs, M. Bixby Cooper, John C. Bowersox	Supply Chain Logistics Management	McGraw Hill	2018 / 4 <sup>th</sup>
3	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack	Managing Supply Chain: A Logistics Approach	Cengage	2013 / 9 <sup>th</sup>
4	Janat Shah	Supply Chain Management: Text and Cases	Pearson	2016 / 2 <sup>nd</sup>
5	Chopra Sunil, Peter Meindl, Kalra Dharam Vir	Supply Chain Management : Strategy, Planning, and Operation	Pearson Publishers	2016 / 6 <sup>th</sup>
6	Mr.V.Anandaraj, Dr.S.Ramachandran, Mr.S.Kumaran, Mr.Ishanka Saikia	Supply Chain and Logistics Management	Airwalk	2018 / 1 <sup>st</sup>
7	D. K. Agarwal	Textbook of Logistics and Supply Chain Management	Trinity	2015
8	Chase Richard B, Shankar Ravi, Jacobs F Robert	Operations and Supply Chain Management	McGraw Hill	2014
9	Russell and Taylor	Operations and Supply Chain Management	Wiley	2016 / 9 <sup>th</sup>
10	Bhat Shridhara K	Supply Chain Management	Himalaya	2010
11	Wisner, Keong Leong and Keah-Choon Tan	Principles of Supply Chain Management A Balanced Approach	Cengage	2018 / 5 <sup>th</sup>



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Subject Class: Sectoral \_ Elective**  
**Subject Name: Logistics and Supply Chain Management (LSCM)**  
**Subject Code: 4539297**

**With effective  
from academic  
year 2018-19**

12	James Stevens	Supply Chain Management: Strategy, Operation & Planning for Logistics Management (Logistics, Supply Chain Management, Procurement)	Shepal	2016
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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. The International Journal of Logistics Management
2. International Journal of Logistics Research and Applications
3. Journal of Supply Chain Management, Logistics and Procurement
4. Logistics and Supply Chain Practices in India
5. Supply Chain Management Review
6. Inbound Logistics