



**GUJARAT TECHNOLOGICAL UNIVERSITY**

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

With effective  
from academic  
year 2018-19

# **Gujarat Technological University**

## **Master of Business Administration**



# **Handbook**

Of

## **COMPREHENSIVE PROJECT (CP)**

*(Applicable from Academic Year 2019 - 20 onwards)*

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## **Contents**

<b>Sr. No.</b>	<b>Topic</b>	<b>Page No.</b>
<b>1</b>	<b>Introduction: Comprehensive Project (CP)</b>	<b>3</b>
<b>2</b>	<b>Objectives: Comprehensive Project (CP)</b>	<b>3</b>
<b>3</b>	<b>Guidelines regarding contents and flow of the project – What is to be done</b>	<b>4</b>
<b>4</b>	<b>Criteria for evaluation of CP</b>	<b>5</b>
<b>5</b>	<b>Frequently Asked Questions (FAQs) for CP</b>	<b>5-7</b>
<b>6</b>	<b>Annexure I: Parameters for Evaluation</b>	<b>8</b>
<b>7</b>	<b>Annexure II: Format for Report Submission</b>	<b>9-12</b>
<b>8</b>	<b>Annexure III: Formatting Specification</b>	<b>13</b>
<b>9</b>	<b>Annexure IV:: Role of Director, Faculty Members &amp; Students</b>	<b>14</b>
<b>10</b>	<b>Annexure V: Format for External Examiner certificate</b>	<b>15</b>

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**GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**GUIDELINES FOR COMPREHENSIVE PROJECT (CP)**

**1. INTRODUCTION:**

The students will have to undergo Comprehensive Project during the Fourth Semester, and submit a “**Comprehensive Project Report**” by the end of the semester.

Comprehensive Project (CP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo CP as per the prescribed format and duration. The CP is supposed to be an extensive piece of professional work wherein the students provide specific expertise in their field of specialization. Students can choose to undertake the project either with an organization or can carry out a project independently.

**2. OBJECTIVES:**

**CP undertaken with an organization:**

- Learn strategic aspects of the specialization domain
- Select a topic of significant relevance to the organization and undertake an intensive research based investigation to identify solutions and answers. This shall serve the objective of enabling students to learn about problems faced by businesses and ways of finding remedies for them. In developing recommendations for how the organization might resolve the issue, students are expected to synthesize business concepts learned in the program and demonstrate their real-world business applications.
- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills.

**CP undertaken independently:**

- Provide students an opportunity to apply the knowledge and skills acquired in their courses to a specific problem or issue.
- Allow students to extend their academic experience into areas of personal interest, working with new ideas, issues and individuals.
- Students can undertake a study pertaining to an entire industry and develop a holistic and macro view of the environment.
- Students can undertake a fully-researched, costed and complete business plan for a new business venture which might justify investment against a predicted return. They shall still have to conduct a full literature review relevant to the type of business or proposition. This shall provide students an opportunity to simulate setting up of a new business venture.
- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills.
- The student should ensure that the data and other information used in the study report are 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 or in a pair of two students. CP Report is to be submitted by every individual student / pair of students.
- How many students are allowed to undertake the project in the same organization?

**There is no limit on the number of students undertaking the CP in an organization. It shall be the Institute's prerogative to maintain the standards of a CP project through the selection and guidance of distinct, relevant and genuine projects for the students.**

- If the CP is undertaken at an organization, the CP 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.
- If the CP is undertaken independently, the student should identify a highly relevant topic in his/her domain area of specialization. He/she can then carry out a research-intensive project pertaining to the selected topic.
- 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 **may** also obtain a certificate from the organization/s where the CP was done and attach the same with the copy submitted to the institute. **(Sample format of Certificate is attached in Annexure II). It is compulsory to attach the Institute Certificate in all reports.**
- The university will arrange the external viva - voce for CP. The student is expected to make a **15 – 20 minutes presentation** before the examiner regarding the CP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of CP report should be less than 30%.**
- **Institute's CP 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 CP

**The total marks for the CP 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.**



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 centre.

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

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken <b>either individually or in a pair</b> . In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries <b>4 credits</b> and of <b>200 marks</b> .
6	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 CP.
7	What is the proportion of Internal and External marks in CP?	<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.
8	Is it compulsory for the institutes to organize internal VIVA at institute before University CP VIVA?	<b>Yes, it is mandatory</b> for all the institutes to organize internal CP 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.
9	Is it required to attach company Certificate in the project report?	<b>For those students who have undertaken the CP in an organization, it is desirable</b> to attach the company certificate in the project report. But it is compulsory to attach the Institute's certificate, certifying the genuineness of the work done by the student. <b>For those students who have carried out the CP independently, it is compulsory</b> to attach their Institute's certificate, certifying the genuineness of the work done by the student.
10	Is it required to attach institute certificate in	<b>Yes, it is required</b> for all the students to attach institute certificate in the project report. The institute certificate must



	the project report?	be signed by internal faculty and counter signed by Principal/Director of the institute.
11	How much plagiarism/similarity is allowed in the CP report?	Upto 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	<b>If plagiarism is above 30% the said report is not accepted for CP 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 CP.
13	Is it compulsory to attach Plagiarism report?	<b>Yes, it is compulsory</b> for all the students to attach plagiarism report in the CP report.
14	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.
15	What are the passing criteria in CP?	The passing criteria of CP are same like other subjects of MBA course.
16	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 CP 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) **Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- ii) **Literature Review:** Published studies, review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.
- iii) **Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- iv) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- v) **Presentation of the report, format of the report, flow of the report, style, language, etc.**
- vi) **Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.



## **Annexure II**

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

< **First Page/Title Page** >

#### **COMPREHENSIVE Project Report**

On

‘<**Title of Project**>’

At

<Name of Company / Organization> (If applicable)

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 - IV)**

Month & Year:

**April 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 COMPREHENSIVE Project Report titled**

“ .....  
.....” at <Name of Company with location >.

<Third Page>

**Student(s)'s Declaration**

(On separate page)

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

Enrollment no.	Name	Signature

Place: .....

Date: .....



<Fourth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Fifth Page>

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

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

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

“This is to Certify that this **COMPREHENSIVE Project Report** Titled  
“.....  
.....” is the bonafide work of <**Name of Student  
(Enrolment No.)**>, who has/have carried out his / her / their 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)



**< Sixth Page >**

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

**External Examiner Report**

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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**

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### **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 CP 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.

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## Annexure IV

### 8. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

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

- Considering the CP 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 CP 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 CP.
- Inviting the experts from companies who are providing training to students.
- Encouraging and guiding students to prepare good quality report.
- Monitoring CP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during CP
- 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 CP 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 CP Handbook.





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Product and Brand Management (PBM)**  
**Subject Code: 4549211**

With effective  
 from academic  
 year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Develop</i> perspective on various aspects of managing products successfully and developing strong brands.</li> <li>• <i>Determine</i> variables that drive the success of brands and product lines and the interrelationships among these variables.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Utilize</i> practical tools to interpret, relate and evaluate product and brand strategies in an array of customer and competitive contexts.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> strategies for brand management at the global level and <i>adapt</i> them to suit the requirement of managing the brand in different cultural contexts.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Critically</i> examine the importance of the ethical dimension in new product innovations and brand building.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the process and methods of brand management, including how to establish brand identity and build brand equity.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Compose, assess,</i> and incorporate individual input to produce effective team project output for the purpose of branding and product management.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549211	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Develop</i> perspective on various aspects of managing products successfully and developing strong brands.	3	3	-	-	2	-	-	-	2
LO2: <i>Determine</i> variables that drive the success of brands and product lines and the interrelationships among these variables.	-	2	3	-	2	2	-	-	-
LO3: <i>Utilize</i> practical tools to interpret, relate and evaluate product and brand strategies in an array of customer and competitive contexts.	1	2	3	1	2	3	-	1	-
LO4: <i>Evaluate</i> strategies for brand management at the global level and <i>adapt</i> them to suit the requirement of managing the brand in different cultural contexts.	1	-	3	1	3	3	1	2	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Product and Brand Management (PBM)**  
**Subject Code: 4549211**

With effective  
 from academic  
 year 2018-19

LO5: <i>Critically</i> examine the importance of the ethical dimension in new product innovations and brand building.	-	1	2	2	-	2	3	2	1
LO6: <i>Discuss</i> the process and methods of brand management, including how to establish brand identity and build brand equity.	-	-	1	3	1	3	-	2	1
LO7: <i>Compose, assess,</i> and incorporate individual input to produce effective team project output for the purpose of branding and product management.	-	-	2	-	-	2	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	<b>Introduction</b> <ul style="list-style-type: none"> <li>Introduction to Product Management</li> <li>Role of a Product Manager</li> </ul> <b>Competition &amp; Product Strategy:</b> <ul style="list-style-type: none"> <li>Life Cycle Analysis</li> <li>Managing Competition – Product Strategy is central (5 Forces Model &amp; Strategy Options)</li> </ul> <b>Extended Product life cycle:</b> <ul style="list-style-type: none"> <li>Concept, Seven Stages of PLC</li> <li>Managerial Implications of PLC</li> <li>Criticism of PLC</li> <li>Operationalizing the PLC</li> </ul> <b>Product Portfolio:</b> <ul style="list-style-type: none"> <li>Concept, Factors influencing Product Portfolio</li> <li>Shell's Directional Policy Matrix</li> </ul> <b>New Product Development:</b> <ul style="list-style-type: none"> <li>Brief overview of NPD Process</li> <li>Usefulness of the Process Models</li> <li>Factors affecting the success and failure of new product development</li> </ul>	10	17
II	<b>New product Strategy:</b> <ul style="list-style-type: none"> <li>The need for Product Innovation Strategy</li> <li>The components of new Product Strategy</li> </ul> <b>Commercialization:</b>	10	18





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Product and Brand Management (PBM)**  
**Subject Code: 4549211**

With effective  
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 year 2018-19

	<ul style="list-style-type: none"> <li>• Test Marketing</li> <li>• Time to Market</li> <li>• Breaking into the Market</li> </ul> <p><b>Managing Growth</b></p> <ul style="list-style-type: none"> <li>• Resistance to Change</li> <li>• Leveraging new Product Growth</li> <li>• Sustaining Differentiation</li> </ul> <p><b>Managing the mature Product:</b></p> <ul style="list-style-type: none"> <li>• Offensive Strategies</li> <li>• Extending the product life cycle</li> <li>• Customer Relationship Management</li> </ul> <p><b>Managing Product Elimination:</b></p> <ul style="list-style-type: none"> <li>• Importance of Product Deletion &amp; the reasons for neglect</li> <li>• Product Deletion Process (Briefly)</li> <li>• Triggers in Product Deletion</li> </ul>		
III	<p><b>Branding &amp; Brand Management:</b></p> <ul style="list-style-type: none"> <li>• What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process</li> </ul> <p><b>Customer-Based Brand Equity and Brand Positioning:</b></p> <ul style="list-style-type: none"> <li>• Customer-Based Brand Equity (Sources of Brand Equity &amp; Building Strong Brand), Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand Mantra</li> </ul> <p><b>Choosing Brand Elements to Build Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• Criteria for Choosing Brand Elements</li> <li>• Options and Tactics for Brand Elements</li> </ul> <p><b>Leveraging Secondary Brand Associations to Build Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• Conceptualizing the Leveraging Process</li> <li>• Sources of secondary Brand Associations</li> </ul>	10	18
IV	<p><b>Measuring and Interpreting Brand Performance</b></p> <p><b>Developing a Brand Equity Measurement and Management System:</b></p> <ul style="list-style-type: none"> <li>• The Brand Value Chain</li> <li>• Designing Brand Tracking Studies</li> <li>• Establishing a Brand Equity Management System</li> </ul> <p><b>Measuring Sources of Brand Equity: Capturing Customer Mind-Set: Overview</b></p> <ul style="list-style-type: none"> <li>• Qualitative Research Techniques</li> <li>• Quantitative Research Techniques</li> <li>• Comprehensive Models of Consumer-Based Brand Equity</li> </ul> <p><b>Designing and Implementing Branding Strategies:</b></p> <ul style="list-style-type: none"> <li>• Brand Architecture &amp; Brand Hierarchy</li> <li>• Designing Branding Strategies</li> </ul>	9	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
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**Subject Code: 4549211**

With effective  
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	<ul style="list-style-type: none"> <li>Using Cause Marketing to Build Brand Equity</li> <li>Brand Extension (Advantages &amp; Disadvantages, how consumers evaluate brand extensions)</li> </ul> <p><b>Managing Brands over Time:</b></p> <ul style="list-style-type: none"> <li>Reinforcing Brands</li> <li>Revitalizing Brands</li> </ul> <p><b>Managing Brands over Geographic Boundaries:</b></p> <ul style="list-style-type: none"> <li>Global Brand Strategies</li> </ul>		
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Pick a brand, attempt to identify its sources of brand equity. Assess its level of brand awareness and the strength, favorability, and uniqueness of its association.</li> <li>Pick a category basically dominated by two brands, Evaluate the positioning of each brands, its target market, what are the main points of parity and points of difference? Have they defined their positioning correctly? How might it be improved?</li> <li>Pick a brand, identify all its elements and assess their ability to contribute to brand equity according to the choice criteria.</li> <li>Pick a brand; evaluate how it leverages secondary brand associations. Can you think of any way that the brand could more effectively leverage secondary brand association?</li> <li>Pick a brand; try to conduct informal brand value chain analysis. Can you trace how the brand value is created and transferred?</li> <li>Pick a brand, Employ projective techniques/Free association to attempt to identify source of its brand equity.</li> <li>Pick a brand, try to characterize its brand portfolio and brand hierarchy. How would you improve the company's branding strategies?</li> <li>Pick a brand; examine the history of the brand over the last decade. How would you characterize the brand's efforts to reinforce and revitalize brand equity?</li> <li>Pick a brand marketed in more the one country, Assess the extent to which the brand is marketed on a standardized versus customized basis.</li> <li>Students can explore branding for the senses and neuromarketing.</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.
- Experts from healthcare sector can be invited frequently to share practical knowledge



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Marketing Management  
Subject Name: Product and Brand Management (PBM)  
Subject Code: 4549211

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## 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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Baker & Susan Hart	Product Strategy and Management	Pearson	Latest Edition
2	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	2015 / 4 <sup>th</sup>
3	Kirti Dutta	Brand Management-Principles and Practices	Oxford University Press	Latest Edition
4	Tapan Panda	Product and Brand Management	Oxford University Press	2016 / 1 <sup>st</sup>
5	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
6	Donald R. Lehman and Russell S. Winer	Product Management	Tata McGraw Hill	Latest Edition
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
8	Y.L.R. Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
9	Al Ries	The 22 Immutable Laws of Branding: How to Build a Product or Service into a World Class Brand	Harper	2002
10	David A. Aaker	Managing Brand Equity	Free Press	1991
11	Harsh V Verma	Brand Management	Excel	2013 / 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. International Journal of Product Management



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Marketing Management  
Subject Name: Product and Brand Management (PBM)  
Subject Code: 4549211

With effective  
from academic  
year 2018-19

2. Journal of Product and Brand Management
3. Indian Journal of Marketing
4. Journal of Brand Management
5. Brand Reporter
6. Product Management Today
7. The IUP Journal of Brand Management
8. <https://www.thedrum.com/location/india>
9. [www.afaws.com](http://www.afaws.com)

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Services Marketing (SM)**  
**Subject Code: 4549221**

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>Integrate</i> the 7 P's of the services marketing mix to develop a positioning strategy for any service organization.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Critically</i> discuss the unique nature and characteristics of services and the active role of the customer within the service system.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the influences of the multicultural marketplace and global trends in services on services marketing.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> ethical and socially responsible service recovery mechanisms for a given service organization.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Prepare, communicate</i> and <i>justify</i> marketing mixes and information systems for service-based organizations.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Conduct</i> an investigation of the service marketing function of a service organization and recommend a viable strategic solution.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549212	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Integrate</i> the 7 P's of the services marketing mix to develop a positioning strategy for any service organization.	3	2	2	2	1	2	-	-	1
LO2: <i>Critically</i> discuss the unique nature and characteristics of services and the active role of the customer within the service system.	2	2	3	2	2	-	-	2	2
LO3: <i>Discuss</i> the influences of the multicultural marketplace and global trends in services on services marketing.	1	2	1	1	3	-	1	1	1
LO4: <i>Formulate</i> ethical and socially responsible service recovery mechanisms for a given service organization.	-	1	-	-	-	2	3	1	1
LO5: <i>Prepare, communicate</i> and <i>justify</i> marketing mixes and information systems for service-based organizations.	2	2	2	3	-	-	-	1	-
LO6: <i>Conduct</i> an investigation of the service marketing function of a service organization and recommend a viable strategic solution.	3	1	2	3	-	3	-	1	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Marketing Management  
Subject Name: Services Marketing (SM)  
Subject Code: 4549221

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>Basics of Services Marketing:</b> <ul style="list-style-type: none"><li>• Basic concept of services</li><li>• Broad categories of services</li><li>• Distinctions between services and goods; Services Marketing Mix – 7 Ps</li></ul> <b>Customer Behaviour in Service Encounter:</b> <ul style="list-style-type: none"><li>• Pre-purchase Stage</li><li>• Service-Encounter Stage</li><li>• Post-Encounter Stage</li><li>• Customer Expectations and Perceptions of Services – Zone of Tolerance</li><li>• Customer driven services marketing</li><li>• Segmenting Service markets</li><li>• Principles of positioning services</li></ul>	10	18
II	<b>Services Marketing Mix:</b> <ul style="list-style-type: none"><li>• Service as a Product<ul style="list-style-type: none"><li>○ Core and Supplementary Elements</li><li>○ Branding Service Firms</li><li>○ Products and Experiences</li><li>○ New Service Development</li></ul></li><li>• Pricing Services<ul style="list-style-type: none"><li>○ Pricing Strategies</li><li>○ Role of Non-Monetary Costs</li><li>○ Revenue Management, Yield Management</li></ul></li><li>• Delivering the Services<ul style="list-style-type: none"><li>○ Service Distribution, Role of Customers in Service Delivery</li><li>○ Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies</li></ul></li></ul>	10	17
III	<b>Services Marketing Mix:</b> <ul style="list-style-type: none"><li>• Promoting Services<ul style="list-style-type: none"><li>○ Strategic Service Communication</li><li>○ Promoting Tangibles and overcoming problems of intangibility</li><li>○ Crafting Effective Messages, Services Marketing Communication Mix</li></ul></li></ul> <b>Services Marketing Mix - Expanded:</b> <ul style="list-style-type: none"><li>• People in Services<ul style="list-style-type: none"><li>○ Role and importance of human resource in service delivery</li></ul></li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Services Marketing (SM)**  
**Subject Code: 4549221**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>○ Effective HRM Practices</li> <li>○ Service Culture and Leadership</li> <li>● Service Process           <ul style="list-style-type: none"> <li>○ Designing &amp; documenting service processes</li> <li>○ Service blueprinting</li> <li>○ Service Process Redesign</li> </ul> </li> </ul>		
IV	<p><b>Services Marketing Mix - Expanded:</b></p> <ul style="list-style-type: none"> <li>● Physical Evidence of Services- Purpose Service Environment, Dimensions and Consumer Response Theory.</li> </ul> <p><b>Managing Capacity and Demand:</b></p> <ul style="list-style-type: none"> <li>● Understanding Capacity</li> <li>● Demand Patterns</li> <li>● Strategies for Matching Capacity and Demands</li> </ul> <p><b>Service Quality:</b></p> <ul style="list-style-type: none"> <li>● Services Quality           <ul style="list-style-type: none"> <li>○ Gaps Model; Measuring and Improving Service Quality.</li> <li>○ Soft and hard measures of service quality</li> </ul> </li> </ul> <p><b>Complaint handling and Service Recovery:</b></p> <ul style="list-style-type: none"> <li>● Customer complaining behaviour</li> <li>● Customer responses to effective service recovery</li> <li>● Principles of effective service recovery</li> </ul>	10	17
V	<p><b>Practical:</b>          The students are required to undertake the practical work related to services and relationship marketing from any of the below mentioned areas:</p> <ul style="list-style-type: none"> <li>● Understand the current extended marketing mix of any service organization, identify the gaps in services and develop a new framework/plan/strategy of extended marketing mix for them.</li> <li>● A detailed study of any of the extended marketing mix element: viz: understanding the current strategy, identifying the gap and framing a new strategy for better outcome.</li> <li>● Study of the current blueprint of the service organization, identifying the gaps and developing a new service blueprint (This can be undertaken for those service organization that are in requirement of changing the blueprint).</li> <li>● Understanding the productivity trade-off of a service organization and developing new strategies to increase the productivity.</li> <li>● Conducting a small-scale research on finding the gaps</li> </ul>	---	(30 marks CEC)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Marketing Management

Subject Name: Services Marketing (SM)

Subject Code: 4549221

With effective  
from academic  
year 2018-19

	<p>in the service quality of the organization, analyze the data and suggest and find the managerial implications of the results.</p> <ul style="list-style-type: none"> <li>• Study the CRM of a large service organization.</li> <li>• Comparison of the loyalty programs of competing service organizations.</li> <li>• Students can use TOPSIS.</li> <li>• Any other area of interest of the student/s.</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:

	<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	Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee	Services Marketing: People, Technology, Strategy	Pearson	2017 / 8 <sup>th</sup>
2	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	2017 / 6 <sup>th</sup>
3	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	2018 / 7 <sup>th</sup>
4	K. Rama Mohan Rao	Services Marketing	Pearson	2011 / 2 <sup>nd</sup>
5	Rajendra Nargundkar	Services Marketing	McGraw Hill	2010 / 3 <sup>rd</sup>
6	Priyanka B. Joshi	Services Marketing	Everest	2015 / 1 <sup>st</sup>
7	R. Srinivasan	Services Marketing: The Indian Context	PHI	2014 / 4 <sup>th</sup>





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Marketing Management

Subject Name: Services Marketing (SM)

Subject Code: 4549221

With effective  
from academic  
year 2018-19

8	Vasanti Venugopal, Raghu V. N.	Services Marketing	Himalaya	2015 / 1 <sup>st</sup>
9	K. Douglas Hoffman, John E. G. Bateson	Services Marketing: Concepts, Strategies and Cases	Cengage	2017 / 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 Services Marketing
2. Services Marketing Quarterly
3. Services Marketing Journal (IUP)
4. Journal of Financial Services Marketing
5. Indian Journal of Marketing
6. <https://nptel.ac.in/courses/110105038/15>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

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> the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyse &amp; Evaluate</i> Foreign exchange quotes (Direct &amp; Indirect, Cross currency rate, difference between bid and ask rate) and <i>discuss</i> various types of currencies and terminologies related to it.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> the various financing options available for companies and investors which can affect their balance sheet/ profitability.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• Collaborate in a team to analyze a case study to arrive at a sound financial decision regarding an issue in capital raising and international valuation.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4549221	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> • <i>Discuss</i> the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.	3	2	2	-	3	-	-	1	1
<b>LO2:</b> <i>Analyse &amp; Evaluate</i> Foreign exchange quotes (Direct & Indirect, Cross currency rate, difference between bid and ask rate) and <i>discuss</i> various types of currencies and terminologies related to it.			3	3	2			1	2
<b>LO3:</b> <i>Evaluate</i> global financing strategies and	1	2	-	-	-	-	-	-	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Functional Area Specialization: Finance Management**

**Subject Name: International Finance (IF)**

**Subject Code: 4549221**

With effective  
from academic  
year 2018-19

propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.									
<b>LO4:</b> <i>Analyse</i> the various financing options available for companies and investors which can affect their balance sheet/profitability.			3				2	1	
<b>LO5:</b> <i>Evaluate</i> different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.		2	1	3					
<b>LO6:</b> Collaborate in a team to analyze a case study to arrive at a sound financial decision regarding an issue in capital raising and international valuation.				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	<b>International Finance – Overview:</b> <ul style="list-style-type: none"> <li>• Globalization and Multinational firm, (Theory)</li> <li>• International Monetary System</li> <li>• Balance of payment (Theory)</li> <li>• Market for Foreign Exchange (Theory)</li> <li>• International Parity Relationship &amp; Forecasting Foreign Exchange rate. (Theory &amp; Numerical)</li> </ul>	10	17
II	<b>Forward Exchange Arithmetic (Theory &amp; Numerical):</b> <ul style="list-style-type: none"> <li>• Exchange Arithmetic</li> <li>• Forward Exchange contracts, Forward Exchange rate based on Cross rates</li> <li>• Interbank deals, Execution, cancellation, Extension of Forward contract</li> </ul>	10	18
III	<b>International Financial Markets &amp; Cash Management:</b> <ul style="list-style-type: none"> <li>• International Banking &amp; Money market (Theory)</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>International Bond Market, LIBOR, (Theory)</li> <li>International Equity Market (ADR, GDR, EURO)</li> <li>Multinational Cash Management, (Theory)</li> </ul>		
IV	<p><b>International Contract &amp; Procedure:</b></p> <ul style="list-style-type: none"> <li>Letter of credit- Meaning &amp; Mechanism</li> <li>Types of letter of Credit</li> <li>Operation of Letter of Credit</li> </ul> <p><b>Managing Exposure:(Theory &amp; Numerical)</b></p> <ul style="list-style-type: none"> <li>Management of Economic Exposure</li> <li>Management of Transaction Exposure</li> <li>Management of Translation Exposure</li> </ul>	10	18
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Forming of Hedging with real time data from currency Exchanges</li> <li>Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher</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>
	<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>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	P.G. Apte	International Financial Management	McGraw Hill	2017 / 7 <sup>th</sup>
2	Cheol S. Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 7 <sup>th</sup>
3	Jeff Madura	International Financial Management	Cengage	2015 / 12 <sup>th</sup>
4	Alan C. Shapiro	Multinational Financial Management	Wiley India	Latest
5	P. G. Apte	International Finance: A Business Perspective	McGraw Hill	2017 / 2 <sup>nd</sup>
6	V. Sharan	International Financial Management	PHI	2010 / 6 <sup>th</sup>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Functional Area Specialization: Finance Management**

**Subject Name: International Finance (IF)**

**Subject Code: 4549221**

**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. Journal of International Financial Management and Accounting
2. Journal of Multinational Financial Management
3. Journal of Emerging Market Finance
4. International Finance (Magazine)
5. Global Finance (Magazine)
6. Economic Times
7. Business Standard
8. <https://fbil.org.in/>
9. <https://www.indexmundi.com/>

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Finance Management**  
**Subject Name: Corporate Restructuring and Valuation (CRV)**  
**Subject Code: 4549222**

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> the concepts and principles of Mergers, Acquisitions, Joint ventures, Spinoff, Split-ups, Equity carve out, Divestiture, Corporate Control etc.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Calculate</i> a given company's valuation by applying asset based, income based and market based models.</li> <li>• <i>Assess</i> the impact of mergers and acquisitions on the short term and long term operating performance of the enterprise and shareholders' value.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> the reasons and benefits of Cross Border Expansion.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> the rights of the affected employees and the responsibilities of the shareholders in M &amp; A transactions.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Prepare</i> and present a report on cases of corporate restructuring in Indian or International context including its valuation.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> in teams to use case information, industry reports, financial statements and market-based data for evaluating M&amp;A deals.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4549222	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Discuss</i> the concepts and principles of Mergers, Acquisitions, Joint ventures, Spinoff, Split-ups, Equity carve out, Divestiture, Corporate Control etc.	3	1	-	2	3	-	2	-	2
<b>LO2:</b> <i>Calculate</i> a given company's valuation by applying asset based, income based and market based models.	3	3	2	-	1	-	-	-	2
<b>LO3:</b> <i>Assess</i> the impact of mergers and acquisitions on the short term and long term operating performance of the enterprise and shareholders' value.	3	3	3	-	1	1	3	-	1
<b>LO4:</b> <i>Analyse</i> the reasons and benefits of Cross Border Expansion.	2	2	2	-	3	-	1	-	1
<b>LO5:</b> <i>Appraise</i> the rights of the affected employees and the responsibilities of the shareholders in M & A transactions.	1	1	1	-	-	1	3	-	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Finance Management**  
**Subject Name: Corporate Restructuring and Valuation (CRV)**  
**Subject Code: 4549222**

With effective  
from academic  
year 2018-19

<b>LO6:</b> Prepare and present a report on cases of corporate restructuring in Indian or International context including its valuation.	1	3	1	3	-	2	1	-	1
<b>LO7:</b> Collaborate in teams to use case information, industry reports, financial statements and market-based data for evaluating M&A deals.	1	3	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)
<b>I</b>	<p><b>Corporate Restructuring:</b></p> <ul style="list-style-type: none"> <li>• Concept, Reasons for Restructuring, Barriers to Restructuring</li> </ul> <p><b>Types of Corporate Restructuring:</b></p> <ul style="list-style-type: none"> <li>• <b>Expansion:</b> <ul style="list-style-type: none"> <li>○ Amalgamation, Absorption, Asset acquisition / Mergers &amp; Acquisitions               <ul style="list-style-type: none"> <li>• Concept, Classification of Mergers</li> <li>• Motives behind M &amp; A</li> <li>• Reasons for failure</li> <li>• Reverse Merger</li> <li>• Recent Examples of M &amp; A in India</li> <li>• Concept of Acquisition and types of Acquisitions</li> </ul> </li> <li>○ Joint venture               <ul style="list-style-type: none"> <li>• Types, benefits</li> </ul> </li> <li>○ Cross border expansion               <ul style="list-style-type: none"> <li>• Reasons, benefits</li> </ul> </li> </ul> </li> <li>• <b>Contraction:</b> <ul style="list-style-type: none"> <li>○ Spinoff, Split-ups, Equity carve out</li> <li>○ Divestiture / Asset sale               <ul style="list-style-type: none"> <li>• Concept, benefits</li> <li>• Types of Divestiture</li> <li>• Reasons for Divestiture</li> </ul> </li> </ul> </li> </ul> <p><b>Corporate controls:</b></p>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Finance Management**  
**Subject Name: Corporate Restructuring and Valuation (CRV)**  
**Subject Code: 4549222**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>○ Going private</li> <li>○ Buyback</li> <li>○ Leveraged Buyouts           <ul style="list-style-type: none"> <li>● Concept, types of LBOs</li> </ul> </li> <li>○ Takeover and Anti-takeover defence           <ul style="list-style-type: none"> <li>● Concept</li> <li>● Takeover Defence tactics</li> <li>● Benefits and disadvantages of Takeover</li> </ul> </li> <li>○ ESOPs           <ul style="list-style-type: none"> <li>● Concept (only theory)</li> </ul> </li> </ul> <p><b>Due diligence: Concept, types of Due Diligence</b></p>		
<b>II</b>	<p><b>Basics of Business Valuation:</b>          Introduction, Purpose of valuation, Role of Valuation, key, Concepts of value: Market Value, Book Value, Liquidation value Intrinsic Value, Replacement Value, Fair value, Valuation process</p> <p><b>Overview of various approaches to valuation (Theory &amp; Numerical)</b></p> <p><b>Asset Based Valuation:</b></p> <ul style="list-style-type: none"> <li>● Net Asset Method           <ul style="list-style-type: none"> <li>○ Book Value basis</li> <li>○ Market Value basis</li> <li>○ Liquidation Value basis</li> </ul> </li> </ul> <p><b>Income Based Valuation:</b></p> <ul style="list-style-type: none"> <li>● Discounted Cash Flow Method           <ul style="list-style-type: none"> <li>○ Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFF models)</li> <li>○ Dividend Yield Method</li> <li>○ Capitalization Method</li> </ul> </li> </ul>	10	18
<b>III</b>	<p><b>Market Based Valuation:(Theory &amp; Numerical)</b></p> <ul style="list-style-type: none"> <li>● Comparable company and Transaction Analysis Method</li> <li>● Fair Value Method</li> </ul> <p><b>Valuation Using Multiples:(Theory &amp; Numerical)</b></p> <ul style="list-style-type: none"> <li>● Earnings Based Approach (Earnings Capitalization Method, EPS, MPS, P/E Ratio),</li> </ul> <p><b>Exchange Ratio and Synergy:(Theory &amp; Numerical)</b></p> <ul style="list-style-type: none"> <li>● Concept</li> <li>● ER based on EPS, MPS, PE</li> <li>● Combined EPS, Combined MPS, Combined PE</li> </ul>	10	18





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Finance Management**  
**Subject Name: Corporate Restructuring and Valuation (CRV)**  
**Subject Code: 4549222**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>Minimum and Maximum Exchange Ratio based on MPS and EPS</li> <li>Market value of merged firm</li> <li>Cost and Benefits of a merger</li> </ul>		
IV	<p><b>Overview of Valuation of Intangible Assets (Only Theory)</b>          Definition of Intangibles, Reasons to Conduct Intangible Valuation, Recognition, Valuation of Goodwill, Brands and Human Resource</p> <p><b>Accounting for Mergers:</b></p> <ul style="list-style-type: none"> <li>AS14</li> <li>Methods of Accounting</li> <li>Balance Sheet Treatments after M &amp; A</li> </ul> <p>Discussion on the Practical Ecosystem for Corporate Restructuring through real Indian cases such as Split of Reliance Industries Limited, RIL-RPL merger, ICICI-ICICI Bank Merger, LIC-IDBI Bank, IDBI-IDBI Bank etc.</p>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Various Case Studies on Enterprise Valuation</li> <li>A case report correlating the theories and valuation model must be prepared by using the data and example of M&amp;A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)</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	Aswath Damodaran	Damodaran on Valuation	Wiley-India	Latest



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Finance Management  
Subject Name: Corporate Restructuring and Valuation (CRV)  
Subject Code: 4549222

With effective  
from academic  
year 2018-19

2	Rajinder S. Aurora, Kavita Shetty, Sharad Kale	Mergers and Acquisitions	Oxford	2011
3	Prasad G. Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	2009
4	Prasanna Chandra	Corporate Valuation: A Guide for Analysts - Managers and Investors	McGraw Hill	2014
5	Patrick A. Gaughan	Mergers, Acquisitions and Corporate Restructurings	Wiley	2019 / 7 <sup>th</sup>
6	Prasanna Chandra	Corporate Valuation and Value Creation	McGraw Hill	2011
7	Bhagaban Das, Debdas Raskhit, Sathya Swaroop Debasish	Corporate Restructuring	Himalaya Publishing House	2009
8	M. Y. Khan and P. K. Jain	Financial Management	McGraw Hill	2018 / 8 <sup>th</sup>
9	Pradip Kumar Sinha	Mergers, Acquisitions and Corporate Restructuring	Himalaya	2016
10	Prasanna Chandra	Financial Management: Theory and Practice	McGraw Hill	Latest

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

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

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World
10. Finance India
11. [http://www.aceanalyser.com/Analyst%20Meet/100325\\_20090302.pdf](http://www.aceanalyser.com/Analyst%20Meet/100325_20090302.pdf) (RIL-RPL Merger)
12. [https://www.ripublication.com/gjfm-spl/gjfmv6n9\\_02.pdf](https://www.ripublication.com/gjfm-spl/gjfmv6n9_02.pdf) (Corporate Restructuring of RIL)
13. <https://www.icicibank.com/managed-assets/docs/investor/investor-presentations/2001/mergerpresentation.pdf> (ICICI-ICICI Bank)
14. <https://thewire.in/banking/explained-why-its-a-bad-idea-for-lic-to-buy-idbi-bank> (LIC-IDBI)
15. <http://www.icmrindia.org/Short%20Case%20Studies/Business%20Strategy/CLBS065.htm> (IDBI-IDBI Bank, Paid Resource)
16. [https://www.iupindia.in/904/TM\\_IDBI\\_IDBI\\_Bank\\_60.html](https://www.iupindia.in/904/TM_IDBI_IDBI_Bank_60.html) (IDBI-IDBI Bank, Paid Resource)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Performance Management (PM)**  
**Subject Code: 4549231**

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> the importance of performance management, organizational strategic planning, and succession planning, using individual KRAs and associating self-evaluation with company evaluation.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Design</i> the performance parameters in purview of business goals and <i>list</i> innovative ways for redesigning the appraisal needs for various organisations.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> the assessment of appraisal problems and difficulties encountered in appraisal methods based on cultural context in MNCs and in Indian contexts.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Critically <i>evaluate</i> ethical issues in Performance Management Practices for given industry/business situation</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the evaluation criteria and mapping of performance outcomes with evaluation criteria and to ensure effective implementation of performance management system.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• Deliberate on leadership issues emerging during PMS design, implementation and updating.</li> <li>• Compare &amp; contrast reward management system for Team based performance.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4549231	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Discuss</i> the importance of performance management, organizational strategic planning, and succession planning, using individual KRAs and associating self-evaluation with company evaluation.	3	3	2	3	-	3	-	1	1
<b>LO2:</b> <i>Design</i> the performance parameters in purview of business goals and <i>list</i> innovative ways for redesigning the appraisal needs for various organisations.	3	3	1	3	-	1	1	1	1
<b>LO3:</b> <i>Analyse</i> the assessment of appraisal problems and difficulties encountered in appraisal methods based on cultural context in MNCs and	2	1	3	1	3	2	1	-	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Performance Management (PM)**  
**Subject Code: 4549231**

With effective  
 from academic  
 year 2018-19

in Indian contexts.									
<b>LO4:</b> Critically <i>evaluate</i> ethical issues in Performance Management Practices for given industry / business situation	1	3	2	3	-	1	3	1	1
<b>LO5:</b> <i>Explain</i> the evaluation criteria and mapping of performance outcomes with evaluation criteria and to ensure effective implementation of performance management system.	1	1	2	3	-	1	-	1	1
<b>LO6:</b> <i>Deliberate</i> on leadership issues emerging during PMS design, implementation and updating.	2	3	3	2	2	2	2	-	3
<b>LO7:</b> <i>Compare &amp; contrast</i> reward management system for Team based performance.									

**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>Performance Management:</b> <ul style="list-style-type: none"> <li>• Aims, Characteristics</li> <li>• Developments in Performance Management</li> <li>• Concerns</li> <li>• Understanding PM</li> <li>• Performance Appraisal and Performance Management               <ul style="list-style-type: none"> <li>○ PM and MBO</li> <li>○ 7 rules of excellence</li> <li>○ 7 sins of HR professionals</li> </ul> </li> </ul>	10	17
II	<b>Process of Performance Management:</b> <ul style="list-style-type: none"> <li>• Performance Management cycle</li> <li>• PM Sequence, Working of PM</li> <li>• Performance Management Activities</li> <li>• PM in action – feedback management in PM</li> <li>• Performance Counselling               <ul style="list-style-type: none"> <li>○ Objectives; Process;</li> <li>○ Conditions for Effective Performance Counselling and Planning</li> <li>○ Performance Managing,</li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Performance Management (PM)**  
**Subject Code: 4549231**

With effective  
 from academic  
 year 2018-19

<b>III</b>	<b>Performance Monitoring:</b> <ul style="list-style-type: none"> <li>• Assessment Centre</li> <li>• Designing and Measuring performance (KPI &amp; KRA)</li> <li>• Criteria for performance measurement</li> <li>• Setting Organizational, Team &amp; Individual performance Standards</li> <li>• Methods for evaluating Performance               <ul style="list-style-type: none"> <li>○ 360 Degree appraisal, Competency Mapping &amp; Competency Modelling, Balance Score card.</li> </ul> </li> </ul>	10	18
<b>IV</b>	<b>Role of Training and Development in PMS:</b> <ul style="list-style-type: none"> <li>• Need Identification for Training and Development for Performance Management</li> <li>• Rewards and Recognition</li> <li>• Team Performance</li> <li>• Performance Management linked Reward System</li> <li>• Role of HR Professionals in Performance Management</li> <li>• Potential Appraisal &amp; its linkage to Performance Management</li> <li>• Performance Agreements</li> <li>• Performance Reviews; feedbacks – e-PM</li> <li>• Strategic role of HR professionals</li> <li>• Ethics in Performance Management</li> </ul>	10	17
<b>V</b>	<b>Practical:</b> Live Projects based on activities and Exercises towards the end of chapter or as decided by the subject faculty/ Live experiences/ Industry-defined projects. Projects on designing industry-specific competencies and its implications on Performance Mgt. (Eg. BPOs/ IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/ Educational Institutions etc)	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

<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>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Performance Management (PM)  
Subject Code: 4549231

With effective  
from academic  
year 2018-19

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	A. S. Kohli, T. Deb	Performance Management	Oxford Higher Education	2008/ Latest edition
2	Soumendra N. Bagchi	Performance Management	Cengage	2013 / 2 <sup>nd</sup>
3	R. K. Balyan, Vikramender Singh Balyan, Suman Balyan	Performance Management (Text & cases)	Himalaya Publishing House	2017 / 1 <sup>st</sup>
4	Prem Chadha	Performance Management- It's about performing not just appraising	Laxmi	Latest edition
5	T.V. Rao	Performance Management and Appraisal Systems	Sage	2004 / 1 <sup>st</sup>
6	Herman Aguinis	'Performance Management	Pearson	2012 / 3 <sup>rd</sup>
7	G.K. Suri, Venkata Ratnam, N.K. Gupta	Performance Measurement and Management	Excel Publications	2005
8	D.K.Srivastava	Strategies for Performance Management	Excel Publications	Latest edition
9	Michael Armstrong, Angela Baron	Performance Management: The new Realities	Institute of Personnel & Development, London	Latest edition
10	Dipak Kumar Bhattacharya	Performance management system and strategies	Pearson	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. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Planning & Development (HRPD)**  
**Subject Code: 4549232**

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>Critically evaluate integration of</i> Human Resource Planning and Development with strategic organizational planning</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• Analyze and comment on Estimate of current competencies and skills and existing gaps in human resources and for future forecast of human requirements of typical case study.</li> <li>• <i>Critically evaluate processes</i> and policies to source and develop human resources.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Compare and contrast human</i> resource planning techniques and models being developed and adapted globally.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Deliberate on sensitivity to different cultures and sense of responsibility for employee's development</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Design</i> research, <i>produce</i> reports, and <i>recommend</i> changes in human resources practices for typical business situation/case</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Critically analyze</i> leadership initiatives, communication styles and team building activities for effective human resource development</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549232	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Critically evaluate</i> integration of Human Resource Planning and Development with strategic organizational planning	3	3	1	3	1	-	-	2	3
<b>LO2:</b> <i>Analyze</i> and comment on Estimate of current competencies and skills and existing gaps in human resources and for future forecast of human requirements of typical case study.	2	2	3	-	3	-	-	2	2
<b>LO3:</b> <i>Critically evaluate</i> processes and policies to source and develop human resources.	3	2	-	2	3	-	-	2	2
<b>LO4:</b> <i>Compare and contrast</i> human resource planning techniques and models being developed and adapted globally.	1	1	1	1	3	1	-	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Planning & Development (HRPD)**  
**Subject Code: 4549232**

With effective  
 from academic  
 year 2018-19

<b>LO5:</b> <i>Deliberate</i> on sensitivity to different cultures and sense of responsibility for employee's development	-	-	1	1	1	-	3	-	-
<b>LO6:</b> <i>Design</i> research, <i>produce</i> reports, and <i>recommend</i> changes in human resources practices for typical business situation/case	2	2	2	3	1	1	-	1	1
<b>LO7:</b> <i>Critically analyze</i> leadership initiatives, communication styles and team building activities for effective human resource development	2	2	2	3	1	-	-	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)
I	<p><b>Introduction to HRD:</b></p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Relationship between HRM &amp; HRD</li> <li>• Functions of HRD</li> <li>• HRD Climate</li> <li>• Roles &amp; Competencies of HRD professional</li> <li>• Aligning HRD with corporate strategy</li> <li>• The evolution of the HRD theory</li> <li>• Shift from training to Learning</li> <li>• Interventions to informal workplace training</li> <li>• Psychology to sociological perspective of learning</li> <li>• Model of Employee Behavior and Employee Influences</li> </ul> <p><b>Work System of Human Resource Planning &amp; Development:</b></p> <ul style="list-style-type: none"> <li>• Human Resource Planning and procurement techniques               <ul style="list-style-type: none"> <li>○ Overview of global sourcing</li> </ul> </li> <li>• Work planning and role analysis</li> <li>• Work review and feedback</li> <li>• Potential individual as well as team appraisal</li> <li>• Trends in performance management and feedback</li> </ul> <p><b>The Role &amp; Theories of Learning and HRD</b></p> <ul style="list-style-type: none"> <li>• Learning and Instruction</li> <li>• Different theories of learning</li> </ul>	10	17





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Planning & Development (HRPD)**  
**Subject Code: 4549232**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>Maximizing Learning</li> <li>Potential barriers in learning</li> <li>Learning strategies and style</li> </ul>		
II	<p><b>HRD Needs</b></p> <ul style="list-style-type: none"> <li>Purpose of Assessment</li> <li>Different level of Need Assessment (i.e. --- Personal/task/Organizational/Strategic)</li> <li>Prioritizing HRD needs</li> <li>A systematic approach to Training need Assessment</li> <li>Training &amp; HRD process model</li> </ul> <p><b>Designing Effective HRD programs:</b></p> <ul style="list-style-type: none"> <li>Defining the objectives of the HRD interventions.</li> <li>Make –versus –buy decision</li> <li>Selecting the Trainer</li> <li>Preparing a lesson Plan</li> <li>Selecting training methods</li> <li>Preparing training materials</li> <li>Scheduling HRD Programs</li> </ul>	10	18
III	<p><b>Training Delivery methods:</b></p> <ul style="list-style-type: none"> <li>Various On-Job Training methods</li> <li>Different Off the Job/Classroom Training approaches</li> <li>Computer based training program and others</li> <li>Implementing the Training Programs</li> </ul> <p><b>HRD Program evaluation</b></p> <ul style="list-style-type: none"> <li>Purpose of HRD Evaluation</li> <li>Models and frameworks of evaluation</li> <li>Assessing impact of HRD Programs</li> <li>Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc.</li> <li>The training Evaluation Process</li> <li>Data Collection for HRD evaluation</li> <li>Ethical issues concerning Evaluation</li> </ul>	10	18
IV	<p><b>Global Perspectives of HRD</b></p> <ul style="list-style-type: none"> <li>Implications of Globalization on HRD</li> <li>Current and future International trends in HRD</li> <li>Cultural Diversity Management</li> <li>HRD and Knowledge Management</li> </ul> <p><b>HRD Applications:</b></p> <ul style="list-style-type: none"> <li>Management Development and Management education/Training</li> <li>Socialization &amp; orientation of Employees</li> <li>Employee Counseling and wellness Services</li> <li>Coaching and performance management- Competency</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Planning & Development (HRPD)**  
**Subject Code: 4549232**

With effective  
 from academic  
 year 2018-19

	Mapping <ul style="list-style-type: none"> <li>• Assessment centers</li> <li>• Career planning and development</li> <li>• Succession Planning and Career Management</li> <li>• Employee skills and technical training ( Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc)</li> </ul>		
V	<b>Practical Module:</b> Faculty can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise on different topics/issues like; <ul style="list-style-type: none"> <li>• The technique of designing actual training programme for skill development</li> <li>• Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted</li> <li>• Undertake training impact analysis in any company</li> <li>• Cost benefits analysis of any training and Development programme</li> <li>• Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level</li> <li>• Assignment can be given for preparing detailed training programme for the company in which students have taken SIP.</li> <li>• After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement.</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:

	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)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Human Resource Planning & Development (HRPD)  
Subject Code: 4549232

With effective  
from academic  
year 2018-19

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	2016 / 6 <sup>th</sup>
2	David Mankin	Human Resource Development	Oxford	2019
3	Ekta Sharma	Strategic Human Resource Management and Development	Pearson	2019 / 1 <sup>st</sup>
4	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3 <sup>rd</sup>
5	Anindya Basu Roy, Sumati Ray	Competency Based Human Resource Management	Sage	2019 / 1 <sup>st</sup>
6	P. L. Rao	Enriching Human Capital Through Training and Development	Excel	Latest Edition
7	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
8	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 <sup>th</sup>
9	Uday Kumar Haldar	Human Resource Development	Oxford	2009
10	V.D. Dudheja	Human Resource Management & Development in the new millennium	Neha	2000

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. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: Geopolitical and World Economic System (GWES)**  
**Subject Code: 4549241**

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 the role of international organizations in the global economy.</li> <li>Analyze the differences among political and economic systems around the world and interpret the current geopolitical context.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Assess the impact of developments in the international monetary systems on businesses.</li> <li>Propose a business and/or investment strategy for an organization that wants to expand internationally, using your newfound knowledge and frameworks.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Assess the wider political context of how international political economy shapes global governance.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Assess the socio-cultural impact of geopolitical and global economical policies.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Explain the consequences of Economic Globalization.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Develop leadership abilities for leading multi disciplinary teams.</li> </ul>

### LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549241	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Identify the role of international organizations in the global economy.	3	2	2	2	1	2	-	-	1
<b>LO2:</b> Analyze the differences among political and economic systems around the world and interpret the current geopolitical context.	2	2	3	2	2	-	-	2	2
<b>LO3:</b> Assess the impact of developments in the international monetary systems on businesses.	1	2	1	1	3	-	1	1	1
<b>LO4:</b> Propose a business and/or investment strategy for an organization that wants to expand internationally, using your newfound knowledge and frameworks.	-	1	-	-	-	2	3	1	1
<b>LO5:</b> Assess the wider political context of how international political economy shapes global governance.	2	2	2	3	-	-	-	1	-
<b>LO6:</b> Assess the socio-cultural impact of geopolitical and global economical policies.	3	1	2	3	-	3	-	1	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: Geopolitical and World Economic System (GWES)**  
**Subject Code: 4549241**

With effective  
 from academic  
 year 2018-19

<b>LO7:</b> Explain the consequences of Economic Globalization.	3	1	-	3	2	1	1	-	1
<b>LO8:</b> Develop leadership abilities for leading multi-disciplinary teams.	-	-	-	3	-	3	-	-	1

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

### 3. Course Contents:

Module No:	Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Dynamics of the World Economy:</b> <ul style="list-style-type: none"> <li>• States and the world economy</li> <li>• International patterns of resources and population</li> <li>• International patterns of industry and finance</li> <li>• Types of economic systems               <ul style="list-style-type: none"> <li>○ Traditional, command, market, mixed</li> <li>○ Capitalism, socialism, communism</li> <li>○ Types of capitalism                   <ul style="list-style-type: none"> <li>▪ Mercantilism</li> <li>▪ Laissez-faire Capitalism</li> <li>▪ Finance Capitalism</li> <li>▪ State Capitalism</li> <li>▪ Social Market Economy</li> <li>▪ Democratic capitalism</li> <li>▪ Crony capitalism</li> </ul> </li> </ul> </li> <li>• Economic development of nations               <ul style="list-style-type: none"> <li>○ Classifying countries on various bases</li> <li>○ Economic transition</li> <li>○ Political risks</li> <li>○ Emerging markets and economic transitions</li> </ul> </li> <li>• Trading systems               <ul style="list-style-type: none"> <li>○ Unilateral, bilateral, multilateral and regional trade agreements</li> </ul> </li> </ul>	10	18
II	<b>Geopolitics:</b> <ul style="list-style-type: none"> <li>• Development of political economy</li> <li>• Balance of Power Theory</li> <li>• Definition of Geopolitics</li> <li>• National interest</li> <li>• Historical development of international economic relations</li> <li>• Regionalism and Regional Economic Areas               <ul style="list-style-type: none"> <li>○ Levels of integration</li> <li>○ Integration in Europe                   <ul style="list-style-type: none"> <li>▪ EU</li> </ul> </li> <li>○ Integration in Americas                   <ul style="list-style-type: none"> <li>▪ NAFTA, MERCOSUR, CAFTA</li> </ul> </li> </ul> </li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: Geopolitical and World Economic System (GWES)**  
**Subject Code: 4549241**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>○ Integration in Asia and Africa           <ul style="list-style-type: none"> <li>▪ ASEAN, APEC, GCC, African Union</li> </ul> </li> <li>● Government intervention in trade           <ul style="list-style-type: none"> <li>○ Political, economic and cultural motives</li> </ul> </li> <li>● Government and FDI           <ul style="list-style-type: none"> <li>○ Government intervention in FDI</li> <li>○ Government policy instruments               <ul style="list-style-type: none"> <li>▪ Host countries: promotion</li> <li>▪ Host countries: restriction</li> <li>▪ Home countries: promotion</li> <li>▪ Home countries: restriction</li> </ul> </li> </ul> </li> <li>● Globalization of politics</li> </ul>		
<b>III</b>	<p><b>Global Trading System:</b></p> <ul style="list-style-type: none"> <li>● Historical antecedents: 1860 to 1945</li> <li>● Brief overview of GATT and ITO</li> <li>● Uruguay Round and World Trade Organization           <ul style="list-style-type: none"> <li>○ Genesis</li> <li>○ Structure and function</li> <li>○ Major agreements – TRIPs, TRIMs, GATS</li> </ul> </li> <li>● Nationalism as a threat to globalization</li> </ul>	10	18
<b>IV</b>	<ul style="list-style-type: none"> <li>● Financial globalization           <ul style="list-style-type: none"> <li>○ International monetary systems               <ul style="list-style-type: none"> <li>▪ Definition</li> <li>▪ Types                   <ul style="list-style-type: none"> <li>● Commodity money</li> <li>● Commodity based money</li> <li>● Fiat money</li> </ul> </li> <li>▪ Gold Standard and Breton – Woods</li> <li>▪ Collapse of Breton-Woods, managed float system</li> </ul> </li> </ul> </li> <li>● Climate change and global environmental politics           <ul style="list-style-type: none"> <li>○ Globalization and environmental change</li> <li>○ Global Environmentalism – history and current trends.</li> </ul> </li> <li>● Global Division of Labour           <ul style="list-style-type: none"> <li>○ Changes in production process</li> <li>○ Rise of China and India</li> <li>○ Struggle for worker’s rights</li> </ul> </li> <li>● Global production and Global Value Chain</li> <li>● Services and global forces</li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>● Case studies on global economy and politics can be assigned to students for evaluation.</li> <li>● Students can observe global economic and political happenings during the entire semester and present</li> </ul>	---	(30 marks CEC)

#### 4. Pedagogy:



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: Geopolitical and World Economic System (GWES)**  
**Subject Code: 4549241**

With effective  
 from academic  
 year 2018-19

- 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	Frederick P. Stutz, Barney Warf	The World Economy: Geography, Business, Development	Pearson	2014 / 6 <sup>th</sup>
2	E. I. Dwivedi, H. N. Mishra	Fundamentals of Political Geography	Surjeet	2019
3	Robert O'Brien, Marc Williams	Global Political Economy: Evolution and Dynamics	Red Globe Press	2016 / 5 <sup>th</sup>
4	John Ravenhill	Global Political Economy	Oxford	Latest
5	John J. Wild, Kenneth L. Wild	International Business: The Challenges of Globalization	Pearson	2017 / 8 <sup>th</sup>
6	Randy Charles Epping	A Beginner's Guide to the World Economy	Vintage	Latest
7	James Gerber	International Economics	Pearson	2014 / 6 <sup>th</sup>
8	Paul Knox, John Agnew, Linda Mccarthy	The Geography of the World Economy	Routledge	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.

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

1. Economic Systems
2. Journal of World Economic Research
3. Review of International Political Economy
4. Journal of Global Economics
5. South Asian Studies
6. The Indian Economic Journal
7. The Economist
8. Business Standard
9. Foreign Trade Review
10. EXIM Times



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: International Commercial Laws (ICL)**  
**Subject Code: 4549242**

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>Analyze the nature of international trade law within the structure of the international legal system, including the theory, relationships and influence of international laws.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Critically <i>reflect and evaluate</i> recent and future developments in the field of international commercial law.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Consider the roles played by international organizations including the United Nations, the World Trade Organization, UNCTAD, UNCITRAL, ICC.</li> <li>Demonstrate a cultural understanding of issues raised in international commercial law.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li><i>Develop</i> and express high regards for ethical principles and the social context of international commercial laws.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li><i>Develop</i> effective skills, both orally and in writing, in the construction of legal argument and analysis on issues of international trade law.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li><i>Investigate</i> real-life cases of international arbitration and legal disputes.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549242	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Analyze the nature of international trade law within the structure of the international legal system, including the theory, relationships and influence of international laws.	3	-	2	-	3	1	-	1	1
<b>LO2:</b> Critically <i>reflect and evaluate</i> recent and future developments in the field of international commercial law.	2	-	3	1	2	-	-	2	2
<b>LO3:</b> Consider the roles played by international organizations including the United Nations, the World Trade Organization, UNCTAD, UNCITRAL, ICC.	-	2	1	1	1	-	1	1	1
<b>LO4:</b> Demonstrate a cultural understanding of issues raised in international commercial law.	-	-	-	3	3	-	3	1	1





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: International Business**  
**Subject Name: International Commercial Laws (ICL)**  
**Subject Code: 4549242**

With effective  
 from academic  
 year 2018-19

<b>LO5:</b> <i>Develop</i> and express high regards for ethical principles and the social context of international commercial laws.	-	-	-	3	3	-	3	1	-
<b>LO6:</b> <i>Develop</i> effective skills, both orally and in writing, in the construction of legal argument and analysis on issues of international trade law.	2	-	1	3	1	3	-	1	2
<b>LO7:</b> <i>Investigate</i> real-life cases of international arbitration and legal disputes.	2	3	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)
I	<b>Introduction to Commercial Law:</b> <ul style="list-style-type: none"> <li>• Nature of commercial law</li> <li>• Three definitions               <ul style="list-style-type: none"> <li>○ Commercial law</li> <li>○ Transnational commercial law</li> <li>○ <i>Lex Mercatoria</i></li> </ul> </li> <li>• Transnational Commercial Law               <ul style="list-style-type: none"> <li>○ Nature</li> <li>○ Sources</li> </ul> </li> <li>• <i>Lex Mercatoria</i> <ul style="list-style-type: none"> <li>○ Sources</li> <li>○ General principles</li> <li>○ Use in international commercial arbitration</li> </ul> </li> </ul> <b>Conflict of laws:</b> <ul style="list-style-type: none"> <li>• Meaning and nature of conflict of laws</li> <li>• Issues               <ul style="list-style-type: none"> <li>○ Jurisdiction</li> <li>○ Rules v 'approaches'</li> <li>○ Contracts</li> <li>○ Property</li> <li>○ Characterization</li> <li>○ Public policy</li> </ul> </li> <li>• Comparative law, private law conventions</li> </ul>	10	18
II	<b>Harmonization of Commercial Laws:</b> <ul style="list-style-type: none"> <li>• Meaning, reasons</li> <li>• Instruments of international harmonization</li> </ul>	10	17



	<ul style="list-style-type: none"> <li>• Institutions in the Harmonization of Commercial Law (preamble and general principles) <ul style="list-style-type: none"> <li>○ The Hague Conference on Private International Law</li> <li>○ UNIDROIT</li> <li>○ UNCITRAL</li> <li>○ International Chamber of Commerce</li> </ul> </li> <li>• International Sales and Vienna Sale Convention <ul style="list-style-type: none"> <li>○ Genesis of the convention</li> <li>○ Origin of CISG (Contracts for the International Sales of Goods)</li> <li>○ Formation of contracts</li> <li>○ Types of contracts covered</li> <li>○ UNIDROIT principles of International Commercial Contracts</li> <li>○ Role of Good Faith</li> <li>○ Rights and duties of the parties</li> <li>○ Remedies and Exemptions, <i>Force Majeure</i></li> </ul> </li> </ul>		
<p><b>III</b></p>	<p><b>Carriage of Goods by sea:</b></p> <ul style="list-style-type: none"> <li>• Meaning and role of carriage in international trade</li> <li>• Conflict of interests</li> <li>• Laws regulating carriage by sea (general principles) <ul style="list-style-type: none"> <li>○ The Hague Rules, 1924</li> <li>○ The Hague – Visby Rules, 1968</li> <li>○ The Hamburg Rules, 1978</li> <li>○ The Rotterdam Rules, 2008</li> </ul> </li> <li>• Bill of Lading <ul style="list-style-type: none"> <li>○ Functions</li> <li>○ B / L as evidence of contract</li> <li>○ B / L as a receipt</li> <li>○ B / L as a document of title</li> </ul> </li> </ul> <p><b>Carriage of Goods by air:</b></p> <ul style="list-style-type: none"> <li>• International liability framework <ul style="list-style-type: none"> <li>○ Warsaw system of Conventions (brief)</li> <li>○ Montreal Conventions, 1999</li> <li>○ Determination of applicable Convention</li> <li>○ “international carriage” as per the Conventions</li> </ul> </li> <li>• Air Way Bill <ul style="list-style-type: none"> <li>○ Form and purpose</li> <li>○ Consignor’s and consignee’s rights</li> <li>○ Air carrier’s liability</li> </ul> </li> </ul> <p><b>Legal framework pertaining to Agency and Distribution:</b></p> <ul style="list-style-type: none"> <li>• UNIDROIT Convention on Agency</li> <li>• UNIDROIT model Franchise Disclosure Law</li> </ul>	<p>10</p>	<p>18</p>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Functional Area Specialization: International Business

Subject Name: International Commercial Laws (ICL)

Subject Code: 4549242

With effective  
from academic  
year 2018-19

<b>IV</b>	<p><b>International Law for E-Commerce:</b></p> <ul style="list-style-type: none"> <li>• UNCITRAL Model Law on E-Commerce</li> <li>• The United Nations Conventions on the use of Electronic Communications in Electronic Contracts</li> <li>• Electronic Transactions and security issues</li> </ul> <p><b>International payments, dispute settlement and Insurance:</b></p> <ul style="list-style-type: none"> <li>• Rules of banking practice and ICC</li> <li>• UCP and eUCP: Documentary Credits</li> <li>• Uniform Rules for Demand Guarantees (URDG) <ul style="list-style-type: none"> <li>○ Purpose and nature</li> <li>○ Different from L/C</li> </ul> </li> <li>• Marine and Aviation Insurance</li> <li>• International Commercial Arbitration <ul style="list-style-type: none"> <li>○ Nature and distinguishing features</li> <li>○ Arbitration and litigation</li> <li>○ Applicability</li> <li>○ UNCITRAL Model Law</li> <li>○ Arbitral Awards</li> </ul> </li> </ul>	10	17
<b>V</b>	<p><b>Practical:</b> Select any topic/case related to international commercial law, study a topic/case involved and prepare a report under the guidance of your subject faculty.</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>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	Roy Goode, Herbert Kronke, Ewan McKendrick, Ewan Mckendrick	Transnational Commercial Law: Texts, Cases and Materials	Oxford Publication	2015 / 2 <sup>nd</sup>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: International Business  
Subject Name: International Commercial Laws (ICL)  
Subject Code: 4549242

With effective  
from academic  
year 2018-19

2	Roy Goodey	Commercial Law	Oxford Publication	Latest Edition
3	Daniel C. K. Chow, Thomas J. Schoenbaum	International Business Transactions: Problems, Cases, and Materials (Aspen Casebook	Wolters Kluwer Law & Business	2015 / 3 <sup>rd</sup>
4	Ralph Folsom, Michael van Alstine, Michael Ramsey	Principles of International Business Transactions	West Academic Press	2017 / 4 <sup>th</sup>
5	Larry A. Dimatteo	International Business Law and the Legal Environment: A Transactional Approach	Routledge	2016 / 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 International Commercial Law & Technology
2. International Commercial Law Review
3. Journal of International Trade Law and Policy & All the Journals of International Commercial Law.
4. [https://www.nyulawglobal.org/globalex/Unification\\_Harmonization.html](https://www.nyulawglobal.org/globalex/Unification_Harmonization.html)
5. Carriage of Goods by Air: [https://unctad.org/en/Docs/sdtetlb20061\\_en.pdf](https://unctad.org/en/Docs/sdtetlb20061_en.pdf)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Information Technology Management**  
**Subject Name: Cyber Security and IT Governance (CSITG)**  
**Subject Code: 4549251**

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>Identify</i> and describe the major types of cybercrimes and related laws.</li> <li>• <i>Distinguish</i> between various types of cybercrimes and methods of operation of offenders, the types of victims or targets and legal domains of cyber security.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Formulate</i> a framework to enable an organization to classify its information assets.</li> <li>• <i>Analyze, design, install, configure, document, and troubleshoot</i> network &amp; system hardware and operating systems.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> the global perspective of cybercrime and cultural difference in attending such issues.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the impact of ethical issues in cybersecurity.</li> <li>• <i>Develop</i> a balanced approach between security and privacy needs</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Communicate</i> the importance of IT Governance in today's scenario and handling the cyber issues</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Create</i> and maintain an incident response plan to ensure an effective and timely response to information security incidents.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549251	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Identify</i> and describe the major types of cybercrimes and related laws.	3	3	1	2	2	-	-	-	3
LO2: <i>Distinguish</i> between various types of cybercrimes and methods of operation of offenders, the types of victims or targets and legal domains of cyber security.	3	2	3	1	-	1	1	-	3
LO3: <i>Formulate</i> a framework to enable an organization to classify its information assets.	1	2	3	2	-	1	-	-	-
LO4: <i>Analyze, design, install, configure, document, and troubleshoot</i> network & system hardware and operating systems.	1	2	3	2	-	2	-	1	3



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Information Technology Management**  
**Subject Name: Cyber Security and IT Governance (CSITG)**  
**Subject Code: 4549251**

With effective  
 from academic  
 year 2018-19

LO5: <i>Appraise</i> the global perspective of cybercrime and cultural difference in attending such issues.	1	2	1	-	3	1	-	-	3
LO6: <i>Assess</i> the impact of ethical issues in cybersecurity.	-	1	3	1	1	2	3	-	-
LO7: <i>Develop</i> a balanced approach between security and privacy needs	-	-	-	2	1	3	3	-	-
LO8: <i>Communicate</i> the importance of IT Governance in today's scenario and handling the cyber issues	-	-	-	3	2	2	1	1	3
LO9: <i>Create</i> and maintain an incident response plan to ensure an effective and timely response to information security incidents.	-	1	-	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	Marks (out of 70)
I	<p><b>Introduction to Cybercrime:</b></p> <ul style="list-style-type: none"> <li>• Cyber Crime               <ul style="list-style-type: none"> <li>○ Definition and Origin of the Word</li> <li>○ Cyber Crime and Information Security</li> <li>○ Who are Cyber Criminals</li> <li>○ Classification of Cybercrimes</li> <li>○ E-mail Spoofing, Spamming, Cyber Defamation</li> <li>○ Internet Time Theft</li> <li>○ Salami Attack, Salami technique Data Diddling, Forgery, Web Jacking</li> <li>○ Newsgroup Spam, Industrial Spying, Hacking, Online Frauds, Pornographic Offenders, Software Piracy, Computer Sabotage Email Bombing, Computer Network Intrusions, Password Sniffing, Credit Card Frauds, Identity Theft</li> </ul> </li> </ul> <p><b>Legal Perspectives of Cyber Crime:</b></p> <ul style="list-style-type: none"> <li>• Indian Perspectives</li> <li>• Need of Cyber Laws</li> <li>• The Cyber Crime And Indian ITAct 2000/2001</li> </ul>	10	21



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Information Technology Management**  
**Subject Name: Cyber Security and IT Governance (CSITG)**  
**Subject Code: 4549251**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>Hacking and Indian Laws</li> <li>Global Perspective on Cyber Crime</li> <li>Cyber Crime Era: Survival Mantra for Netizens; Cybercrime and punishment</li> </ul>		
II	<p><b>Cyber Offenses:</b> How Criminals plan them, Categories of Cyber Crimes, How Criminal Plans the Attack: Active Attacks, Passive Attacks, Social Engineering, Classification of Social Engineering, Cyber Stalking: types of Stalkers, Cyber Cafe and Cyber Crimes, Botnets, Attack Vectors, Cyber Crime and Cloud Computing</p> <p><b>Cybercrime:</b> Mobile and Wireless Devices, Proliferation of Mobile and Wireless devices, Trends in Mobility, Credit card Frauds in Mobile and wireless devices, Authentication Service Security, Attacks on Mobile/Cellphones, Mobile Devices: Security Implications for Organizations, Organization Security polices and Measures in Mobile Computing Era</p>	8	14
III	<p><b>Phishing and Identity Theft:</b>          Phishing: Methods of Phishing, Phishing Techniques, Types of Phishing Scams, Phishing countermeasures, Identity theft, Types and Techniques of identity thefts and its counter measures</p> <p><b>Cyber Security-</b> Organizational Implications: Web Threats for Organization , Security and Privacy Implications, Social Media Marketing: Security risk for organizations, Incident handling: An Essential Component of Cyber Security</p>	8	14
IV	<p><b>IT Governance:</b> Importance, benefits, what does it cover, Performance Measurement: Why is performance measurement important, what does performance measurement cover, who are the stakeholders and what are their requirements, what should we measure, What's best practice</p> <p><b>Implementation Roadmap:</b> Goals and success criteria, how to get started, who needs to be involved and what are their roles and responsibilities</p> <p><b>Communication Strategy &amp; Culture:</b> Who do we need to influence, What are the key messages, Communication best practices, Developing an influencing strategy</p>	10	21
V	<p><b>Practical:</b>          Cybercrime: Examples and Mini cases</p>	---	(30 marks CEC)

#### 4. Pedagogy:

The course will use the following pedagogical tools:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Information Technology Management  
Subject Name: Cyber Security and IT Governance (CSITG)  
Subject Code: 4549251

With effective  
from academic  
year 2018-19

## 5. Evaluation:

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

	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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1.	Nina Godbole & Sunit Belapur	Cyber Security : Understanding Cyber Crimes , Computer Forensics and Legal Perspectives	Wiley	2011
2.	National Computing Centre Limited, National Computing Centre Limited Staff	IT Governance: Developing a Successful Governance Strategy: A Best Practice Guide for Decision Makers in IT	John Wiley & Sons, Incorporated, 2005	Latest Edition
3.	Prof. Dr. Marco Gercke	Understanding cybercrime: Phenomena and legal challenges Responses	ITU 2012	Latest Edition
4	Nina Godbole	Information Systems Security: Security Management, Metrics, Frameworks and Best Practices	Wiley	2017 / 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. Online Resource:

<https://www.isaca.org/Certification/CGEIT-Certified-in-the-Governance-of-Enterprise-IT/Prepare-for-the-Exam/Study-Materials/Documents/Developing-a-Successful-Governance-Strategy.pdf>

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Cyber Security Technology, Taylor & Francis
- International Journal of Cyber-Security and Digital Forensics (IJCSDF)
- IT Governance Journal





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Information Technology Management**  
**Subject Name: Cloud Computing (CC)**  
**Subject Code: 4549252**

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)	<i>Analyse</i> how business processes, and workflows can be managed using cloud computing.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<i>Critically evaluate</i> the different managerial challenges related to implementation, migration, vendor and end user management.
Global Exposure and Cross-Cultural Understanding (GECCU)	<i>Appraise</i> global development in cloud computing technologies and data science.
Social Responsiveness and Ethics (SRE)	<i>Prioritize</i> ethical consideration associated with data management and analysis.
Effective Communication (EC)	<i>Create</i> reports to analyse the performance of cloud computing.
Leadership and Teamwork (LT)	<i>Exercise</i> and managing leadership position by upgrading cloud computing technology.

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549252	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Analyse</i> how business processes, and workflows can be managed using cloud computing.	3	2	3	-	-	-	-	-	1
LO2: <i>Critically evaluate</i> the different managerial challenges related to implementation, migration, vendor and end user management.	1	2	3	3	-	3	-	-	-
LO3: <i>Appraise</i> global development in cloud computing technologies and data science.	1	2	-	1	3	2	-	-	1
LO4: <i>Prioritize</i> ethical consideration associated with data management and analysis.	2	-	-	2	-	-	3	-	2
LO5: <i>Create</i> reports to analyse the performance of cloud computing.	-	-	3	2	-	-	1	-	3
LO6: <i>Exercise</i> and managing leadership position by upgrading cloud computing technology.	-	-	-	2	-	3	-	-	1

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Information Technology Management  
Subject Name: Cloud Computing (CC)  
Subject Code: 4549252

With effective  
from academic  
year 2018-19

### 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Cloud Computing Foundation:</b> Introduction to Cloud Computing- Basics, History, Characteristics; Move to Cloud Computing- Advantages/ Disadvantages, Technologies in Cloud Computing, Migrating into Cloud, SLA, Challenges in Cloud Computing ; Types of Cloud; Working of Cloud Computing- Trends, Cloud Service Models <b>Cloud Computing Architecture:</b> Cloud Computing Technology – Lifecycle, Reference Model for Cloud Computing, Industry Standards; Cloud Architecture; Cloud Modelling and Design, Cloud Ecosystem, Cloud Governance- - Monitoring Business Processes, IT Cost Management <b>Business Values of Cloud</b> <b>Business Case for implementing a Cloud</b>	10	18
II	<b>Virtualization:</b> Foundation, Types, Architecture And Software, Benefits And Challenges, Virtualization In Grid and Cloud <b>Data Storage And Cloud Computing:</b> Enterprise Data Storage, Data Storage Management, File System, Cloud Data Stores, Grids For Data Storage <b>Cloud Computing Services:</b> Web Based Application, Web Based Services, Infrastructure Services, On Demand Computing	10	18
III	<b>Cloud Computing and Security:</b> Risk in Cloud Computing; Data Security in Cloud Computing; Cloud Security Services <b>SOA And Cloud Computing:</b> SOA Foundation; Business Process Management and Cloud	10	17
IV	<b>Cloud Computing Tools:</b> Tools and Technologies; Cloud Mashups; Apache Hadoop; Cloud Tools <b>Cloud Application:</b> Moving Application To Cloud; Microsoft Cloud Services; Google Cloud Application; Amazon Cloud Services; Other Cloud Applications <b>Future Cloud:</b> Future Trends; Mobile Cloud; Multimedia Cloud; Energy Aware Cloud Computing; Jungle Cloud	10	17
V	<b>Practical</b> <ul style="list-style-type: none"><li>• Assignment related to cloud computing may be given in groups or individual</li><li>• Hand-on/ lab experiment assign to students</li><li>• Relevant case studies should be discussed in class room.</li></ul>		



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Information Technology Management  
Subject Name: Cloud Computing (CC)  
Subject Code: 4549252

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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	A Srinivasan , J Suresh	Cloud Computing : A practical approach for learning and implementation	Pearson	Latest Edition
2	Anthony T Velte, Toby J Velte, Robert Elsenpeter	Cloud Computing a practical approach	McGraw-Hill	Latest Edition
3	Rajkumar Buyya, Christian Vecchiola,S.Thamarai Selvi	Mastering Cloud Computing	McGraw-Hill	Latest Edition
4	Michael Miller,	Cloud Computing - Web Based application,	Pearson	Latest Edition
5	Judith Hurwitz , Bloor Robin , Marcia Kaufman & Fern Halper	Cloud Computing for Dummies	Wiley	Latest Edition
6	David S. Linthicum, ,	Cloud Computing and SOA Convergence in Your Enterprise	Addison Wesley	Latest Edition
7	Dan Kusnetzky	Virtualization: A Manager's Guide	O'Reilly	Latest Edition
8	Barrie Sosinsky	Cloud Computing Bible	Wiley	Latest Edition

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

1. International journal of cloud computing
2. Journal of cloud computing
3. IEEE cloud computing journals
4. Journal of cloud computing IBIMA
5. International journal of cloud computing and services science
6. International journal of cloud computing and security
7. International journal of cloud computing and data science



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Entrepreneurship and Family Business**  
**Subject Name: Creativity, Incubation and Innovation (CII)**  
**Subject Code: 4549261**

With effective  
 from academic  
 year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the difference between creativity and innovation.</li> <li>• <i>Comprehend</i> the role of different players involved in the incubation process.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Justify</i> the need for innovations in the entrepreneurial as well as the intrapreneurial setup.</li> <li>• <i>Develop</i> the framework to commercialise the creativity and convert the innovation in to a marketable opportunity.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Develop</i> fit between global innovations and local needs.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Identify</i> social problems and develop creative solutions to address them and transform society to deliver social impact.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Develop</i> strategic plans for technology generation, adaptation and protection</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> to assess the needs of society and suggest the solutions to bridge the gap.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4549261	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Explain</i> the difference between creativity and innovation.	3	-	-	3	-	1	-	2	2
<b>LO2:</b> <i>Comprehend</i> the role of different players involved in the incubation process.	3	1	2	-	-	2	1	1	2
<b>LO3:</b> <i>Justify</i> the need for innovations in the entrepreneurial as well as the intrapreneurial setup.	1	3	-	1	1	2	-	2	1
<b>LO4:</b> <i>Develop</i> the framework to commercialise the creativity and convert the innovation in to a marketable opportunity.	3	1	3	1	1	1	-	1	3
<b>LO5:</b> <i>Develop</i> fit between global innovations and local needs.	2	2	2	-	3	-	-	1	-
<b>LO6:</b> <i>Identify</i> social problems and develop creative solutions to address them and transform society	3	1	2	-	-	3	3	3	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Entrepreneurship and Family Business**  
**Subject Name: Creativity, Incubation and Innovation (CII)**  
**Subject Code: 4549261**

With effective  
 from academic  
 year 2018-19

to deliver social impact.									
<b>LO7:</b> <i>Develop</i> strategic plans for technology generation, adaptation and protection	1	2	-	1	1	1	3	-	1
<b>LO8:</b> <i>Collaborate</i> to assess the needs of society and suggest the solutions to bridge the gap.	1	2	2	1	1	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	<b>Basics of Creativity, Incubation and Innovation</b> <ul style="list-style-type: none"> <li>• Creativity</li> <li>• How Business Incubators Work</li> <li>• Innovation</li> <li>• Innovation = Creativity + Commercialization</li> <li>• Myths surrounding creativity</li> </ul> <b>The Business Incubator Players</b> <ul style="list-style-type: none"> <li>• The Property Developers</li> <li>• Government and Local Government</li> <li>• The Academics</li> <li>• The Corporate Ventures</li> <li>• The Entrepreneurs</li> <li>• The Venture Capitalists</li> <li>• The Business Angels</li> <li>• The Consultants</li> <li>• Variations on a Theme</li> <li>• Incubator Associations</li> </ul>	10	18
II	<b>Creativity Tools and Techniques</b> <ul style="list-style-type: none"> <li>• Lateral Thinking</li> <li>• Enablers and Barriers to Creativity</li> <li>• Creative Personality</li> <li>• Brainstorming</li> <li>• Entrepreneurial Creativity</li> <li>• Characteristics of Creative Groups, Three Components of Individual Creativity</li> <li>• Time Pressure and Creativity</li> <li>• Steps for Increasing Your Own Creativity</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Entrepreneurship and Family Business**  
**Subject Name: Creativity, Incubation and Innovation (CII)**  
**Subject Code: 4549261**

With effective  
 from academic  
 year 2018-19

<b>III</b>	<b>Types of Innovation</b> <ul style="list-style-type: none"> <li>• Incremental and Radical Innovation</li> <li>• Factors that Favour Incremental Innovation</li> <li>• Service Innovations</li> <li>• Innovations in Processes</li> </ul> <b>Moving Innovation to Market</b> <ul style="list-style-type: none"> <li>• The Idea Funnel</li> <li>• Stage-Gate Systems</li> <li>• Extending Innovation through Platforms</li> </ul>	10	17
<b>IV</b>	<b>Management of Technology</b> <ul style="list-style-type: none"> <li>• Technology for Survival and Growth</li> <li>• Innovate or Abdicate</li> <li>• Change or Perish</li> <li>• Strategic Management of Technology</li> <li>• Strategic Technology Management System</li> <li>• Technology Forecasting</li> <li>• Technology Generation</li> </ul> <b>Asset Protection and Timing of Innovation and Technology</b> <ul style="list-style-type: none"> <li>• Methods to Protect Technological Knowledge</li> <li>• Patents, Secrets, Etc.</li> <li>• Models and Strategies of Market Timing for Innovations</li> </ul> <b>Technology Maturity, Obsolescence and Discontinuities</b> <ul style="list-style-type: none"> <li>• Technology Maturity</li> <li>• Technology Obsolescence</li> <li>• Technological Discontinuities</li> </ul>	10	18
<b>V</b>	<b>Practical</b> <ul style="list-style-type: none"> <li>• Bringing examples of break-through innovation and successful business built around such innovations to class for discussion.</li> <li>• Experimenting with new idea and trying to access its acceptability among the various stakeholders</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.
- Experts from healthcare sector 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>
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# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Entrepreneurship and Family Business  
Subject Name: Creativity, Incubation and Innovation (CII)  
Subject Code: 4549261

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"><li>• Continuous Evaluation Component</li><li>• Class Presence &amp; Participation</li><li>• Quiz</li></ul>	30 marks 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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Harvard Business Review	Managing Creativity and Innovation: Practical Strategies to Encourage Creativity	Harvard Business Press	Latest Edition
2	Colin Barrow	Incubators: A Comprehensive Guide to the World's New Business Accelerators	John Wiley & Sons	Latest Edition
3	Bettina von Stamm	Managing Innovation, Design and Creativity	John Wiley & Sons	Latest Edition
4	Tarek Khalil	Management of Technology: The Key to Competitiveness and Wealth Creation	McGraw Hill	Latest Edition
5	Vijaykumar Khurana	Management of Technology and Innovation	Ane Books 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 / Periodicals / Magazines / Newspapers / Web resources etc.

1. International Journal of Innovation, Creativity and Change
2. Journal of Business Venturing
3. Technology Forecasting and Social Change



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Entrepreneurship and Family Business**  
**Subject Name: New Venture Creation (NVC)**  
**Subject Code: 4549262**

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>Critically evaluate</i> the various opportunities available for business; understands various market and industry structure &amp; Business Idea development.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> the firm's external environment, competitive environment, and opportunities available.</li> <li>• <i>Identify</i> the areas of risk in introducing new technologies or other innovations into a market.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Critically evaluate</i> the various strategies for expansion of the business and growth of a business at global level among different economies and culture.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize</i> social sensitivities and ethical considerations while creating new ventures in particular industry.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Design</i> research, <i>produce detailed project</i> reports, and <i>recommend</i> changes in business strategy for given business situation/case.</li> <li>• <i>Articulate</i> a new venture investment proposition and communicate ideas and concepts effectively.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Prepare</i> a DPR for a new venture creation.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549262	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Critically evaluate</i> the various opportunities available for business; understands various market and industry structure & Business Idea development.	3	2	3	-	1	3	-	3	2
<b>LO2:</b> <i>Analyze</i> the firm's external environment, competitive environment, and opportunities available.	3	1	2	-	1	2	1	2	2
<b>LO3:</b> <i>Identify</i> the areas of risk in introducing new technologies or other innovations into a market.	1	3	1	-	1	2	-	3	1
<b>LO4:</b> <i>Critically evaluate</i> the various strategies for expansion of the business and growth of a business at global level among different economies and culture.	3	1	3	1	1	1	-	1	1
<b>LO5:</b> <i>Prioritize</i> social sensitivities and ethical considerations while creating new ventures in particular industry.	2	2	2	-	3	-	3	1	-
<b>LO6:</b> <i>Design</i> research, produce a detailed project report, and	3	1	2	3	-	3	3	3	2





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Entrepreneurship and Family Business**  
**Subject Name: New Venture Creation (NVC)**  
**Subject Code: 4549262**

With effective  
 from academic  
 year 2018-19

recommend changes in business strategy for given business situation/case.									
<b>LO7:</b> Articulate a new venture investment proposition and communicate ideas and concepts effectively.	1	2	-	3	1	3	3	-	1
<b>LO8:</b> Prepare a DPR for a new venture creation.	1	2	2	3	1	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	<b>Business Idea:</b> <ul style="list-style-type: none"> <li>New venture typologies</li> <li>Creating and identifying opportunities</li> <li>Techniques for exploring change</li> <li>Techniques for exploring product inadequacies</li> </ul> <b>Getting Sensitized with industry and market:</b> <ul style="list-style-type: none"> <li>Defining the market / industry</li> <li>Market / industry concentration and geographic spread</li> <li>Estimating market size</li> <li>SWOT analysis</li> <li>Screening and selecting appropriate option</li> </ul> <b>Value proposition and market segmentation:</b> <ul style="list-style-type: none"> <li>New venture creation framework</li> <li>Generic business models and competitive advantage</li> <li>Niche business model</li> <li>Internet business model</li> <li>Characteristics of good business model</li> <li>Low cost market testing</li> </ul>	10	17
II	<b>Value proposition and branding:</b> <ul style="list-style-type: none"> <li>Identifying target customers</li> <li>Defining value proposition</li> <li>Differentiation through branding</li> <li>Sustainable entrepreneurship</li> <li>Mission statement</li> </ul> <b>Developing marketing mix:</b> <ul style="list-style-type: none"> <li>Product features and benefits</li> <li>Channels of distribution</li> <li>Cost, price and volume; pricing decisions</li> <li>Sales force planning and allocation</li> </ul> <b>Communicating the value proposition:</b> <ul style="list-style-type: none"> <li>Communications media</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Entrepreneurship and Family Business

With effective  
from academic  
year 2018-19

Subject Name: New Venture Creation (NVC)

Subject Code: 4549262

	<ul style="list-style-type: none"><li>• Social networks</li><li>• Guerilla marketing</li><li>• Publicity, PR and advertising</li><li>• Developing a communications campaign</li><li>• CRM</li></ul>		
III	<p><b>Growth and expansion:</b></p> <ul style="list-style-type: none"><li>• Market development</li><li>• Sales agencies and franchisees</li><li>• Entering into foreign markets</li><li>• Product development, product portfolio</li><li>• Diversification, acquisition</li></ul> <p><b>Managing operations:</b></p> <ul style="list-style-type: none"><li>• Marketing activities</li><li>• Retail activities</li><li>• Internet business activities</li><li>• Service business activities</li></ul> <p><b>Managing and leading people:</b></p> <ul style="list-style-type: none"><li>• Attracting the right people</li><li>• Using professional advisors</li><li>• Team building</li><li>• Organizational structure, design and control</li><li>• Shaping Culture</li><li>• Leadership and management</li><li>• Entrepreneurial leadership</li></ul>	10	18
IV	<p><b>Preparing and using financial forecasts:</b></p> <ul style="list-style-type: none"><li>• Forecast sales turnover, income statement and costs</li><li>• Forecast breakeven point</li><li>• SMART Performance metrics</li><li>• Valuing the business</li></ul> <p><b>Business Plan:</b></p> <ul style="list-style-type: none"><li>• Difference between business model and business plan</li><li>• Purpose of a business plan</li><li>• Structure and components of a business plan</li><li>• Using the business plan to seek finance</li><li>• Harvesting the business</li><li>• Effective business presentation</li></ul>	10	17
V	<p><b>Practical:</b> Students should prepare a business plan for a hypothetical new business venture.</p>	---	(30 marks CEC)

#### 4. Pedagogy:

The course will use the following pedagogical tools:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Entrepreneurship and Family Business  
Subject Name: New Venture Creation (NVC)  
Subject Code: 4549262

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	Paul Burns	New Venture Creation: A Framework for Entrepreneurial Start-ups	MacMillan	Latest edition
2	David H. Holt	Entrepreneurship: New Venture Creation	Pearson	Latest edition
3	Marc H. Meyer, Frederick G. Crane	New Venture Creation: An Innovator's Guide to Entrepreneurship	MacMillan	Latest edition
4	A Sahay, V Sharma	Entrepreneurship and new Venture Creation	Excel	Latest edition
5	Bruce R. Barringer, R. Duane Ireland	Entrepreneurship: Successfully Launching New Ventures	Pearson	Latest edition
6	Bruce R. Barringer	Preparing Effective Business Plans: An Entrepreneurial Approach	Pearson	Latest edition
7	Inge Hill	Start-Up: A Practice Based Guide For New Venture Creation	MacMillan	Latest edition
8	Stephen Spinelli, Robert J. Adams	New Venture Creation: Entrepreneurship for the 21st Century	McGraw Hill	Latest edition
9	Arya Kumar	Entrepreneurship: Creating and Leading an Entrepreneurial Organization	Pearson	Latest edition
10	Kathleen R. Allen	Launching New Ventures: An Entrepreneurial Approach	Cengage	Latest edition
11	Kuratko	New Venture Management: The Entrepreneur's Roadmap	Pearson	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.

- Indian Journal of Entrepreneurship
- The IUP Journal of Entrepreneurship
- Sumedha Journal of Management
- The Journal of Entrepreneurship



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Production and Operations Management**

With effective  
 from academic  
 year 2018-19

**Subject Name: Materials Management (MM)**

**Subject Code: 4549271**

## 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 application of Theory of Constraints (TOC), capacity planning and Production Activity Control (PAC), Master Scheduling and the Master Production Schedule (MPS).</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Discuss and debate on competency required in effective utilization of materials in manufacturing and service organization.</li> <li>Discuss and debate on competency required in the practical application of materials management principles in industrial inventory systems.</li> <li>Determine requirements and keep priorities current using Material Requirement Planning (MRP) and Bills of Material.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Critically evaluate global materials management practices.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Prioritize and critically analyze ethical issues in purchasing and negotiations.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Describe and defend best practices in materials management</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Critically analyze practices to Influence teams for effective decision making and coordinate to effect purchase at minimum cost</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549271	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Assess on application of Theory of Constraints (TOC), capacity planning and Production Activity Control (PAC), Master Scheduling and the Master Production Schedule (MPS).	3	2	2	1	1	1	-	2	3
<b>LO2:</b> Discuss and debate on competency required in effective utilization of materials in manufacturing and service organization.	2	2	3	-	3	-	-	2	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Materials Management (MM)

Subject Code: 4549271

<b>LO3:</b> Discuss and debate on competency required in the practical application of materials management principles in industrial inventory systems.	3	2	-	2	3	-	-	2	2
<b>LO4:</b> Determine requirements and keep priorities current using Material Requirement Planning (MRP) and Bills of Material.	1	1	1	1	3	1	-	1	1
<b>LO5:</b> Critically evaluate global materials management practices.	-	-	1	1	1	-	3	-	-
<b>LO6:</b> Prioritize and critically analyze ethical issues in purchasing and negotiations	2	2	2	3	1	1	-	1	1
<b>LO7:</b> Describe and defend best practices in materials management.	2	2	2	3	1	-	-	2	1
<b>LO8:</b> Critically analyze practices to Influence teams for effective decision making and coordinate to effect purchase at minimum cost.	2	2	2	3	1	-	-	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)
I	<b>Materials Management:</b> <ul style="list-style-type: none"><li>• The Operating environment</li><li>• Meaning, objectives and functions of materials management</li><li>• Costs involved</li><li>• Advantages of integrated materials management</li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Production and Operations Management**

With effective  
 from academic  
 year 2018-19

**Subject Name: Materials Management (MM)**

**Subject Code: 4549271**

	<ul style="list-style-type: none"> <li>• Concept of stores and warehousing</li> </ul> <p><b>Classification and codification of materials:</b></p> <ul style="list-style-type: none"> <li>• Need for classification and identification</li> <li>• Classification of materials</li> <li>• Nature and process of Codification systems</li> <li>• Codification systems           <ul style="list-style-type: none"> <li>○ Arbitrary, numerical, Mnemonic, Decimal, Brisch, Kodak</li> </ul> </li> <li>• Stores vocabulary, marking of stores</li> </ul> <p><b>Standardization, Simplification and Specialization:</b></p> <ul style="list-style-type: none"> <li>• Objectives of specification</li> <li>• Characteristics of specification</li> <li>• Development of specifications</li> <li>• Problems in specifications</li> <li>• Definition of standards</li> <li>• Different dimensions and levels of standards</li> <li>• Benefits of standardization</li> <li>• Advantages of variety reduction</li> <li>• Techniques of variety reduction           <ul style="list-style-type: none"> <li>○ Sales contribution analysis</li> <li>○ Consumption analysis</li> <li>○ Renard Series</li> </ul> </li> <li>• Simplification</li> </ul> <p><b>Warehousing:</b></p> <ul style="list-style-type: none"> <li>• Warehousing management           <ul style="list-style-type: none"> <li>○ Warehouse activities</li> <li>○ Space utilization and accessibility (simple numerical)</li> <li>○ Stock location</li> <li>○ Order picking and assembly</li> </ul> </li> <li>• Control and Security</li> <li>• Inventory record accuracy and tolerance (theory)</li> <li>• Technology applications (Bar codes, RFID)</li> </ul>		
<b>II</b>	<p><b>Overview Manufacturing Planning and Control Systems: (materials management perspective)</b></p> <ul style="list-style-type: none"> <li>• Strategic business plan</li> <li>• Production plan</li> <li>• Master production schedule</li> <li>• Material requirements plan</li> <li>• Purchasing and production activity control</li> </ul> <p><b>Master Production Schedule: (numerical)</b></p> <ul style="list-style-type: none"> <li>• Developing a master production schedule</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Materials Management (MM)

Subject Code: 4549271

	<ul style="list-style-type: none"><li>• Master schedule decisions</li><li>• MPS and delivery</li></ul> <p><b>Materials Planning:</b></p> <ul style="list-style-type: none"><li>• Value analysis<ul style="list-style-type: none"><li>○ Make or buy</li></ul></li><li>• Techniques<ul style="list-style-type: none"><li>○ Requirement based on past consumption</li><li>○ Materials Requirement Planning</li></ul></li></ul> <p><b>Materials Requirement Planning:</b></p> <ul style="list-style-type: none"><li>• Definition, Objectives</li><li>• Bills of Material</li><li>• Structure of Bills of Material</li><li>• Advantages and uses of Bills of Material</li><li>• Gozinto matrix / graph</li><li>• Techniques of MRP<ul style="list-style-type: none"><li>○ Exploding and offsetting</li><li>○ Gross and net requirements</li><li>○ Releasing Orders</li><li>○ Low level coding and netting</li></ul></li><li>• Use of past consumption data</li></ul>		
III	<p><b>Production Activity Control:</b></p> <ul style="list-style-type: none"><li>• Data requirements</li><li>• Planning files<ul style="list-style-type: none"><li>○ Item master file, product structure file, routing file and work centre master file.</li></ul></li><li>• Control files<ul style="list-style-type: none"><li>○ Shop order master file and the shop order detail file.</li></ul></li><li>• Manufacturing Lead Time</li><li>• Scheduling techniques<ul style="list-style-type: none"><li>○ Forward and backward scheduling</li><li>○ Infinite and finite loading</li></ul></li><li>• Reducing manufacturing lead time<ul style="list-style-type: none"><li>○ Operation overlapping and operation splitting</li></ul></li><li>• Bottlenecks<ul style="list-style-type: none"><li>○ Managing bottlenecks</li></ul></li><li>• Theory of constraints, Drum-Buffer-Rope</li></ul> <p><b>Stores and Stores keeping:</b></p> <ul style="list-style-type: none"><li>• Objectives, functions, features, benefits</li><li>• Physical stock verification methods</li><li>• Layout of stores, receipt section, Goods Receipt Note</li><li>• Types of stores</li><li>• Types of storage equipment</li></ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Materials Management (MM)

Subject Code: 4549271

IV	<b>Materials Handling:</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Classification of Material handling equipment</li><li>• Manual handling</li><li>• Mechanized handling</li></ul> <b>Purchasing:</b> <ul style="list-style-type: none"><li>• Objectives</li><li>• Purchasing cycle</li><li>• Purchasing specifications</li><li>• Supplier selection</li><li>• Price determination</li><li>• Impact of MRP on purchasing</li></ul>	10	17
V	<b>Practical:</b> <ul style="list-style-type: none"><li>• Students should be made to visit manufacturing units to understand their materials planning and management.</li><li>• Students can be given a simulation assignment for managing materials for a manageable 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:

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	Steve Chapman, Tony K. Arnold, Ann K. Gatewood, Lloyd M. Clive	Introduction to Materials Management	Pearson	8 <sup>th</sup> (2016)
2	A. K. Chitkale, R. C. Gupta	Materials Management: A Supply Chain Perspective (Text and Cases)	Pearson	2014





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Materials Management (MM)

Subject Code: 4549271

3	P. Gopalakrishnan, Abid Haleem	Handbook of Materials Management	PHI	2015 / 2 <sup>nd</sup>
4	P. Gopalakrishnan	Purchasing and Materials Management	McGraw Hill	2017
5	Ashfaque Ahmed	The SAP Materials Management Handbook	Auerbach Publications	2014 / 1 <sup>st</sup>
6	Prem Vrat	Materials Management: An Integrated Systems Approach	Springer	2016 / 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 Purchasing and Materials Management
2. Journal of Purchasing and Supply Management
3. Indian Journal of Materials Science
4. Materials Management Review Magazine
5. Indian Institute of Materials Management – [www.iimm.org](http://www.iimm.org)
6. Materials Management: Overview, Products & Services - <https://opsdog.com/industries/materials-management>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4549272

## 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> the different meanings of the quality concept and its influence.</li> <li>• <i>Describe, distinguish and use</i> the several techniques and quality management tools.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Predict</i> the errors in the measuring process, distinguishing its nature and the root causes.</li> <li>• <i>Justify</i> whether or not a measuring process fulfils the established quality requirements.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Identify</i> the elements that are part of the quality measuring process in the global industry.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize and critically analyze</i> ethical issues in quality management.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the regulation and the phases of a quality system certification process.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Critically evaluate</i> the practices to Lead and manage quality circles, and other quality improvement processes and systems among different industry.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549272	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Explain</i> the different meanings of the quality concept and its influence.	3	2	-	2	1	1	-	1	1
<b>LO2:</b> <i>Describe, distinguish and use</i> the several techniques and quality management tools.	2	2	1	2	1	-	-	2	2
<b>LO3:</b> <i>Predict</i> the errors in the measuring process, distinguishing its nature and the root causes.	1	2	1	1	3	-	1	1	1
<b>LO4:</b> <i>Justify</i> whether or not a measuring process fulfils the established quality requirements.	3	1	3	1	-	2	-	1	1
<b>LO5:</b> <i>Identify</i> the elements that are part of the quality measuring process in the global industry.	2	2	2	-	3	-	-	1	-
<b>LO6:</b> <i>Prioritize and critically analyze</i> ethical issues in quality management.	3	1	2	-	-	3	3	-	2
<b>LO7:</b> <i>Explain</i> the regulation and the phases of a quality system certification process.	1	2	-	1	1	1	3	-	1
<b>LO8:</b> <i>Critically evaluate</i> the	1	2	2	1	1	3	-	-	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Production and Operations Management**  
**Subject Name: Quality Management (QM)**  
**Subject Code: 4549272**

With effective  
 from academic  
 year 2018-19

practices to Lead and manage quality circles, and other quality improvement processes and systems among different industry.									
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**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

**3. Course Contents:**

Module No:	Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Defining and Understanding Quality:</b> <ul style="list-style-type: none"> <li>• Perspectives of defining quality               <ul style="list-style-type: none"> <li>○ Product, User, Value, Manufacturing, Customer, Transcendental</li> <li>○ Quality of design, performance and conformance</li> </ul> </li> <li>• Costs of quality               <ul style="list-style-type: none"> <li>○ Prevention, appraisal, internal and external failure, hidden failure costs</li> </ul> </li> <li>• Customer Driven Quality               <ul style="list-style-type: none"> <li>○ Meeting Customer needs and Expectations</li> <li>○ Kano Model</li> </ul> </li> <li>• Quality and Productivity</li> <li>• Quality Philosophies               <ul style="list-style-type: none"> <li>○ W. Edward Deming's philosophy                   <ul style="list-style-type: none"> <li>▪ Deming Cycle (PDCA)</li> <li>▪ 14 – point philosophy</li> <li>▪ Seven deadly diseases of management</li> </ul> </li> <li>○ Philip B. Crosby's Philosophy                   <ul style="list-style-type: none"> <li>▪ Four absolutes of quality management</li> <li>▪ 14 points for quality improvement</li> </ul> </li> <li>○ Joseph M. Juran's philosophy                   <ul style="list-style-type: none"> <li>▪ Quality trilogy</li> </ul> </li> </ul> </li> </ul>	10	18
II	<b>Quality Improvement Tools:</b> <ul style="list-style-type: none"> <li>• Kaizen and Gemba Kaizen, 5S</li> <li>• Quality Function Deployment               <ul style="list-style-type: none"> <li>○ Introduction, reasons to implement QFD</li> <li>○ QFD implementation (four phases)                   <ul style="list-style-type: none"> <li>▪ Product Definition</li> <li>▪ Product Development</li> <li>▪ Process Development</li> <li>▪ Process Quality Control</li> </ul> </li> <li>○ House of Quality</li> </ul> </li> <li>• Total Productive Maintenance               <ul style="list-style-type: none"> <li>○ Overall Equipment Effectiveness                   <ul style="list-style-type: none"> <li>▪ Six losses</li> </ul> </li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Production and Operations Management**

With effective  
 from academic  
 year 2018-19

**Subject Name: Quality Management (QM)**

**Subject Code: 4549272**

	<ul style="list-style-type: none"> <li>▪ Underlying components – Availability, Performance, Quality</li> <li>▪ Calculating OEE, OEE benchmarks</li> <li>• Failure Mode and Effect Analysis           <ul style="list-style-type: none"> <li>○ Design FMEA and Process FMEA</li> <li>○ Why, When and How to perform FMEA</li> <li>○ Stages of FMEA</li> <li>○ Risk Priority Number (RPN)</li> </ul> </li> <li>• Taguchi Loss Function           <ul style="list-style-type: none"> <li>○ Concept</li> <li>○ Nominal, smaller-the-better, larger-the-better</li> <li>○ Formula</li> </ul> </li> <li>• Benchmarking           <ul style="list-style-type: none"> <li>○ Concept, reasons to benchmark, benchmarking process</li> </ul> </li> <li>• Pareto diagrams, flowcharts, scatter plots</li> </ul>		
III	<p><b>Statistical Quality Control (theory only):</b></p> <ul style="list-style-type: none"> <li>• Statistical Process Control           <ul style="list-style-type: none"> <li>○ Variations and causes, patterns in control charts</li> <li>○ Basis for sampling, sampling size and frequency</li> <li>○ Location of control limits</li> </ul> </li> <li>• Control charts for Variables           <ul style="list-style-type: none"> <li>○ Variation between samples (X- bar chart)</li> <li>○ Variation within samples (R – chart)</li> </ul> </li> <li>• Control charts for Attributes           <ul style="list-style-type: none"> <li>○ Yes/No data               <ul style="list-style-type: none"> <li>▪ p, np charts</li> </ul> </li> <li>○ Counting data               <ul style="list-style-type: none"> <li>▪ c, u charts</li> </ul> </li> </ul> </li> </ul> <p><b>Quality Management Systems:</b></p> <ul style="list-style-type: none"> <li>• Concept, obstacles to QMS and overcoming them</li> <li>• Standardized systems (in brief – most important feature)           <ul style="list-style-type: none"> <li>○ ISO certifications, such as ISO 9000/9001, ISO 13485, ISO 14000/14001, ISO 14971, ISO 17025, ISO 22000, HACCP, TS 16949; TL 9000; AS9100; cGxP, 21 CFR Part 11, QSR Title 21 Part 820, A2LA, or OHSAS 18001 Capability Maturity Model (CMM).</li> </ul> </li> <li>• Six Sigma (in brief)           <ul style="list-style-type: none"> <li>○ Principles of six sigma, meaning of DMAIC</li> </ul> </li> <li>• Quality Circles</li> <li>• TQM</li> </ul> <p><b>International Quality Excellence Programs:</b></p> <ul style="list-style-type: none"> <li>• Balridge Excellence Framework and Award</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management  
Subject Name: Quality Management (QM)  
Subject Code: 4549272

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"><li>• Deming Award (for TQM)</li><li>• Rajiv Gandhi National Quality Award</li><li>• China Quality Award</li><li>• Kitemarks</li></ul>		
IV	<p><b>Total Quality Management:</b></p> <ul style="list-style-type: none"><li>• History, Concept, Benefits</li><li>• Eight Principles of TQM</li><li>• Quality training and education</li><li>• Quality engineering &amp; quality control</li><li>• Quality culture<ul style="list-style-type: none"><li>○ Quality in design</li><li>○ Quality in procurement</li><li>○ safety aspect in Quality ( specially petroleum industries )</li><li>○ Quality in service</li><li>○ Quality in manufacturing</li><li>○ Quality in marketing</li><li>○ Quality in after sales service</li></ul></li><li>• Generic strategy model for implementing TQM</li><li>• TQM strategies<ul style="list-style-type: none"><li>○ TQM element approach</li><li>○ Guru approach</li><li>○ Organization model approach</li><li>○ Japanese total quality approach</li><li>○ Award criteria approach</li><li>○ Business Process Reengineering (BPR)</li></ul></li></ul>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"><li>• Analyze quality department procedure and tests conducted for product of any manufacturing industry.</li><li>• Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.</li><li>• Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking companies.</li><li>• Prepare a report suggesting an zero defect program by use of quality tools for any industry</li><li>• Prepare a report with parameters study (for quality assurance in manufacturing process / raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits.</li></ul>	---	(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, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management

With effective  
from academic  
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4549272

## 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	R. Paneerselvam, P. Sivasankaran	Quality Management	PHI	2014
2	James R. Evans, William M. Lindsay	Managing for Quality and Performance Excellence	South Western	2015 / 9 <sup>th</sup>
3	James R. Evans	Quality and Performance Excellence	Cengage	2012 / 6 <sup>th</sup>
4	Kanishka Bedi	Quality Management	Oxford University Press	2006
5	Rajesh K. Jain, Himanshu M. Trivedi	Quality Management for Zero Defect and Zero Effect : A Compendium of Case Studies and Best Practices	ASQ India	2018 / 1 <sup>st</sup>
6	Howard Gitlow, Rosa Oppenheim, Alan Oppenheim, David Levine	Quality Management	McGraw Hill	2017 / 3 <sup>rd</sup>
7	James R. Evans	Total Quality Management	Cengage	2007
8	Sunil Sharma	Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence	Sage	2018 / 1 <sup>st</sup>
9	Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, Mary Besterfield, Hemant Urdhwareshe, Rashmi Urdhwareshe	Total Quality Management	Pearson	2018 / 5 <sup>th</sup>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Functional Area Specialization: Production and Operations Management  
Subject Name: Quality Management (QM)  
Subject Code: 4549272

With effective  
from academic  
year 2018-19

10	Poornima M. Charantimath	Total Quality Management	Pearson	2017 / 3 <sup>rd</sup>
11	Amitava Mitra	Fundamentals of Quality Control and Improvement	Wiley	2013 / 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. International Journal of Productivity and Quality Management
2. Quality Management Journal
3. The TQM Journal
4. International Journal for Quality Research
5. Quality Management Magazine
6. Quality India Magazine
7. Quality Council of India - <https://www.qcin.org/>
8. National Quality / Business Excellence Awards in different countries:  
<https://www.nist.gov/document/nationalqualitybusinessexcellenceawardsindifferentcountriesxls>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Legal Aspects of Business (LAB)

Subject Code: 4549281

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>Describe and explain rights and duties of respective parties under different types of contracts.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze the salient features of various act available for business domain in Indian Legal System</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Critically evaluate the practical implications of legal provisions of act like, IPR, IT, &amp; Environment on global business/operations of the company.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Discuss the applicability of code of conduct prescribed by different acts.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Describe and elaborate about provisions in legal instruments and their role in business activities.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Deliberate on provision of legal aspect in given situation and plan for effective compliance of different laws/acts among different department</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549281	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Describe and explain rights and duties of respective parties under different types of contracts.	3	3	1	3	1	-	-	2	3
<b>LO2:</b> Analyze the salient features of various act available for business domain in Indian Legal System.	2	2	3	-	3	-	-	2	2
<b>LO3:</b> Critically evaluate the practical implications of legal provisions of act like, IPR, IT, & Environment on global business/operations of the company.	2	3	2	1	3	1	-	1	1
<b>LO4:</b> Discuss the applicability of code of conduct prescribed by different acts.	-	-	1	1	1	-	3	-	-
<b>LO5:</b> Describe and elaborate about provisions in legal instruments and their role in business activities.	2	2	2	3	1	-	-	2	1
<b>LO6:</b> Deliberate on provision of legal aspect in given situation and plan for effective compliance of different laws/acts among different department	3	2	3	3	-	3	1	1	1





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Legal Aspects of Business (LAB)

Subject Code: 4549281

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>Indian Contract Act – 1872</b> General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. Specific Contracts Indemnity, guarantee, bailment, pledge, agency, etc. Rights & Duties of the respective parties, applications in the business World	10	18
II	<b>Companies Act, 2013</b> Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors & managers, Membership of a company, Issue of Capital, Amalgamation and Reconstruction. <b>Partnership Act</b> Applications of the Act, Definition of Partner, Mutual rights and liabilities <b>Indian Trusts Act:</b> Meaning of Trust, Creation of Trust, Purpose of a Trust, Who can be a Trustee	10	18
III	<b>Negotiable Instruments Act – 1881</b> – Instruments, Types of Negotiable instruments and their essential features, Dishonour of instruments <b>GST Act, 2017</b> Basic understanding and applicability, registration process <b>Sale of Goods act, 1930</b> - Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract <b>Consumer Protection Act, 1986</b> – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.	10	17
IV	<b>Intellectual Property Rights (IPRs)</b> - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement. <b>Environmental Laws</b> - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties <b>Information Technology act, 2000</b> - Introduction, Digital Signature, cybercrimes and remedies. Electronic records,	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Legal Aspects of Business (LAB)**

**Subject Code: 4549281**

With effective  
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year 2018-19

	Controlling and certifying authority, cyber regulation appellate tribunals		
V	<b>Practical:</b> • Students should select real life cases from Government and/or Corporate world, study the same and make presentation in the class	---	(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	K. R. Bulchandani	Business Laws for Management	Himalaya	Latest Edition
2	N. D. Kapoor	Mercantile Law	Sultan Chand & Sons	Latest Edition
3	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	Latest Edition
4	L Bently & B Sherman	Intellectual Property Law	Oxford	Latest Edition
5	S S Gulshan	Company law	Excel	Latest Edition
6	S S Gulshan	Business Law	Excel	Latest Edition
7	Ramaswamy, B S	Contracts and their management	Lexis Nexis	Latest Edition
8	Kuchhal MC	Mercantile Laws	PHI	Latest Edition
9	Ravindra Kumar	Legal Aspects of Business	Cengage	Latest Edition
10	Prof.(Cmde) P K Goel	Business Law for Managers	Biztantra	Latest Edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Legal Aspects of Business (LAB)**

**Subject Code: 4549281**

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

11	Rohini Aggarwal	Mercantile and Commercial Laws	Taxman	Latest Edition
Bare Acts to be used, wherever required.				

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. India Business Law Journal
2. Indian Journal of Law & Technology
3. IUP Law Review
4. Journal of Business Law and Corporate Governance
5. The Practical Lawyer

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Knowledge Management (KM)

Subject Code: 4549282

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)	<i>Apply</i> KM components in business environment for effective decision making.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<i>Transform</i> data into information and in turn into knowledge for better decision making.
Global Exposure and Cross-Cultural Understanding (GECCU)	<i>Appraise</i> the philosophy of knowledge economy and cultural transformation to a knowledge sharing culture.
Social Responsiveness and Ethics (SRE)	<i>Prioritize</i> ethics of Knowledge Management to help social issues.
Effective Communication (EC)	<i>Explain</i> the multidisciplinary approaches of creation, storage and transfer knowledge within and outside organizations.
Leadership and Teamwork (LT)	<i>Build</i> Leadership qualities for an efficient knowledge economy.

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549282	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Apply</i> KM components in business environment for effective decision making.	3	2	-	-	1	1	-	-	2
LO2: <i>Transform</i> data into information and in turn into knowledge for better decision making.	1	2	3	-	-	1	-	2	2
LO3: <i>Appraise</i> the philosophy of knowledge economy and cultural transformation to a knowledge sharing culture.	-	-	-	2	3	1	1	2	3
LO4: <i>Prioritize</i> ethics of Knowledge Management to help social issues.	-	-	-	1	-	-	3	-	2
LO5: <i>Explain</i> the multidisciplinary approaches of creation, storage and transfer knowledge within and outside organizations.	1	2	-	3	1	2	-	1	3
LO6: <i>Build</i> Leadership qualities for an efficient knowledge economy.	-	-	-	-	-	3	2	-	3

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Knowledge Management (KM)

Subject Code: 4549282

With effective  
from academic  
year 2018-19

### 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Knowledge Management:</b> <ul style="list-style-type: none"><li>• Overview of Knowledge Management</li><li>• Data-Information-Knowledge-Wisdom relationship</li><li>• History and Significance of Knowledge Management</li><li>• Forces driving KM</li><li>• Different types of knowledge<ul style="list-style-type: none"><li>○ Procedural / declarative knowledge</li><li>○ Tacit / explicit knowledge</li><li>○ General / specific knowledge</li></ul></li><li>• Sources / locations / reservoirs of knowledge</li><li>• The Knowledge Management Cycle:<ul style="list-style-type: none"><li>○ The Zack KM Cycle</li><li>○ The Bukowitz and Williams KM Cycle</li><li>○ The McElroy KM Cycle</li><li>○ The Wiig KM Cycle</li><li>○ An Integrated KM Cycle</li></ul></li><li>• Multidisciplinary Nature of KM</li><li>• The Concept Analysis Technique</li><li>• Intellectual Capital versus Physical Assets</li><li>• Users and knowledge workers</li><li>• Difficulties in Knowledge Management</li></ul>	10	18
II	<b>Foundations of KM Solutions:</b> <ul style="list-style-type: none"><li>• KM Mechanisms<ul style="list-style-type: none"><li>○ Learning by doing</li><li>○ On-the-job training</li><li>○ Learning by observation</li><li>○ Face-to-face meetings</li></ul></li><li>• KM Technologies<ul style="list-style-type: none"><li>○ Artificial intelligence</li><li>○ Web 2.0</li></ul></li><li>• KM Infrastructure<ul style="list-style-type: none"><li>○ Organizational culture<ul style="list-style-type: none"><li>▪ Organizational culture analysis</li><li>▪ Organizational maturity models</li></ul></li><li>○ Organization structure<ul style="list-style-type: none"><li>▪ Hierarchy</li><li>▪ Communities of practice</li></ul></li><li>○ IT infrastructure<ul style="list-style-type: none"><li>▪ Databases and data warehouses</li><li>▪ ERP</li><li>▪ Expertise locator systems</li></ul></li><li>○ Common knowledge<ul style="list-style-type: none"><li>▪ Cumulative experiences</li></ul></li></ul></li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Knowledge Management (KM)**

**Subject Code: 4549282**

With effective  
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	<ul style="list-style-type: none"> <li>○ Physical environment</li> </ul> <p><b>Knowledge Management Solutions:</b></p> <ul style="list-style-type: none"> <li>● KM Processes           <ul style="list-style-type: none"> <li>○ Discovery               <ul style="list-style-type: none"> <li>▪ Combination and socialization</li> </ul> </li> <li>○ Capturing               <ul style="list-style-type: none"> <li>▪ Externalization and internalization</li> </ul> </li> <li>○ Sharing               <ul style="list-style-type: none"> <li>▪ Socialization and exchange</li> </ul> </li> <li>○ Applying               <ul style="list-style-type: none"> <li>▪ Direction and routines</li> </ul> </li> </ul> </li> </ul>		
<b>III</b>	<p><b>Knowledge Management Systems:</b></p> <ul style="list-style-type: none"> <li>● Knowledge discovery systems           <ul style="list-style-type: none"> <li>○ Socialization               <ul style="list-style-type: none"> <li>▪ Creative brainstorming</li> <li>▪ Lateral thinking</li> </ul> </li> <li>○ Data mining and web mining</li> </ul> </li> <li>● Knowledge capture systems           <ul style="list-style-type: none"> <li>○ Prototypes, stories, storytelling circles</li> <li>○ Concept maps</li> </ul> </li> <li>● Knowledge sharing systems           <ul style="list-style-type: none"> <li>○ Knowledge portals</li> <li>○ Incident report databases</li> <li>○ Alert systems</li> <li>○ Best practices databases</li> <li>○ Lessons learned systems</li> <li>○ Expertise locator systems</li> </ul> </li> <li>● Knowledge application systems           <ul style="list-style-type: none"> <li>○ Direction               <ul style="list-style-type: none"> <li>▪ Hierarchical relationships</li> <li>▪ Help desks</li> <li>▪ Support centers</li> </ul> </li> <li>○ Routines               <ul style="list-style-type: none"> <li>▪ Organizational policies</li> <li>▪ Work practices</li> <li>▪ Standards</li> </ul> </li> </ul> </li> <li>● Managing Knowledge Management Solutions</li> </ul> <p><b>Knowledge Management System Life Cycle (KMSLC):</b> SDLC Vs KMSLC, stages of KMLSC (in brief)</p> <p><b>KM Metrics</b></p> <ul style="list-style-type: none"> <li>● Benchmarking</li> <li>● Balanced Scorecard</li> <li>● The House of Quality Method</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Knowledge Management (KM)**

**Subject Code: 4549282**

With effective  
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year 2018-19

	<b>Knowledge Audit</b> <b>Knowledge Divestiture, IP Protection, KM Certifications</b>		
IV	<b>Implementation of Knowledge Management:</b> <ul style="list-style-type: none"> <li>10-step KM Road Map of Amrit Tiwana</li> <li>Layers of KM Architecture</li> </ul> <b>Knowledge Management Team and Leadership:</b> <ul style="list-style-type: none"> <li>KM Team – Roles &amp; Responsibilities</li> <li>Ethics of KM</li> <li>Political Issues In KM</li> <li>Future Challenges for KM</li> <li>Importance of Knowledge Leader</li> <li>Knowledge Leadership: Overview and Style</li> </ul> <b>Future of Knowledge Management and Industry perspective:</b> <ul style="list-style-type: none"> <li>Companies on the road to knowledge management.</li> <li>Knowledge Management in Manufacturing and service industry.</li> <li>Challenges and future of Knowledge Management.</li> </ul>	10	17
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>Prepare a report on knowledge management practices implemented by successful companies.</li> <li>Organize a group discussion for students and enable them to go through the knowledge acquisition phases.</li> <li>Prepare a report on knowledge management practices implemented by successful companies.</li> <li>Make a team of 2-3 students and ask them to conduct a telephonic interview or survey regarding local businesses' familiarity with and level of literacy in KM.</li> <li>A comparison on the KM Life Cycle Models and seeing their applicability in organizations.</li> <li>Asking students to compare and contrast on different Community Of 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>
	<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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Knowledge Management (KM)

Subject Code: 4549282

With effective  
from academic  
year 2018-19

	• 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	Irma Becerra-Fernandez, Rajiv Sabherwal	Knowledge Management: Systems and Processes	Routledge	2014 / 2 <sup>nd</sup>
2	Kimiz Dalkir	Knowledge Management in Theory and Practice	Elsevier Butterworth–Heinemann	3 <sup>rd</sup>
3	Anu Singh Lather, Anil K Saini and Sanjay Dhingra,	Knowledge Management	Macmillan.	Latest Edition
4	Awad ME and Ghaziri, M.H.	Knowledge Management	Pearson	2011 / 2 <sup>nd</sup>
5	Stuart Barnes	Knowledge Management Systems – Theory and Practice,	Cengage	2001 / 1 <sup>st</sup>
6	Steven A. Cavaleri, Sharon Seivert, L Willis Lee	Knowledge Leadership – The Art and Science of Knowledge based organisation	Butterworth – Heinemann,	Latest Edition
7	Shelda Debowski	Knowledge Management	John Wiley & Sons	Latest Edition
8	Fernandez A.C.	Knowledge Management	Pearson	Latest Edition
9	Firestone Ph.D., Joseph M., Mark W. McElroy	Key Issues in the New Knowledge Management,	Butterworth-Heinemann Title	2003 / 1 <sup>st</sup>
10	Natarajan G and Shekhar S.	Knowledge Management: Enabling Business,	Tata McGraw Hill.	Latest Edition
11	Sudhir Warriar	Knowledge Management	Vikas	2003 / 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 Knowledge Management, Emerald Publishing
2. The Electronic Journal of Knowledge Management (EJKM)
3. International Journal of Knowledge Management (IJKM)
4. International Journal of Knowledge Management and Practices
5. Knowledge Management Research and Practice
6. The IUP Journal of Knowledge Management





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4549283

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>Illustrate</i> the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Recommend</i> B2B marketing strategies to a specific B2B marketer for achieving specified objectives.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the influence of culture on B2B negotiations across different nations.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Recommend</i> socially responsible practices during NPD customer service in B2B marketing.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Design</i> an integrated marketing communications plan for promoting B2B products or services.</li> <li>• <i>Create</i> and present a sales pitch for a defined B2B negotiation.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> a business marketing plan for a real local company that mainly targets business customers.</li> </ul>

### LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549283	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Illustrate</i> the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.	3	3	1	1	1	-	-	2	2
<b>LO2:</b> <i>Recommend</i> B2B marketing strategies to a specific B2B marketer for achieving specified objectives.	2	3	2	2	-	1	1	1	1
<b>LO3:</b> <i>Explain</i> the influence of culture on B2B negotiations across different nations.	-	-	-	2	3	1	1	2	-
<b>LO4:</b> <i>Recommend</i> socially responsible practices during NPD customer service in B2B marketing.	2	1	-	2	1	-	3	2	1
<b>LO5:</b> <i>Design</i> an integrated marketing communications plan for promoting B2B products or services.	3	1	-	3	-	3	1	3	1
<b>LO6:</b> <i>Create</i> and present a sales pitch for a defined B2B negotiation.	1	2	-	3	-	3	-	3	1
<b>LO7:</b> <i>Develop</i> a business	3	3	-	3	1	3	-	3	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4549283

With effective  
from academic  
year 2018-19

marketing plan for a real local company that mainly targets business customers.									
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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 B2B Marketing:</b></p> <ul style="list-style-type: none"> <li>• Business marketing</li> <li>• Business market customers</li> <li>• Characteristics of business markets</li> <li>• Organizational buying and buying behaviour</li> <li>• The buying process</li> </ul> <p><b>Organizational markets of India:</b></p> <ul style="list-style-type: none"> <li>• Organizational and business markets</li> <li>• Government as a customer</li> <li>• Commercial enterprises</li> <li>• Commercial and institutional customers</li> </ul>	10	17
II	<p><b>Segmenting business markets</b></p> <p><b>Business marketing planning:</b></p> <ul style="list-style-type: none"> <li>• Strategic role of marketing</li> <li>• Components of a business model</li> </ul> <p><b>Product strategy:</b></p> <ul style="list-style-type: none"> <li>• Product policy</li> <li>• Industrial product strategy</li> <li>• Technology adoption</li> <li>• Building B2B brands</li> <li>• Product support strategy</li> </ul> <p><b>Managing innovation and NPD:</b></p> <ul style="list-style-type: none"> <li>• Management of Innovation</li> <li>• Managing technology</li> <li>• Determinants of new product performance</li> </ul>	10	18
III	<p><b>Managing service for business markets:</b></p> <ul style="list-style-type: none"> <li>• Understanding the customer experience</li> <li>• Delivering effective customer solutions</li> <li>• Marketing of solutions</li> </ul> <p><b>Pricing in B2B marketing:</b></p> <ul style="list-style-type: none"> <li>• Pricing process</li> <li>• Competitive bidding</li> </ul> <p><b>Managing marketing communications for business markets:</b></p> <ul style="list-style-type: none"> <li>• B2B Advertising</li> <li>• Digital marketing</li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Business to Business Marketing (B2B Marketing)**

**Subject Code: 4549283**

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>Trade shows, exhibitions, business meets</li> <li>Managing the sales force               <ul style="list-style-type: none"> <li>Deployment analysis</li> </ul> </li> </ul>		
IV	<p><b>Managing Channels:</b></p> <ul style="list-style-type: none"> <li>Business marketing channels and participants</li> <li>Channel design and management decisions</li> <li>E-commerce for business marketing channels</li> <li>Market logistics decisions</li> <li>B2B logistics management</li> </ul> <p><b>Marketing of Projects:</b></p> <ul style="list-style-type: none"> <li>Characteristics of project management</li> <li>Competitive bidding for projects</li> <li>PPP Projects</li> </ul> <p><b>Implementation of marketing strategy:</b></p> <ul style="list-style-type: none"> <li>Successful strategy implementation and the strategy-implementation fit.</li> <li>Building a customer driven organization</li> <li>Strategy map</li> </ul> <p><b>Ethical issues in B2B Marketing.</b></p>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>At a small organization of a personal acquaintance               <ul style="list-style-type: none"> <li>The students should study the buying process that they adopt while purchasing for business.</li> <li>How they prepare quotes for business clients.</li> </ul> </li> <li>Students should study the conditions and technicalities mentioned in the tender invitations.</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.

#### 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>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4549283

With effective  
from academic  
year 2018-19

## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh	B2B Marketing: A South Asian Perspective	Cengage	2014, 11 <sup>th</sup> ed.
2	Sharad Sarin	Business Marketing: Concepts and Cases	McGraw Hill	2013, 1 <sup>st</sup> ed.
3	Tom McMakin, Doug Fletcher	How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services	Wiley	
4	James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri	Business Market Management (B2B): Understanding, Creating, and Delivering Value	Pearson	2010, 3 <sup>rd</sup> ed.
5	Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano	Business to Business Marketing	Pearson	2011
6	Krishna K Havaldar	Business Marketing: Text and Cases	McGraw Hill	2014, 4 <sup>th</sup> ed.

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 Business to Business Marketing
2. Journal of Business Market Management
3. Journal of Business & Industrial Marketing
4. International Journal of Business Marketing and Management
5. B2B Marketing – Magazine
6. <https://www.smartbugmedia.com/blog/50-inbound-marketing-resources-every-b2b-marketer-should-subscribe-to-in-2019>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

Subject Code: 4549284

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>Compare, contrast and select, from appropriate financial products and services, investment planning and counselling services for the public according to industry standards, including taxation counselling.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Develop financial plans based on individual's financial goals and needs.</li> <li>Make use of E-filing of Income tax returns.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Explore global practices related to financial planning and retirement planning.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Integrate ethical decision-making processes into all aspect of the financial planning profession.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop written and verbal client-focused communication styles and strategies.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Prepare accurate and relevant financial plans manually and electronically.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549284	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Compare, contrast and select, from appropriate financial products and services, investment planning and counselling services for the public according to industry standards, including taxation counselling.	3	3	3	-	1	1	-	2	3
LO2: Develop financial plans based on individual's financial goals and needs.	3	2	3	1	-	1	-	2	2
LO3: Make use of E-filing of Income tax returns.	3	2	1	1	-	-	-	2	1
LO4: Explore global practices related to financial planning and retirement planning.	2	2	3	2	3	-	-	1	2
LO5: Integrate ethical decision-making processes into all aspect of the financial planning profession.	1	1	1	-	-	-	3	1	3
LO6: Develop written and verbal client-focused communication styles and strategies.	1	1	-	3	-	-	-	2	1
LO7: Prepare accurate and relevant financial plans manually and electronically.	2	2	2	3	-	3	-	-	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

Subject Code: 4549284

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 Financial Planning:</b> The Financial Planning Process, Developing Personal Financial Goals, Influences on Personal Financial Planning. Financial Aspects of Career Planning, Time Value of Money & Applications, Personal Financial Statements.	10	18
II	<b>Investment Planning:</b> Preparing for an Investment Program, Factors Affecting Choice of Investments, Asset Allocation & Investment Alternatives, Investing in Common Stocks, Bonds, Mutual Funds, Insurance, Derivatives, Real Estate, Commodities etc.	10	18
III	<b>Retirement Planning:</b> Setting personal financial goals. Life cycle approach to financial planning. Retirement Need Analysis, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Senior Citizen's Saving Scheme, Insurance Policy for Retirement, National Pension Schemes (NPS), Superannuation Fund, Gratuity, and Post-retirement counselling, Reverse Mortgage.	10	17
IV	<b>Personal Tax Planning:</b> Income-tax slabs for individuals, Tax Planning hints with reference to residential status, salary income, property income, capital gains. Overview of Deductions Under Chapter – VI (A) for Individuals 80C, 80CCC, 80CCD (1), 80CCD (1B), 80 D, 80 DD, 80 DDB, 80E, 80 EE, 80 G, 80 GG, 80 TTA, 80 TTB. Form 16 Structure, Overview of AS – 26, TDS Reconciliation Analysis & Correction Enabling System (TRACES) Filing of IT Return E-filing of IT Return.	10	17
V	<ul style="list-style-type: none"><li>• <b>Case-Study:</b> Prepare a Financial Planning Statement, incorporating the provisions of 5 heads of income + deductions. The presentation should be carried out in front of internal faculty.</li><li>• <b>Practical Application with reference to strategic perspective:</b> Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds.</li><li>• Prepare a report/presentation on Basics of GST, CGST and IGST and input tax credit.</li><li>• E-filing of Income tax return</li></ul>	---	(30 marks CEC)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

Subject Code: 4549284

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	Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes	Personal Finance	McGraw Hill	Latest Edition
2	Prasanna Chandra	Investment Analysis and Portfolio Management	McGraw Hill	Latest Edition
3	Vinod K Singhania Monica Singhania	Student's Guide to Income Tax	Taxman	Latest Edition
3	V.K.Singhania	Taxman's direct taxes planning and management	Taxman	Latest Edition
4	Keown A J	Personal Finance	Pearson	Latest Edition
5	Madura, Jeff	Personal Finance	Pearson	Latest Edition
6	Madhu Sinha	Financial Planning Ready Reckoner	Tata McGraw Hill	2008
7	Madhu Sinha	Retirement Planning A Guide for Financial Planner	Tata McGraw Hill	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. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today
9. <http://incometaxmanagement.com/Pages/Gross-Total-Income/Salaries/Deduction-under-Chapter-VI-A.html>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

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>Discuss best practices adopted by industry in the sphere of WCM.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Examine the barriers to using IT strategically for World Class Manufacturing.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Discuss latest trends and developments in technology, systems and practices around the world pertaining to WCM.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Prioritize the ethical treatment of people, data and resources while developing WCM strategies.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Identify communications tools, techniques and methodologies that can be used in gathering inputs for implementing a specific WCM system.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Compare and contrast team building practices to implement the World Class Manufacturing Plan across an organization in different industry.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549285	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Discuss best practices adopted by industry in the sphere of WCM.	3	3	1	3	2	1	-	-	1
<b>LO2:</b> Examine the barriers to using IT strategically for World Class Manufacturing.	2	3	2	2	1	1	-	1	-
<b>LO3:</b> Discuss latest trends and developments in technology, systems and practices around the world pertaining to WCM.	2	3	1	1	3	1	1	2	-
<b>LO4:</b> Prioritize the ethical treatment of people, data and resources while developing WCM strategies.	2	-	-	1	-	1	3	-	1
<b>LO5:</b> Identify communications tools, techniques and methodologies that can be used in gathering inputs for implementing a specific WCM system.	3	2	1	3	-	1	1	1	1
<b>LO6:</b> Compare and contrast team building practices to implement the World Class Manufacturing Plan across an organization in different industry.	1	3	2	3	-	3	-	3	1





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

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:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Philosophy of World Class Manufacturing:</b></p> <ul style="list-style-type: none"><li>• Evolution of WCM<ul style="list-style-type: none"><li>○ Taiichi Ohno and Shigeo Shingo</li><li>○ Richard Schonberger<ul style="list-style-type: none"><li>▪ Manufacturing assessment using customer focused principles</li></ul></li><li>○ Toyota Production System (TPS) (briefly)<ul style="list-style-type: none"><li>▪ Genesis and development</li><li>▪ Influence of Henry Ford, Taiichi Ohno, Eiji Toyoda, and Shigeo Shingo.</li><li>▪ <i>Muri, mura, muda</i></li><li>▪ Conceptual pillars<ul style="list-style-type: none"><li>• Just-in-Time</li><li>• <i>Jidoka (Autonomation)</i></li></ul></li><li>▪ Underlying principles of TPS<ul style="list-style-type: none"><li>• Continuous improvement<ul style="list-style-type: none"><li>○ Challenge</li><li>○ Kaizen</li><li>○ Gemba and Genchi Genbutsu</li></ul></li><li>• Respect for People</li></ul></li><li>▪ Key tools and concepts within TPS<ul style="list-style-type: none"><li>• Kaizen</li><li>• Kanban</li><li>• Poka-yoke</li><li>• 5S</li><li>• Value Stream Mapping (VSM)</li></ul></li><li>○ WCM model (temple) developed by FIAT and contributions of Hajime Yamashina.<ul style="list-style-type: none"><li>▪ Ten technical pillars</li><li>▪ Ten managerial pillars</li><li>▪ Difference between FIAT's WCM and Schonberger's WCM</li></ul></li></ul></li><li>• Gaining competitive edge through world class manufacturing</li></ul></li></ul>	10	18
II	<p><b>Contemporary Practices (basic introduction):</b></p> <ul style="list-style-type: none"><li>• TOPP</li><li>• AMBITE System</li><li>• MRP II</li><li>• Automated Production Systems<ul style="list-style-type: none"><li>○ Fixed Automation Systems</li></ul></li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>○ Flexible Automation Systems (FAS)</li> <li>○ Programmable Automation Systems</li> <li>● Service automation</li> </ul> <p><b>Human Resource Management in WCM:</b></p> <ul style="list-style-type: none"> <li>● Adding value to the organization</li> <li>● Organizational learning, Cross functional teams</li> <li>● People as problem solvers</li> <li>● Total Employee involvement</li> <li>● Human Integration movement</li> <li>● Motivation and reward in the age of continuous improvement.</li> </ul>		
III	<p><b>Lean Production:</b></p> <ul style="list-style-type: none"> <li>● Concept and core idea</li> <li>● Seven Deadly Wastes</li> <li>● Key tools <ul style="list-style-type: none"> <li>○ 5S</li> <li>○ Andon (Visual Feedback)</li> <li>○ Visual Factory</li> <li>○ Bottleneck analysis</li> <li>○ SMED (Single Minute Exchange of Dies)</li> </ul> </li> </ul> <p><b>Agile Manufacturing:</b></p> <ul style="list-style-type: none"> <li>● Concept, Lean as a precursor to Agile</li> <li>● Effectiveness of Agile</li> <li>● Key elements of Agile <ul style="list-style-type: none"> <li>○ Modular Product Design</li> <li>○ Information Technology</li> <li>○ Corporate Partners</li> <li>○ Knowledge Culture</li> </ul> </li> </ul> <p><b>Short Interval Control:</b></p> <ul style="list-style-type: none"> <li>● Concept, key features and elements, benefits</li> </ul> <p><b>Hoshin Kanri (Policy Deployment):</b></p> <ul style="list-style-type: none"> <li>● Concept, core principles</li> </ul>	10	17
IV	<p><b>Six Sigma:</b></p> <ul style="list-style-type: none"> <li>● Value of Six Sigma</li> <li>● Design for Six Sigma (DFSS) <ul style="list-style-type: none"> <li>○ DMAIC, IDOV, FMEA, DMADV</li> </ul> </li> <li>● <u>DMAIC (in brief)</u></li> <li>● Define Phase <ul style="list-style-type: none"> <li>○ Create Project Charter, Process mapping, identifying customers, translating customer requirements.</li> <li>○ Commonly used tools – Force field analysis, Risk Priority Number (RPN), SIPOC Diagram.</li> </ul> </li> <li>● Measure Phase <ul style="list-style-type: none"> <li>○ Process measurement, AS IS Value Stream Map, Process inputs and outputs</li> <li>○ Preparing data collection plan, assessing process</li> </ul> </li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

With effective  
from academic  
year 2018-19

	<p>capabilities (process capability and performance indices)</p> <ul style="list-style-type: none"> <li>○ Process performance v/s specification.</li> <li>● Analyze Phase <ul style="list-style-type: none"> <li>○ Identify critical inputs, data analysis, and process analysis, determining and prioritizing root causes. (This is done through various statistical tests. It is not required to perform any numerical analysis. Students should be just apprised of the significance of statistical testing during this phase).</li> </ul> </li> <li>● Improve Phase <ul style="list-style-type: none"> <li>○ Priority list of solutions, applying lean Six Sigma best practices, creating TO BE value stream map, risk assessment, pilot testing of solution.</li> </ul> </li> <li>● Control Phase: <ul style="list-style-type: none"> <li>○ Creating the process control plan, developing Standard Operating Procedures (SOPs), training, transition of ownership, project storyboard.</li> </ul> </li> </ul>		
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>● Use case studies of world class manufacturing companies.</li> <li>● Students can simulate process improvements in their surroundings. Students can also carry out projects in organizations which have implemented Six Sigma.</li> <li>● Students can also undertake Kaizen and 5S projects in small SMEs or service organizations.</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>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

With effective  
from academic  
year 2018-19

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	B.S. Sahay, K B C Saxena, Ashish Kumar	World Class Manufacturing - Strategic Perspective	Laxmi	2018 / 1 <sup>st</sup>
2	Jeffrey Liker	The Toyota Way	McGraw Hill	2017 / 1 <sup>st</sup>
3	Richard J. Schonberger	World Class Manufacturing: The Next Decade: Building Power, Strength, and Value	Free Press	2013
4	Stephen Haag, Paige Baltzan, Amy Phillips	Business Driven Technology	McGraw Hill	2019 / 8 <sup>th</sup>
5	Ron Moore	Making Common Sense Common Practice	Butterworth-Heinemann	2013 / 4 <sup>th</sup>
6	Adeel Hejaaji	World Class Manufacturing	Lambert	2015
7	James M. Morgan, Jeffrey Liker	Designing the Future	McGraw Hill	2019 / 1 <sup>st</sup>
8	Phillip Ledbetter	The Toyota Template: The Plan for Just-In-Time and Culture Change Beyond Lean Tools	Productivity Press	2018 / 1 <sup>st</sup>
9	Edward H. Frazelle	World Class Manufacturing and Material Handling	McGraw Hill	2016 / 2 <sup>nd</sup>
10	P. James Womack, T. Daniel Jones, Daniel Roos	The Machine That Changed the World	Simon & Schuster	2007
11	Mikell P. Groover	Automation, Production Systems, and Computer-Integrated Manufacturing	Pearson	2016 / 4 <sup>th</sup>
12	Roderick A. Munro, Govindarajan Ramu and Daniel J. Zrymiak	The Certified Six Sigma Green Belt Handbook, Second Edition	ASQ Quality Press	2015
13	Michael L. George, David Rowlands, Bill Kastle	What is Lean Six Sigma?	McGraw Hill	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.



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4549285

With effective  
from academic  
year 2018-19

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

1. International Journal of Production Research
2. Lean & Six Sigma Review
3. International Journal of Six Sigma and Competitive Advantage
4. International Journal of Lean Six Sigma
5. <https://world-class-manufacturing.com/>
6. <http://www.opentextbooks.org.hk/ditopic/18770>
7. <https://better-operations.com/2013/05/22/world-class-manufacturing-at-chrysler-and-fiat/>
8. <https://www.leanproduction.com/>

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4549286

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>Analyse the basic concepts of control and structure of control process in an organization.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate control system for business organization considering business specific problems.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Analyse different management control strategies for MNC at corporate level.</li> <li>Analyse transfer pricing strategies used by MNCs in context of tax savings.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Analyse &amp; interpret Management Control System for Not for profit organizations so as to make them socially responsible.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Identify strategies to remove communication gaps in designing control systems for a company.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Analyse role of leaders in terms of goal setting and goal congruence in corporate management.</li> </ul>

## Correlation Levels:

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

Sub. Code: 4549286	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Analyse the basic concepts of control and structure of control process in an organization.	3	-	2	3	-	-	-	3	1
LO2: Evaluate control system for business organization considering business specific problems.	2	1	3	-	2	-	-	1	1
LO3: Analyse different management control strategies for MNC at corporate level.	2	2	2	-	3	-	-	-	-
LO4: Analyse transfer pricing strategies used by MNCs in context of tax savings.	1	1	2	-	3	-	-	-	1
LO5: Analyse & Interpret Management Control System for Not for profit organizations so as to make them socially responsible.	1	1	2	1	-	1	3	-	-
LO6: Identify strategies to remove communication gaps in designing control systems for a company.	1	2	2	3	-	2	2	-	1
LO7: Analyse role of leaders in terms of goal setting and goal congruence in corporate management	-	3	-	2	-	3	1	2	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4549286

With effective  
from academic  
year 2018-19

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

## 2. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	10	18
II	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	10	18
III	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	10	17
IV	The Process Part of Management Control: - Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	10	17
V	<b>Practical:</b> Application of MCS in the following: a. Service organization b. Non-profit organization c. Projects d. Defining control variables and check point forevent management.	---	(30 marks CEC)

## 3. Pedagogy:

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

## 4. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
• Class Presence & Participation	10 marks	
• Quiz	10 marks	



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4549286

With effective  
from academic  
year 2018-19

<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>

## 5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Robert Anthony and Vijay Govindarajan	Management Control Systems	Tata McGraw Hill	Latest
2	Pradip Kumar Sinha	Management Control Systems	Excel	Latest
3	N. Ghosh	Management Control Systems	PHI	Latest
4	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest
5	Ravindhra Vadapalii	Management Control Systems	Excel	Latest

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

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

1. Journal of Management Control
2. Journal of Management Accounting Research
3. Control (Magazine)





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4549287

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

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 institutional infrastructure available for promoting foreign trade in India and the world; for a specific product / service.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Evaluate the various schemes facilitating foreign trade in India.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Discuss the role of multinational and international institutions and agreements in world trade.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Judge global opportunities in trade through the prism of social accountability and ethics.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Prepare a report exploring the export potential of a product, aided by facilitating measures.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Simulate a foreign trade transaction in a team.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549287	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Assess the institutional infrastructure available for promoting foreign trade in India and the world; for a specific product / service.	3	1	1	1	3	1	-	-	2
<b>LO2:</b> Evaluate the various schemes facilitating foreign trade in India.	2	2	2	1	1	1	-	1	1
<b>LO3:</b> Discuss the role of multinational and international institutions and agreements in world trade.	2	3	1	1	3	1	1	2	-
<b>LO4:</b> Judge global opportunities in trade through the prism of social accountability and ethics.	2	2	1	-	3	1	3	-	1
<b>LO5:</b> Prepare a report exploring the export potential of a product, aided by facilitating measures.	3	2	1	3	1	1	-	1	1
<b>LO6:</b> Simulate a foreign trade transaction in a team.	1	1	2	3	3	3	-	3	1

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4549287

With effective  
from academic  
year 2018-19

### 3. Course Contents:

Module No.	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Trade Facilitation:</b></p> <ul style="list-style-type: none"><li>• Meaning</li><li>• Pillars of trade facilitation<ul style="list-style-type: none"><li>○ Transparency, simplification, harmonization, standardization</li></ul></li></ul> <p><b>Role of International Institutions / Agreements/ Associations specific to trade facilitation:</b></p> <ul style="list-style-type: none"><li>• Organization for Economic Cooperation &amp; Development (OECD)</li><li>• Association of South East Nations (ASEAN)</li><li>• South Asian Association of Regional Cooperation (SAARC)</li><li>• Asia Pacific Economic Cooperation (APEC)</li><li>• Consumers International (CI)</li><li>• International Chamber of Commerce (ICC)</li><li>• D-8 Organization for Economic Cooperation</li><li>• World Customs Organization (WCO)</li><li>• BRICS</li><li>• International Air Transport Association</li><li>• International Maritime Organization</li><li>• World Bank Group</li><li>• UNCTAD and UNCITRAL</li><li>• WTO<ul style="list-style-type: none"><li>○ Trade Facilitation Agreement</li></ul></li></ul>	10	17
II	<p><b>Government framework (Basic overview pertaining to FT):</b></p> <ul style="list-style-type: none"><li>• Ministry of Commerce and Department of Commerce</li><li>• Directorate General of Commercial Intelligence and Statistics (DCI&amp;S)</li><li>• Agricultural and Processed Food Products Development Authority (APEDA)</li><li>• Marine Products Export Development Authority (MPEDA)</li><li>• Export Promotion Councils (EPCs)</li><li>• Commodity Boards (CBs)</li><li>• Indian Institute of Foreign Trade (IIFT)</li><li>• Federation of Indian Export Organizations (FIEO)</li></ul>	10	18
III	<p><b><u>Institutional Facilitation:</u></b></p> <p><b>Finance and Insurance:</b></p> <ul style="list-style-type: none"><li>• Role of commercial banks in export finance</li><li>• Role of EXIM Bank in export finance</li><li>• ECGC</li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4549287

With effective  
from academic  
year 2018-19

	<p><b>Packaging and Labelling:</b></p> <ul style="list-style-type: none"> <li>Indian Institute of Packaging</li> </ul> <p>General provisions of National Trade Facilitation Action Plan: 2017-2020 (India).</p>		
IV	<p><b>Incentives:</b> <b>Duty Exemption and Duty Remission Schemes:</b></p> <ul style="list-style-type: none"> <li>Objective, schemes</li> <li>Advance Authorization</li> <li>Export obligation</li> <li>Duty Free Import Authorization</li> <li>Schemes for exports of Gems &amp; Jewellery</li> <li>EPCG</li> </ul> <p><b>SEZ, EOUS, EHTPs, STPs, BTPs.</b> <b>Deemed Exports.</b></p>	10	17
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Students can visit various institutions and understand how they facilitate foreign traders.</li> <li>Students can visit existing exporters and identify the nuances of export incentives and schemes being availed by them.</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.

#### 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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Paras Ram, Nikhil Garg	Export -What-Where-How	Anupam	2017
2	Pierre A. David	International Logistics: The Management of International Trade Operations	Cenage	2017
3	Justin Paul, Rajiv Aserkar	Export Import Management	Oxford	2013



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4549287

With effective  
from academic  
year 2018-19

4	Kishan Barai	Export Import Made Very Easy: Learn Import Export Business like ABCD	Barai Overseas	2015
5	O.P.Arora, C.P.Goyal, A.K.Sinha & Mayank Sharma	Special Economic Zones, EOUs, EHTPs & STPs - Law & Practice	JBA	2018
6	Nabhi's board of Editors	How to EXPORT	JBA	2018
7	Nabhi's board of Editors	How to IMPORT	JBA	2018
8	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	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. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard
7. <http://www.cbic.gov.in/resources/htdocs-cbec/implmntin-trade-facilitation/national-trade-facilitation.pdf;jsessionid=34DC7A129C1E40032657672930024406>
8. <https://www.unece.org/tradewelcome/outreach-and-support-for-trade-facilitation/trade-facilitation-implementation-training.html>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4549288

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>Elaborate</i> on the fundamental legal principles relating to confidential information, copyright, patents, designs, trademarks and unfair competition.</li> <li>• <i>Compare</i> and contrast the different forms of intellectual property protection in terms of their key differences and similarities.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Deliberate</i> on current and emerging issues relating to the intellectual property protection, including those relating to indigenous knowledge or culture, information technology especially the distribution of material on the internet, biotechnology and international trade.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize</i> and critically analyze ethical issues in implementation of rules regarding disclosure of information to the appropriate authorities.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Describe</i> and <i>defend</i> best practices in protecting an intellectual property right.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Critically analyze</i> practices to Influence teams for effective IPR protection.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549288	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Elaborate</i> on the fundamental legal principles relating to confidential information, copyright, patents, designs, trademarks and unfair competition.	3	3	1	3	1	-	-	2	3
<b>LO2:</b> <i>Compare</i> and contrast the different forms of intellectual property protection in terms of their key differences and similarities.	2	2	3	-	3	-	-	2	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4549288

With effective  
from academic  
year 2018-19

<b>LO3:</b> Analyze ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing	2	2	2	1	3	-	-	2	2
<b>LO4:</b> Deliberate on current and emerging issues relating to the intellectual property protection, including those relating to indigenous knowledge or culture, information technology especially the distribution of material on the internet, biotechnology and international trade.	1	1	1	1	3	1	-	1	1
<b>LO5:</b> Prioritize and critically analyze ethical issues in implementation of rules regarding disclosure of information to the appropriate authorities.	2	-	2	-	-	-	3	1	-
<b>LO6:</b> Describe and defend best practices in protecting an intellectual property right.	2	2	2	3	1	1	-	1	1
<b>LO7:</b> Critically analyze practices to Influence teams for effective IPR protection.	2	2	2	3	1	-	-	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>Overview of Intellectual Property:</b> Introduction to IPR Need for intellectual property right (IPR) WTO provisions under TRIPs World Intellectual Property Organization (WIPO) IPR in India – Genesis and Development of IPR, Regulatory and institutional framework.	10	17
<b>II</b>	<b>Patents:</b> Need for patent, Macro-economic impact of the patent system, Classification of patents in India, Classification of patents by	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4549288

With effective  
from academic  
year 2018-19

	WIPO, Categories of Patent, Special Patents, Patent document, granting of patent, Rights of a patent, Patent Searching, Patent Drafting, filing of a patent, different layers of the international patent system, Utility models. <b>Copyright:</b> Overview of Copyright, Importance of Copyrights, Process for copyright, Related rights. <b>Industrial Designs:</b> Overview of Industrial Designs, Protection of Industrial Designs		
III	<b>Trademarks &amp; Trade Secret:</b> Overview of Trademarks & Trade Secret, Importance of Trademarks & Trade-secret, Rights of Trademark & Trade Secret, Types of Trademarks, Registration process for Trademark & Trade Secret, Duration of Trademark and trade secret. <b>Geographical Indications:</b> Overview of Geographical Indications, Importance of Geographical Indication Protection.	10	18
IV	<b>IPR for MSME in India.</b>  <b>Enforcement of intellectual property rights:</b> Infringement of intellectual property rights Enforcement Measures Intellectual property Audit  <b>Emerging Trends in IPR.</b>	10	17
V	<b>Practical:</b> • Students should identify Indian case studies and Indian Court cases filed by entrepreneurs in relation to IPRs.	---	(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.

#### 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>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4549288

With effective  
from academic  
year 2018-19

## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	David Bainbridge	Intellectual Property	Pearson	2018
2	Dr. R. Karuppasamy, H.C. Bindusha	A Practical Approach to Intellectual Property Rights	Himalaya	Latest Edition
3	Bharti S. Dole, Dilip M. Sarwate	Management Perspectives on IPR	Vishwakarma Publications	2016
4	Subbaram N.R.	Handbook of Indian Patent Law and Practice	S. Vishwanathan	Latest Edition
5	R. Anita Rao & Bhanoji Rao	Intellectual Property Rights – A Primer.	Eastern BookCo.	Latest Edition
6	Vishnu S. Warriar	Understanding Patent Law	Lexis Nexis	Latest Edition
7	The Law Of Intellectual Property Rights	Shiv Sahai Singh	Eastern BookCo.	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 Intellectual Property Rights
2. Indian Journal of Intellectual Property Law
3. International Journal of Intellectual Property Rights
4. [https://www.bits-pilani.ac.in/uploads/Patent\\_ManualOct\\_25th\\_07.pdf](https://www.bits-pilani.ac.in/uploads/Patent_ManualOct_25th_07.pdf)





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4549289

With effective  
from academic  
year 2018-19

## . 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 process view of organization, its problems and need for reengineering.</li> <li>Evaluate the functionality that ERP systems deliver, and assess their functionality for the benefit of the organization.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze the strategic options for ERP identification and adoption.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Develop the habit of being appraised of the latest global innovations in ERP systems.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Defend ethical considerations during designing ERP systems.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Effectively describe problems typical of ERP implementation projects and translate this information and use this information to anticipate and articulate the challenges associated with post-implementation management of ERP systems.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Create reengineered business processes for successful ERP implementation.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549289	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Assess the process view of organization, its problems and need for reengineering.	3	3	2	2	3	-	-	-	-
<b>LO2:</b> Evaluate the functionality that ERP systems deliver, and assess their functionality for the benefit of the organization.	3	3	3	1	1	3	-	2	3
<b>LO3:</b> Analyze the strategic options for ERP identification and adoption.	3	3	3	2	2	3	1	3	2
<b>LO4:</b> Develop the habit of being appraised of the latest global innovations in ERP systems	1	1	1	2	3	3	-	1	3
<b>LO5:</b> Defend ethical considerations during designing ERP systems.	3	3	-	2	2	2	3	2	2
<b>LO6:</b> Effectively describe problems typical of ERP	3	1	3	3	3	3	1	2	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4549289

With effective  
from academic  
year 2018-19

implementation projects and translate this information and use this information to anticipate and articulate the challenges associated with post-implementation management of ERP systems									
<b>LO7:</b> Create reengineered business processes for successful ERP implementation	3	3	3	1	1	2	-	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	<b>Strategic Perspective of IT:</b> <ul style="list-style-type: none"> <li>Strategic IT Planning</li> <li>Business value of IT investments via digitization of business processes</li> <li>IT decision making and governance</li> <li>Business architecture and change management</li> <li>IT and business risk and IT-driven business agility and innovation.</li> </ul>	10	18
II	<b>Process view of organization:</b> Make to stock and Make to order cycles  <b>ERP Introduction:</b> <ul style="list-style-type: none"> <li>Origin, Evolution and Structure and Benefits: Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP</li> </ul>	10	17
III	<b>ERP Marketplace and Marketplace Dynamics:</b> Market Overview, Marketplace Dynamics, and The changing ERP Market.  <b>ERP- Functional Modules:</b> <ul style="list-style-type: none"> <li>Introduction, Functional Modules of ERP Software – Sales and Distribution, Accounting &amp; Finance, Production &amp; Materials Management, Plant Maintenance, Quality Management, Human Resource Management, CRM and any other latest development.</li> </ul> <b>Integration</b> of ERP, Supply chain and Customer Relationship Applications.	10	18
IV	<b>ERP Implementation:</b>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Functional Elective**

**Subject Name: Enterprise Resource Planning (ERP)**

**Subject Code: 4549289**

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>Business Process mapping and re-engineering, ERP Implementation Life Cycle, Role of Consultants, Vendors and Employees.</li> </ul> <p><b>Critical Success Factors:</b></p> <ul style="list-style-type: none"> <li>Guiding Selection and Evaluation of ERP, Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure</li> </ul>		
V	<p><b>Practical Module:</b> ERP &amp; E-Commerce, Future Directives- in ERP, Integrating ERP into organizational culture. Using an open source ERP tool for orienting students to ERP</p>	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

A	<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 / Edition
1	Alexis Leon	Enterprise Resource Planning	McGraw Hill	Latest Edition
2	David L. Olson	Managerial Issues of Enterprise Resource Planning Systems	McGraw-Hill	Latest Edition
3	Jill O'Sullivan and Gene Caiola	Enterprise Resource Planning	McGraw-Hill	Latest Edition
4	S. Sadagopan	ERP-A Managerial Perspective	McGraw-Hill	Latest Edition
5	F. Robert Jacobs and D. Clay Whybark	Why ERP? A primer on SAP Implementation	McGraw-Hill	Latest Edition
6	Mahadeo Jaiswal, Ganesh	Enterprise Resource Planning	Macmillan India Ltd	Latest Edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4549289

With effective  
from academic  
year 2018-19

	Vanapalli			
7	Jyotindra Zaveri	Enterprise Resource Planning	Himalaya Publication	Latest Edition
8	Mr. C.S.V. Murthy	Enterprise Resource Planning (ERP) Text and Case Studies	Himalaya Publication	Latest edition
9	S Kelkar	Strategic IT Management: A concise study	PHI	Latest edition
10	Keri E. Pearlson	Strategic Management of Information Systems	Wiley	Latest

## 7. List of Journals/Periodicals/Magazines/Newspapers / Web Resources, etc.:

1. Education Research and Perspectives
2. International Journal of Applied Decision Sciences
3. Journal of Management Information Systems

S.No	Title	
1	Why study IT value	Carr, Nicholas. "IT Doesn't Matter." <i>Harvard Business Review</i> , May 2003. Kohli, Rajiv, and Sarv Devaraj. "Realizing the Business Value of Information Technology Investments: An Organizational Process." <i>MIS Quarterly Executive</i> 3, no. 1 (2004): 53-68. (PDF)
2	Aligning IT with business strategy	Ross, Jeanne W., and Peter Weill. "Six IT Decisions Your IT People Shouldn't Make." <i>Harvard Business Review</i> , November 2002. (PDF) Rettig, Cynthia. "The Trouble With Enterprise Software." <i>MIT Sloan Management Review</i> 49, no. 1 (2007): 20-27.
3	An overview of business operating models	Ross, Jeanne W. "Forget Strategy: Focus IT on Your Operating Model." <i>MIT Sloan CISR Research Briefing</i> V, no. 3C (2005). (PDF) (Requires free registration.)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4549291

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> development of product, price, distribution and communication strategies for different segments of rural markets.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> peculiarities of rural markets, channels and competition in marketing decision making.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Deduce</i> the impact of rural culture on rural marketing.</li> <li>• <i>Compare</i> global rural developments with the Indian rural ecology.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize</i> rural sensitivities and ethical considerations for rural marketing decision making.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Develop</i> communications adapted to rural and local needs.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Construct</i> cooperative mechanisms as innovative solutions to rural problems.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549291	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Comprehend</i> development of product, price, distribution and communication strategies for different segments of rural markets.	3	2	1	-	2	-	-	-	2
<b>LO2:</b> <i>Analyze</i> peculiarities of rural markets, channels and competition in marketing decision making.	-	2	3	1	2	2	-	2	1
<b>LO3:</b> <i>Deduce</i> the impact of rural culture on rural marketing.	-	-	2	2	-	2	-	2	2
<b>LO4:</b> <i>Compare</i> global rural developments with the Indian rural ecology.	-	-	-	1	3	3	2	2	2
<b>LO5:</b> <i>Prioritize</i> rural sensitivities and ethical considerations for rural marketing decision making.	-	-	-	2	-	3	3	2	1
<b>LO6:</b> <i>Develop</i> communications adapted to rural and local needs.	2	2	-	3	-	2	1	3	2
<b>LO7:</b> <i>Construct</i> cooperative mechanisms as innovative solutions to rural problems.	-	2	3	1	-	3	1	3	3



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Subject Class: Sectoral Elective  
Subject Name: Rural and Agricultural Marketing (RAM)  
Subject Code: 4549291

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>Defining rural markets.</b></p> <p><b>Rural marketing environment:</b></p> <ul style="list-style-type: none"><li>• Evolution of rural marketing in India.</li><li>• Rural environment:<ul style="list-style-type: none"><li>○ Demographic, Physical, political</li><li>○ Social, Cultural, Technological</li></ul></li></ul> <p><b>Rural Economic Structure:</b></p> <ul style="list-style-type: none"><li>• Farm Sector</li><li>• Non-farm sector and rural industries.</li><li>• Drivers of rural economy: governmental provisions</li></ul> <p><b>Rural Infrastructure:</b></p> <ul style="list-style-type: none"><li>• Connectivity, Electricity, communication, healthcare, education.</li></ul> <p>SEC and NCCS – classifying Indian households</p> <p><b>Rural Consumer Behaviour:</b></p> <ul style="list-style-type: none"><li>• Consumer buying Behaviour model</li><li>• Factors affecting rural consumer Behaviour:<ul style="list-style-type: none"><li>○ Cultural, social, personal, psychological</li></ul></li><li>• Buying decision process</li><li>• Product adaptation and diffusion of innovation</li></ul>	10	18
II	<p><b>Rural Marketing Research:</b></p> <ul style="list-style-type: none"><li>• The rural marketing research process</li><li>• Participatory rural appraisals</li><li>• Scaling tools for quantitative research in rural markets</li></ul> <p><b>4A's of rural marketing:</b></p> <ul style="list-style-type: none"><li>• Affordability, availability, awareness, acceptability</li></ul> <p><b>Agriculture Marketing:</b></p> <ul style="list-style-type: none"><li>• Definition, scope and Objectives</li><li>• Concept of agricultural inputs, types of agro inputs</li><li>• Feed manufacturing for livestock</li><li>• Storage, transportation and marketing of livestock</li></ul> <p><b>Segmenting and targeting rural and agricultural markets:</b></p> <ul style="list-style-type: none"><li>• Heterogeneity</li><li>• Pre-requisites for effective segmentation</li><li>• Degrees of segmentation</li><li>• Bases for segmenting rural markets<ul style="list-style-type: none"><li>○ Single attribute bases</li></ul></li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Subject Class: Sectoral Elective**  
**Subject Name: Rural and Agricultural Marketing (RAM)**  
**Subject Code: 4549291**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>○ Multi attribute bases           <ul style="list-style-type: none"> <li>▪ Thompson Rural market Index</li> <li>▪ MICA Rural Market Ratings</li> </ul> </li> <li>● Evaluation and selection of segments</li> <li>● Choosing a coverage strategy</li> </ul> <p><b>Positioning:</b></p> <ul style="list-style-type: none"> <li>● Identifying, selecting, developing and communicating the positioning concept</li> </ul> <p><b>Product Strategy:</b></p> <ul style="list-style-type: none"> <li>● Product concept and classification</li> <li>● Product decision and strategies</li> <li>● Branding, Packaging, warranties and after-sales service</li> </ul> <p><b>Pricing Strategies:</b></p> <ul style="list-style-type: none"> <li>● Pricing in rural areas</li> <li>● Consumer psychology and pricing</li> <li>● Setting the price and price setting strategies</li> <li>● Pricing strategies for rural markets.</li> </ul>		
<b>III</b>	<p><b>Distribution strategies:</b></p> <ul style="list-style-type: none"> <li>● Channel dynamics and rural channel members</li> <li>● Rural retail environment</li> <li>● Channel Behaviour in rural areas</li> </ul> <p><b>Distribution models in rural markets:</b></p> <ul style="list-style-type: none"> <li>● FMCGs, Durables, Agri-inputs.</li> <li>● Haats, Vans</li> <li>● Cooperative societies, NGOs</li> <li>● Commodity Markets (COSAMB, NAFED, National Cooperative Development Corporation, PDS, FCI, Directorate of Marketing and Inspection, National Institute of Agricultural Marketing and SHGs).</li> </ul> <p><b>Communication strategies:</b></p> <ul style="list-style-type: none"> <li>● Challenges</li> <li>● Developing effective rural communication</li> <li>● Sales promotion, events, experiences</li> </ul>	10	17
<b>IV</b>	<p><b>Rural Services:</b>  <b>Telecommunication in rural areas.</b>  <b>Information and Communication Technology (ITC).</b>  <b>Financial Services:</b></p> <ul style="list-style-type: none"> <li>● Banking</li> <li>● Microfinance and credit services, agricultural credit</li> <li>● Insurance, crop insurance</li> </ul> <p><b>Healthcare services.</b>  <b>Corporate initiatives in rural and agricultural markets.</b>  <b>Opportunities in rural and agricultural markets:</b></p> <ul style="list-style-type: none"> <li>● Social entrepreneurship.</li> <li>● Food processing and manufacturing</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4549291

With effective  
from academic  
year 2018-19

V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Institutes can identify a nearby village and involve their students with the village, on a long-term basis on projects pertaining to rural marketing; with the intention of uplifting the overall standard of living.</li> <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> <li>• Students can visit villages / rural markets to learn agri-inputs marketing.</li> <li>• The impact of various communication channels on rural consumption can be explored.</li> <li>• Students can undertake research to identify potential for cottage industry, poultry sector, dairy industry, and horticulture.</li> <li>• Corporate initiatives for rural markets can also be explored.</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:

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	Pradeep Kashyap	Rural Marketing	Pearson	2016 / 3 <sup>rd</sup>
2	Ravindranath V. Badi & Narayansa V. Badi	Rural Marketing	Himalaya	2013
3	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	Rural Marketing – Text and Cases	Pearson	2010 / 2 <sup>nd</sup>
4	Balram Dogra, Karminder Ghuman	Rural Marketing: Concepts and Practices	McGraw Hill	2007





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Subject Class: Sectoral Elective  
Subject Name: Rural and Agricultural Marketing (RAM)  
Subject Code: 4549291

With effective  
from academic  
year 2018-19

5	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	Cases in rural marketing: an integrated approach	Pearson	Latest
6	K.S. Habeeb-Ur-Rahman	Rural marketing in India	Himalaya	Latest
7	R. Krishnamoorthy	Introduction to Rural Marketing	Himalaya	Latest
8	S.S. Acharya, N.L. Agarwal	Agricultural Marketing in India	Oxford & IBH	2019 / 6 <sup>th</sup>
9	Pingali Venugopal	Agri-input Marketing in India	Sage	2014 / 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. Prabhandan: Indian Journal of Management
2. Indian Journal of Marketing
3. Rural Marketing – Magazine
4. Journal of Rural Studies
5. Agricultural Marketing
6. Annual Report – Ministry of Rural Development, GoI.
7. [http://www.indusedu.org/pdfs/IJRMEC/IJRMEC\\_1298\\_67352.pdf](http://www.indusedu.org/pdfs/IJRMEC/IJRMEC_1298_67352.pdf)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

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>Explore various banking related products and services.</li> <li>Evaluate the role of banking, use of internet banking and mobile banking in an emerging economy.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze the mechanism of digital financial services and its importance in business.</li> <li>Evaluate problems of non-performing businesses and suggest measures of recovery of loans.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Compare the Indian banking standards with those of other countries.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Categorize Do's and Don'ts of digital financial services for safety and security of funds.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop written and verbal client-focused communication styles and strategies.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Prepare a campaign for spreading digital financial literacy in rural, semi-urban and urban areas.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549292	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> Explore various banking related products and services.									
<b>LO2:</b> Evaluate the role of banking, use of internet banking and mobile banking in an emerging economy.	3	3	2	1	1	-	-	1	2
<b>LO3:</b> Analyze the mechanism of digital financial services and its importance in business.	3	2	3	-	1	-	1	2	2
<b>LO4:</b> Evaluate problems of non-performing businesses and suggest measures of recovery of loans.	2	3	3	2	-	2	1	2	1
<b>LO5:</b> Compare the Indian banking standards with those of other countries.	2	3	2	1	3	-	-	2	2
<b>LO6:</b> Categorize Do's and Don'ts of digital financial services for safety and security of funds.	1	2	2	1	1	-	-	1	1
<b>LO7:</b> Develop written and verbal client-focused communication styles and strategies.	1	1	1	3	1	-	-	1	1
<b>LO8:</b> Prepare a campaign for spreading digital financial literacy in rural, semi-urban and urban areas.	3	1	-	3	-	3	2	2	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

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>Retail Banking, Wholesale Banking, International Banking and Internet Banking:</b></p> <ul style="list-style-type: none"><li>• <b>Retail Banking:</b><ul style="list-style-type: none"><li>○ Concept of retail banking, retail products and services, drivers of retail business in India, Opportunities of retail banking in India.</li></ul></li><li>• <b>Wholesale Banking:</b><ul style="list-style-type: none"><li>○ Concept of wholesale banking, products and services.</li></ul></li><li>• <b>International Banking:</b><ul style="list-style-type: none"><li>• Introduction, Needs of Exporters and importers, Remittance services. ADR &amp; GDR, Participatory Notes. Internet Banking: Need, Advantages, Security, Difference between Corporate &amp; Retail Internet Banking.</li></ul></li><li>• <b>Banker Customer Relationship:</b><ul style="list-style-type: none"><li>• Debtor – Creditor relationship, Bank as a trustee, bailee-bailor, agent-principal, lessor-lessee. <b>Anti-Money Laundering:</b> Concept, Stages, Objectives. <b>Know-Your Customer:</b> key elements, KYC Verification for individuals, companies, partnership firms, trusts and foundations.</li></ul></li><li>• <b>Deposit Products and Services:</b><ul style="list-style-type: none"><li>○ Demand deposits &amp; time deposits, features, merchant banking, lease financing, plastic money (debit card and credit card), ATM card.</li></ul></li></ul>	10	18
II	<p><b><u>Loans and Advances – I:</u></b></p> <ul style="list-style-type: none"><li>• Principles of Sound Lending – Study of the Borrower-Types of Borrowers: Individual, Firms, Companies, Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Un-Secured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment.</li></ul> <p><b><u>Loans and Advances – II:</u></b></p> <ul style="list-style-type: none"><li>• Credit Card: Benefits &amp; Disadvantages, Guidelines on Credit Card Operations. Home Loans: Procedure &amp; Documentation. Personal Loans: Procedure and Important Aspects. Consumer Loans.</li></ul> <p><b>Social Banking:</b></p>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>Microfinance – Products &amp; Services, Delivery Mechanism – Self Help Groups (SHGs) in India.</li> </ul>		
III	<p><b>Recovery of Advances:</b></p> <ul style="list-style-type: none"> <li>Methods –Classification of assets as Standard, Non-Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA’s – Debt Recovery Tribunals – Lok Adalats. Major Provisions of Insolvency &amp; Bankruptcy Code in India (with special reference to NPA).</li> </ul>	10	17
IV	<p><b>Payment &amp; Settlement System – New Age Clearing:</b></p> <ul style="list-style-type: none"> <li>Electronic Funds Transfer (EFT): <ul style="list-style-type: none"> <li>Scope, Benefits &amp; Charges. Electronic Clearing Service (ECS)</li> <li>Credit Transfer and Debit, Charges.</li> <li>Electronic Core Banking Solutions: Concept &amp; Benefits.</li> <li>Cheque Truncation: Concept &amp; Benefits</li> </ul> </li> </ul> <p><b>Payment &amp; Settlement System – National Gateways</b> Real Time Gross Settlement (RTGS):Concept, RTGS Vs EFT or NEFT, Processing Charges, Impact.</p> <p><b>Digital Financial Services:</b> Unified Payments Interface (UPI): Concept, Mechanism &amp; Services Covered. Digital Wallets (E-Wallets): Features, Benefits and Types.</p>	10	17
V	<ul style="list-style-type: none"> <li>Presentations on Digital Financial Services and FinTech products.</li> <li>Case studies on Business Failures resulting in Non-Performing Assets and Loan Defaults.</li> <li>Live Projects on Creating Awareness of Digital Products (Digital Literacy) in Rural and Semi-Urban Areas.</li> <li>Orientation of banking functions with software application.</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>
	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component</li> </ul>	30 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

With effective  
from academic  
year 2018-19

	<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/Organization	Name of the Book	Publisher	Year of Publication / Edition
1	Vijayaragavan Iyengar	Introduction to Banking	Excel	2007
2	Indian Institute of Banking & Finance (IIBF)	Principles and Practices of Banking	MACMILLAN	2015
3	K C Shekhar & Lekshmy Shekhar	Banking Theory & Practice	Vikas Publishing	2013
4	Naboshree Bhattacharya & Sandeep Kaur	Banking Law & Operations	Vikas Publishing	2015
5	R Muraleedharan	Modern Banking: Theory & Practice	PHI	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.

- Journal of Banking & Finance
- International Journal of Banking, Accounting & Finance



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Subject Class: Sectoral Elective**  
**Subject Name: Business Reporting Data Visualization (BRDV)**  
**Subject Code: 4549293**

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 how Data Visualization transforms data into intelligent business insight.</li> <li>Analyze how Data Visualization helps in trend analysis, business forecasting and decision making...</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze how data can be presented in a visually understandable form according to the business domain and problem, so that decision making is enhanced</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Appraise the latest global trends and technologies in business reporting.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Judge the efficacy of a business reporting system by safeguarding social and human concerns</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop professional communication for reporting business information.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Encourage cross functional collaboration to enhance efficiency and productivity.</li> </ul>

### LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549293	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Analyze how Data Visualization transforms data into intelligent business insight.	3	3	3	2	2	2	-	2	2
LO2: Analyze how Data Visualization helps in trend analysis, business forecasting and decision making.	3	3	3	-	-	2	-	3	2
LO3: Analyse how data can be presented in a visually understandable form according to the business domain and problem, so that decision making is enhanced	3	3	3	3	1	3	-	2	2
LO4: Appraise the latest global trends and Technologies in business reporting.	3	2	3	1	3	1	-	2	2
LO5: Judge the efficacy of a business reporting system by safeguarding social and human concerns	2	3	3	1	1	1	-	2	1
LO6: Develop professional communication for reporting business information.	1	3	1	3	1	1	-	1	1



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

**Subject Class: Sectoral Elective**

**Subject Name: Business Reporting Data Visualization (BRDV)**

**Subject Code: 4549293**

With effective  
from academic  
year 2018-19

LO7: Encourage cross functional collaboration to enhance efficiency and productivity.	1	3	3	3	1	3	-	2	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)
<b>I</b>	<p><b>Basics of Business Reporting:</b> Reporting perspectives for organization – Functional, Internal / external, Role, Nature, Purpose, Content, Timeframe; Reporting standards and practices, Report layouts and characteristics, KPI's, Balance scorecards and Dashboards.</p>	6	7
<b>II</b>	<p><b>Introduction to Data Visualization:</b> Acquiring Data, Visualizing Data, Simultaneous Acquisition and Visualization, Applications of Data Visualization (Uses in the Public Sector, Business-to-Business and inter-Business Uses, Business-to-Consumer Uses), Control of Presentation, Faster and Better JavaScript Processing, Rise of HTML5, Lowering the Implementation Bar</p> <p><b>Data Visualization Foundation:</b> Exploring the Visual Data Spectrum- Charting Primitives (Data Points, Line Charts, PerfChart, Seasonality Chart, Bar Charts, Pie Charts, Donut Charts, Area Charts), Exploring advanced Visualizations (Candlestick Charts, Bubble Charts, Surface Charts, Map Charts, Heat Maps, Gantt Chart, Polygon Maps, Infographics).</p>	14	21
<b>III</b>	<p><b>Introduction to Tableau:</b> Home, Overview, Environment Setup, Getting Started, Navigation, Design Flow, File Types, Data Types, Show Me, Terminology</p> <p><b>Tableau data sources:</b> Data Sources, Custom Data View, Extracting Data, Fields Operations, Editing Metadata, Data Joining, Data Blending</p> <p><b>Tableau Worksheets</b> Add Worksheets, Rename Worksheet, Save &amp; Delete Worksheet, Reorder Worksheet, Paged Workbook</p> <p><b>Tableau Calculations</b> Operators, Functions, Numeric Calculations, String Calculations, Date Calculations, Table Calculations, LOD Expressions</p> <p><b>Tableau Sort &amp; Filters</b> Basic Sorting, Basic Filters, Quick Filters, Context Filters, Condition Filters, Top Filters, Filter Operations</p>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Subject Class: Sectoral Elective**  
**Subject Name: Business Reporting Data Visualization (BRDV)**  
**Subject Code: 4549293**

With effective  
 from academic  
 year 2018-19

<b>IV</b>	<b>Visualization in Tableau:</b> <b>Charts</b> - Bar Chart, Line Chart, Pie Chart, Crosstab, Scatter Plot, Bubble Chart, Bullet Graph, Box Plot, Tree Map, Bump Chart, Gantt Chart, Histogram, Motion Charts, Waterfall Charts <b>Advanced</b> - Tableau Dashboard, Formatting, Forecasting, Trend Lines	10	17
<b>V</b>	<b>Practical:</b> Develop a complete business report with KPI's and Dashboards using all the features covered in the syllabus.	---	(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 Practical Assessment-70 Marks)</b>

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1.	R N Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	Latest
2.	Jon Raasch, Graham Murray, Vadim Ogievetsky, Joseph Lowery	JavaScript and JQuery for Data analysis and visualization	Wiley	Latest
3.	Daniel G. Murray	Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software	Wiley	Latest
4.	Ryan Sleeper	Practical Tableau	O'Reilly	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. <https://www.tutorialspoint.com/tableau/index.htm>
2. Data Visualization with Tableau Specialization- Visualize Business Data with Tableau. Create powerful business intelligence reports - <https://www.coursera.org/specializations/data-visualization>





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
 Subject Class: Sectoral Elective  
 Subject Name: Healthcare and Hospital Management (HHM)  
 Subject Code: 4549294

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>Develop an understanding of the various aspects of health care industry.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Discover the challenges in healthcare &amp; hospital facility management and recommend cost effective solutions.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Assess the best global practices in health care sector and formulate systems for their local adoption.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Prioritize the need for medical ethics in decision making for the overall benefit of the various stakeholders.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Adapt latest technology in medical communication through which medical knowledge is shared and circulated among different societal segments.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Develop and demonstrate abilities to become better health care administrators.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549294	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Develop an understanding of the various aspects of health care industry.	3	3	1	-	2	-	-	-	1
LO2: Discover the challenges in healthcare & hospital facility management and recommend cost effective solutions.	-	1	3	1	2	3	-	1	-
LO3: Assess the best global practices in health care sector and formulate systems for their local adoption.	-	-	1	-	3	3	1	2	-
LO4: Prioritize the need for medical ethics in decision making for the overall benefit of the various stakeholders.	-	-	-	-	1	3	3	-	2
LO5: Adapt latest technology in medical communication through which medical knowledge is shared and circulated among different societal segments.	-	-	-	2	2	2	-	3	3
LO6: Develop and demonstrate abilities to become better health care administrators.	-	-	2	-	-	2	-	2	3



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Subject Class: Sectoral Elective  
Subject Name: Healthcare and Hospital Management (HHM)  
Subject Code: 4549294

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 Healthcare Sector</b> <ul style="list-style-type: none"><li>• Historical Background of Healthcare Management in India</li><li>• Current State of Healthcare in India and Growth/developments in the Healthcare Industry</li><li>• Healthcare System in India - Characteristics, Classification of Hospitals, Structure, Issues and Challenges</li><li>• Developments in Public and Private Healthcare in India</li><li>• Public Healthcare Insurance in India</li><li>• Medical Laws applicable to healthcare sector in India</li><li>• Healthcare Infrastructure</li><li>• Role of Hospitals in Healthcare Sector</li></ul>	10	17
II	<b>Hospital Management Function</b> <ul style="list-style-type: none"><li>• Operations Management</li><li>• Finance and Cost Management</li><li>• HR Management</li><li>• Materials Management</li><li>• Information Technology</li><li>• Support Services</li></ul>	10	18
III	<b>Service Quality and Accreditations</b> <ul style="list-style-type: none"><li>• Quality Delivery and Control</li><li>• Six Sigma &amp; NABH</li></ul> <b>Principles of Medical Ethics</b> <b>Healthcare Promotion</b> <ul style="list-style-type: none"><li>• The Marketing Communication Mix</li><li>• Marketing of Hospitals in the Modern Era</li><li>• Role of Marketing and PR</li><li>• Knowledge-based Marketing: Modern Way of Healthcare Marketing – Social Media, Web based marketing</li></ul>	10	18
IV	<b>Recent Trends in Healthcare Sector</b> <ul style="list-style-type: none"><li>• Re-engineering, Tele-medicine, Artificial Intelligence, HMIS, Euthanasia, Medical Tourism, Outsourcing, Medical Transcription, Preventive and Social Medicine, Epidemiology, Robotics, integrated health care delivery, PPP Models, Home Care.</li></ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Healthcare and Hospital Management (HHM)

Subject Code: 4549294

With effective  
from academic  
year 2018-19

V	<b>Practical:</b> 1. Students can visit a hospital (general/specialty) and prepare a report on the department and operations of the hospital. 2. Students can compare the government hospital with the private hospital and prepare a report on the comparison. 3. Students can carry out a patient satisfaction survey.	---	(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 healthcare sector 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	Year of Publication / Edition
1	Ashvini Arun Vora	Hospital management from Service Sector Perspective	Jaypee	Latest Edition
2	K V Ramani	Hospital Management: Text and Cases	Pearson	Latest Edition
3	Pradeep Bhardwaj	Healthcare Management	Jaypee	Latest Edition
4	Dr. D L Ramchandra	Essentials of Hospital Management and Administration	Educreation Publishing	Latest Edition
5	Edited By Kieran Walshe & Judith Smith	Healthcare Management	McGraw Hill	Latest Edition
6	Yashpal Sharma, R K Sarma, Libert Anil Gomes	Hospital Administration: Principles and Practice	Jaypee	Latest Edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
Subject Class: Sectoral Elective  
Subject Name: Healthcare and Hospital Management (HHM)  
Subject Code: 4549294

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. Indian Journal of Public Health.
2. Quality in Primary Care.
3. Journal of healthcare Communications.
4. International Journal of Public Health and Safety.
5. Health Care Management Review.
6. <https://nhm.gov.in>
7. <https://nhp.gov.in>

GTUQuestionPapers.com



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Global Logistics and Supply Chain Management (GLSCM)

Subject Code: 4549295

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> relevance of logistics and supply chain management in international trade.</li> <li>• <i>Identify</i> and chart a global company's key business functions, business processes, and stakeholders.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Examine</i> the levels of risk, efficiency, and sustainability of a supply chain.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> how interruptions in the global supply chain affect business.</li> <li>• <i>Examine</i> how world-class companies encourage collaboration among international business partners.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Defend</i> ethical choices of strategy in international trade.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Communicate</i> effectively in oral and written forms about international supply chain management using appropriate concepts, logic and convention.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Garner</i> managerial insights for various supply chain issues in a variety of industry contexts.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549295	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>LO1:</b> <i>Evaluate</i> relevance of logistics and supply chain management in international trade.	3	-	2	-	3	-	-	1	2
<b>LO2:</b> <i>Identify</i> and chart a global company's key business functions, business processes, and stakeholders.	3	3	1	1	2	1	-	1	1
<b>LO3:</b> <i>Examine</i> the levels of risk, efficiency, and sustainability of a supply chain.	1	-	2	-	1	2	-	1	1
<b>LO4:</b> <i>Analyze</i> how interruptions in the global supply chain affect business.	1	1	1	-	-	-	1	1	1
<b>LO5:</b> <i>Examine</i> how world-class companies encourage collaboration among international business partners.	2	3	-	-	2	2	1	1	1
<b>LO6:</b> <i>Defend</i> ethical choices of strategy in international trade.	-	-	-	2	1	1	3	-	-



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Global Logistics and Supply Chain Management (GLSCM)

Subject Code: 4549295

With effective  
from academic  
year 2018-19

<b>LO7:</b> Communicate effectively in oral and written forms about international supply chain management using appropriate concepts, logic and convention.	1	1	1	3	1	1	-	2	-
<b>LO8:</b> Garner managerial insights for various supply chain issues in a variety of industry contexts.	2	3	-	3	1	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>International Logistics and Supply Chain Management:</b></p> <ul style="list-style-type: none"> <li>International Logistics</li> <li>Difference between domestic and international logistics</li> <li>International Supply Chain</li> <li>International Reverse Logistics</li> <li>Factors driving global SCM</li> </ul> <p><b>International Infrastructure:</b></p> <ul style="list-style-type: none"> <li>Transportation infrastructure</li> <li>Port infrastructure</li> <li>Canals and waterways infrastructure</li> <li>Airport infrastructure</li> <li>Rail and road infrastructure</li> <li>Warehousing infrastructure</li> <li>Communications infrastructure</li> <li>Logistics infrastructure</li> </ul>	10	18
II	<p><b>Global Logistics and Transport Management:</b></p> <ul style="list-style-type: none"> <li>Global logistics chain</li> <li>Choosing the logistics operator</li> <li>Containerization, types of containers, container classification, FCL and LTL</li> <li>Intermediaries               <ul style="list-style-type: none"> <li>Customs brokers, Freight forwarders, consolidators, Customs House Agents, shipping agents, shippers, airlines, air integrators, ports.</li> </ul> </li> <li>Container Freight Stations and Inland Container Depot</li> <li>Global Ocean transportation               <ul style="list-style-type: none"> <li>Types of service</li> <li>Size of vessels</li> <li>Type of vessels / ships</li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Global Logistics and Supply Chain Management (GLSCM)

Subject Code: 4549295

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>○ Flag</li> <li>○ Cargo inspections</li> <li>○ Shipping Conference Carrier, conference shipping and non-conference shipping</li> <li>○ Ocean Freight rates and calculations</li> <li>○ Freight Adjustments <ul style="list-style-type: none"> <li>▪ Currency Adjustment Factor</li> <li>▪ Bunker Adjustment Factor</li> </ul> </li> <li>○ Important Sea Routes <ul style="list-style-type: none"> <li>▪ North Atlantic, Mediterranean, Indian Ocean, Panama Canal, Cape Route, Suez Canal, South Atlantic</li> </ul> </li> <li>○ Major sea ports of India, World, Port Codes</li> <li>● Global Air transportation <ul style="list-style-type: none"> <li>○ Cargo airlines</li> <li>○ Types of service</li> <li>○ Types of aircraft, Unit Load Devices</li> <li>○ Air freight tariff</li> <li>○ Air carriers</li> <li>○ TIACA – role, tariff structures</li> <li>○ International air cargo security</li> <li>○ Role of IATA</li> </ul> </li> </ul>		
III	<p><b>Global Logistics and Transport Management:</b></p> <ul style="list-style-type: none"> <li>● Global land and multimodal transportation <ul style="list-style-type: none"> <li>○ Truck transportation</li> <li>○ Rail transportation</li> <li>○ Intermodal transportation</li> <li>○ Pipelines</li> </ul> </li> </ul> <p><b>Packaging and Warehousing:</b></p> <ul style="list-style-type: none"> <li>● Packaging <ul style="list-style-type: none"> <li>○ Functions and objectives</li> <li>○ Material requirements for ocean and air cargo</li> <li>○ Markings</li> <li>○ Legal issues in packaging</li> </ul> </li> <li>● Warehousing <ul style="list-style-type: none"> <li>○ Warehouse functions</li> <li>○ Warehouse ownership</li> <li>○ Warehouse activities</li> <li>○ Warehouse locations</li> </ul> </li> </ul> <p><b>Information and Communication Technology:</b></p> <ul style="list-style-type: none"> <li>● IT and cost efficiency</li> <li>● Digital transformation of Supply Chain</li> </ul>	10	17
IV	<p><b>Global Supply Chain Finance (in brief)</b></p> <p><b>Network Design of Global Supply Chains</b></p>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Global Logistics and Supply Chain Management (GLSCM)

Subject Code: 4549295

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>Network flow models</li> </ul> <p><b>Contemporary Issues:</b></p> <ul style="list-style-type: none"> <li>Supply Chain Risks</li> <li>Supply Chain Analytics</li> <li>Supply Chain Sustainability</li> </ul>		
V	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Use case studies of world class manufacturing companies.</li> <li>Students can simulate process improvements in their surroundings. Students can also carry out projects in organizations which have implemented Six Sigma.</li> <li>Students can also undertake Kaizen and 5S projects in small SMEs or service organizations.</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	Alan E. Branch	Global Supply Chain Management and International Logistics	Routledge	2009 / 1 <sup>st</sup>
2	Pierre A. David	International Logistics	Cicero	2017 / 5 <sup>th</sup>
3	S. Sudalaimuthu, S. Anthony Raj	Logistics Management for International Business: Text and Cases	PHI	2009
4	Ram Singh	International Trade Logistics	Oxford	2015 / 1 <sup>st</sup>
5	Michael Hugos	Essentials of Supply Chain Management	Wiley	2018 / 4 <sup>th</sup>





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Global Logistics and Supply Chain Management (GLSCM)

Subject Code: 4549295

With effective  
from academic  
year 2018-19

6	John Mangan, Chandra L. Lalwani	Global Logistics and Supply Chain Management	Wiley	2016 / 3 <sup>rd</sup>
7	Sunil Chopra	Supply Chain Management	Pearson	2019 / 7 <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. Operations and Supply Chain Management
2. International Journal of Physical Distribution and Logistics Management
3. Global Supply Chain Management
4. EXIM Newsletter
5. <http://eximin.net/>
6. Daily Shipping Times: [www.dst.news](http://www.dst.news)
7. <https://shippingandfreightresource.com/>
8. <https://incodocs.com/>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4549296

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> the significance of data Analytics in various business domains for sound decision making.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Develop</i> skills required for the use of HR, Marketing and Financial Analytics in providing modern business solutions.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Synchronize</i> the data and explore the cultural perceptive of sharing knowledge.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Manage large volume of data without compromising ethical aspects</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> and design multidisciplinary approaches of generating knowledge from data within and outside organizations.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Enhance</i> teamwork abilities with generating information from all relevant domains.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549296	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Evaluate</i> the significance of data Analytics in various business domains for sound decision making	3	3	3	-	2	-	2	3	3
LO3: <i>Synchronize</i> the data and explore the cultural perceptive of sharing knowledge.	2	2	1	2	2	2	3	3	3
LO4: <i>Manage</i> large volume of data without compromising ethical aspects	3	3	3	3	3	1	3	3	3
LO5: <i>Analyse</i> and design multidisciplinary approaches of generating knowledge from data within and outside organizations	3	3	3	1	1	1	1	3	3
LO6: <i>Enhance</i> teamwork abilities with generating information from all relevant domains.	2	-	-	-	1	3	2	-	1

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4549296

With effective  
from academic  
year 2018-19

### 3. Course Contents:

Module No.	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction</b> <ul style="list-style-type: none"><li>Data Analytics: Definition and Significance</li><li>Application of Analytics in Business Functions</li><li>Big Data Analytics – Overview</li><li>Big Data Life Cycle</li></ul>	10	17
II	<b>Basics of Financial Analytics</b> <ul style="list-style-type: none"><li>Introduction</li><li>Need of Financial Analytics in Business</li><li>Overview of Predictive Sales Analytics, Cash Flow Analytics and Product Profitability Analytics</li><li>Application of Analytics in Financial Process</li></ul>	8	14
III	<b>The Role of Analytics in HRM</b> <ul style="list-style-type: none"><li>Introduction of HR Analytics</li><li>Different Phases of Development of Data-driven HR Decision: Descriptive and Predictive HR Decision Making</li><li>Analytics Vs. Metrics</li><li>Importance of HR Analytics</li><li>Steps to Implement HR Analytics</li></ul> <b>HR Decision Making and HR Analytics</b> <ul style="list-style-type: none"><li>Changing Need for HR Decision-making</li><li>Framework of HR Analytics</li><li>Aligning Human Resources to Business Through HR Analytics</li><li>HRIS for HR Decision-making</li><li>Ethical Issues in HR Analytics</li></ul>	12	21
IV	<b>Marketing Analytics</b> <ul style="list-style-type: none"><li>An Introduction to Marketing Analytics</li><li>Benefits of Marketing Analytics</li><li>Marketing Analytics: Tools</li><li>Segmenting the Market</li><li>Analysing Customer Life Time Value</li><li>Understanding Digital Analytics Concepts</li></ul>	10	18
V	<b>Practical:</b> Group projects on the application of Analytics in selected areas of HR, Marketing and Finance domain	---	(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, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4549296

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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Dipak Kumar Bhattacharyya	HR Analytics – Understanding Theories and Applications	Sage Publication	Latest
2	Wayne L. Winston	Marketing Analytics -Data-Driven Techniques with Microsoft Excel	John Wiley & Sons	Latest

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

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

1. Journal of Marketing Analytics, Springer
2. Financial Analysts Journal, Taylor & Francis
3. [http://www.training.prace-ri.eu/uploads/tx\\_pracetmo/introDataAnalyticsSSDAV15.pdf](http://www.training.prace-ri.eu/uploads/tx_pracetmo/introDataAnalyticsSSDAV15.pdf)
4. <http://cdn2.hubspot.net/hub/53/blog/docs/ebooks/introduction-to-marketing-analytics.pdf>
5. <https://www.nima.today/wp-content/uploads/2018/11/Marketing-Analytics-Mike-Grigsby.pdf>
6. [https://www.jigsawacademy.com/em/Beginners\\_Guide\\_to\\_Analytics.pdf](https://www.jigsawacademy.com/em/Beginners_Guide_to_Analytics.pdf)
7. <https://www.forbes.com/sites/bernardmarr/2016/04/07/6-key-financial-analytics-every-manager-should-know/#3cb1628555de>
8. [file:///G:/Sem%20IV%20IT%20Syllabus%2014.08.2019/Advance%20Data%20Analytics/Marketing%20Analytics/Digital%20Marketing%20Analytics%20\(%20PDFDrive.com%20\).pdf](file:///G:/Sem%20IV%20IT%20Syllabus%2014.08.2019/Advance%20Data%20Analytics/Marketing%20Analytics/Digital%20Marketing%20Analytics%20(%20PDFDrive.com%20).pdf)
9. [https://www.ey.com/Publication/vwLUAssets/ey-faas-financial-analytics-slip-sheet-final/\\$File/ey-faas-financial-analytics-slip-sheet-final.pdf](https://www.ey.com/Publication/vwLUAssets/ey-faas-financial-analytics-slip-sheet-final/$File/ey-faas-financial-analytics-slip-sheet-final.pdf)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4549297

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>Critically</i> review and <i>interpret</i> the theoretical aspects of CRM across the main areas of sales, services and marketing.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Investigate, analyze, demonstrate</i> and <i>present</i> the salient aspects of a CRM implementation or CRM innovation in a work-related environment.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Recognition</i> of the roles of culture, values and dispositions in affecting achievement of goal.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Develop</i> empathy essential to the domain of CRM.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> how CRM messaging can improve marketing, sales and customer support.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Collaborate</i> with other students from different backgrounds and vocations in a team environment demonstrating a high level of personal autonomy and accountability in achieving group outcomes.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549297	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Critically</i> review and <i>interpret</i> the theoretical aspects of CRM across the main areas of sales, services and marketing.	3	3	2	-	1	-	-	-	2
LO2: <i>Investigate, analyze, demonstrate</i> and <i>present</i> the salient aspects of a CRM implementation or CRM innovation in a work-related environment.	-	2	3	2	1	2	-	1	-
LO3: <i>Recognition</i> of the roles of culture, values and dispositions in affecting achievement of goal.	1	-	1	-	3	2	1	-	2
LO4: <i>Develop</i> empathy essential to the domain of CRM.	-	-	-	1	-	3	3	2	-
LO5: <i>Explain</i> how CRM messaging can improve marketing, sales and customer support.	-	-	-	3	1	-	-	-	-
LO6: <i>Collaborate</i> with other students from different backgrounds and vocations in a team environment	-	-	-	1	2	2	-	2	2



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4549297

With effective  
from academic  
year 2018-19

demonstrating a high level of personal autonomy and accountability in achieving group outcomes.									
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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>Customer Relationship Management Fundamentals:</b> <ul style="list-style-type: none"> <li>Theoretical perspectives of relationship</li> <li>Evolution of relationship marketing</li> <li>Stages of relationship, Issues of relationship, Purpose of relationship marketing</li> <li>Paradigm shift from transactional to relationship approach</li> <li>CRM Definitions</li> <li>Emergence of CRM practice</li> <li>CRM cycle</li> <li>Stakeholders in CRM, Significance of CRM</li> <li>Types of CRM, Success Factors in CRM</li> </ul>	10	17
II	<b>Customer Experience:</b> <ul style="list-style-type: none"> <li>Understanding value</li> <li>Sources of customer value</li> <li>Customization</li> <li>Customer experience meaning and concepts</li> <li>Managing customer experience</li> <li>Difference between customer experience management and CRM</li> </ul> <b>Customer Satisfaction:</b> <ul style="list-style-type: none"> <li>Meaning, Definition, Significance of Customer Satisfaction</li> <li>Components of Customer Satisfaction</li> <li>Measuring Customer Satisfaction</li> <li>Reducing customer churn</li> </ul>	10	17
III	<b>Operational CRM:</b> <ul style="list-style-type: none"> <li>Marketing automation <ul style="list-style-type: none"> <li>Meaning, benefits, some software applications</li> </ul> </li> <li>Sales force automation <ul style="list-style-type: none"> <li>Meaning, SFA ecosystem, SFA adoption,</li> </ul> </li> <li>CRM in Services <ul style="list-style-type: none"> <li>Service automation, benefits, software applications</li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4549297

With effective  
from academic  
year 2018-19

	<b>Analytical CRM:</b> <ul style="list-style-type: none"> <li>• Database Management <ul style="list-style-type: none"> <li>○ Developing a customer related database</li> <li>○ Analytics for CRM strategy and tactics</li> <li>○ Big data analytics in CRM</li> <li>○ Data Mining procedures</li> <li>○ Use of AI, machine learning and deep learning</li> </ul> </li> </ul>		
IV	<b>Customer Relationship Management:</b> <ul style="list-style-type: none"> <li>• Technology Dimensions <ul style="list-style-type: none"> <li>○ E- CRM in Business CRM: A changing Perspective</li> <li>○ Features of e-CRM</li> <li>○ Advantages of e-CRM</li> <li>○ Technologies of e-CRM</li> <li>○ Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals</li> </ul> </li> </ul> <b>Implementing CRM:</b> <ul style="list-style-type: none"> <li>• Develop the CRM strategy</li> <li>• Build CRM foundations</li> <li>• Needs specification and partner selection</li> <li>• Project implementation</li> <li>• Performance evaluation</li> </ul>	10	18
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>• Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry</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>



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4549297

With effective  
from academic  
year 2018-19

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Francis Buttle, Stan Maklan	Customer Relationship Management: Concepts and Technologies	Routledge	2015 / 3 <sup>rd</sup>
2	Jill Dyche	The CRM Handbook	Pearson	Latest
3	William G. Zikmund, Raymond Mcleod, Faye W. Gilbert	Customer Relationship Management	Wiley	2010
4	Paul Greenberg	CRM at the Speed of Light	McGraw Hill	2017 / 4 <sup>th</sup>
5	Jagdish N Sheth, Parvatiyar Atul, G Shainesh	Customer Relationship Management: Emerging Concepts, Tools and Applications	McGraw Hill	2017 / 1 <sup>st</sup>
6	Alok Kumar Rai	CRM: Concepts and Cases	PHI	2012

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 Electronic Customer Relationship Management
2. International Journal of Customer Relationship Marketing and Management
3. International Journal on Customer Relations
4. Destination CRM – magazine





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Leadership

Subject Code: 4549298

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> the leadership qualities/ traits essential for business and organizational stewardship.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Critically analyze</i> the problems emerging in businesses and solve them through leadership acumen.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Compare</i> and <i>contrast</i> cultural differences and global leadership approaches to manage these differences</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> and <i>Analyze</i> social accountability of leaders to improve their delivery on SRE.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• Elaborate crucial and appropriate Communication style of leader adaptive to heterogeneous groups.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Enlist or compile</i> the abilities and leadership styles to lead teams.</li> </ul>

## LO – PO Mapping: Correlation Levels:

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

Sub. Code: 4549298	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Evaluate</i> the leadership qualities/ traits essential for business and organizational stewardship	1	3	2	2	1	2	-	2	2
LO2: <i>Critically analyze</i> the problems emerging in businesses and solve them through leadership acumen.	1	2	3	2	2	3	1	3	2
LO3: <i>Compare</i> and <i>contrast</i> cultural differences and global leadership approaches to manage these differences	1	3	3	2	2	3	3	2	2
LO4: <i>Discuss</i> and <i>Analyze</i> social accountability of leaders to improve their delivery on SRE.	1	2	2	1	2	3	-	1	1
LO5: Elaborate crucial and appropriate Communication style of leader adaptive to heterogeneous groups.	2	2	3	3	2	3	1	-	2
LO6: <i>Enlist or compile</i> the abilities and leadership styles to lead teams.	2	2	2	3	3	2	1	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, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Leadership

Subject Code: 4549298

With effective  
from academic  
year 2018-19

### 3. Course Contents:

Module No.	Contents	No. of Sessions	Marks (out of 70)
I	<b>Individual As a Leader:</b> <ul style="list-style-type: none"> <li>Who is a Leader</li> <li>Leadership Ethics &amp; Traits</li> <li>Leadership Motivation &amp; behavioral Theories</li> <li>Contingency Theories in leadership</li> </ul>	10	18
II	<b>Team Leadership:</b> <ul style="list-style-type: none"> <li>Coaching, Communication and Conflict Skills</li> <li>Followership and Leader-Member Exchange</li> <li>Self Managed Teams and Team Leadership</li> </ul>	10	18
III	<b>Leadership in Organizations:</b> <ul style="list-style-type: none"> <li>Transformational and Charismatic Leadership</li> <li>Leadership of Ethics, Diversity and culture</li> <li>Change Management and Strategic Leadership</li> <li>Leadership in Learning Organization and Crisis Leadership</li> </ul>	10	17
IV	<b>Important Perspectives in Leadership:</b> <ul style="list-style-type: none"> <li>Influencing: Politics, Power, Negotiation and Networking</li> <li>Developing Leadership Skill</li> <li>Leadership Styles of Indian Manager</li> <li>Women &amp; leadership</li> </ul>	10	17
V	<b>Practical:</b> <ol style="list-style-type: none"> <li>Assignment should be given to study auto biography of great International and national <b>Business Leaders</b> like; Bill Gates, Steve Jobs, Ratan Tata, Godrej, Birla, Karshan Bhai Patel, Dhirubhai Ambani, Narayan Murthi, Aziz Premji, etc.</li> <li>A surveys can be designed to identify and verify the traits of successful Business leader of Local /regional Industry, area.</li> <li>Case studies may be given to understand and analyze leadership dilemmatic situation</li> </ol>	---	(30 marks CEC)

### 4. Pedagogy:

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

### 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester

Subject Class: Sectoral Elective

Subject Name: Leadership

Subject Code: 4549298

With effective  
from academic  
year 2018-19

	• 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 / Edition
1.	Achua, Lussier	Effective Leadership	CENGAGE	Latest Edition
2.	A. Chandramohan	Leadership and Management	Himalaya	Latest Edition
3.	Gary Yukl	Leadership in Organisation	Pearson	Latest Edition
4.	Peter G. Northouse	Introduction to Leadership, Concepts & practices	SAGE	Latest Edition
5.	Afsaneh Nahavandi	The Art & Science of Leadership	Prentice Hall	Latest Edition
6.	Julian Barling	The Science of Leadership; Lessons from Research for organizational leader	Oxford University Press	Latest Edition
7.	Micheal G. Rumsey	The Oxford Handbook of Leadership	Oxford University Press	Latest Edition
8.	Bhargava & Bhargava	Team Building & Leadership	Himalaya	Latest Edition
9.	Dr. D.K.Tripathi	Team Building & Leadership	Himalaya	Latest Edition
10.	Kevin Dalton	Leadership & Management Development; Developing Tomorrow's Manager	Pearson	Latest Edition

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

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

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Journal of Leadership Studies, Willey Online Library; <https://onlinelibrary.wiley.com/journal/1935262x>.
4. Journal of Leadership and Organizational Studies, Sage Journal; <http://journals.sagepub.com/home/jlo>
5. The leadership Quarterly; An International Journal Of Political, Social And behavioural Science, ISSN: 1048-9843, <https://www.journals.elsevier.com/the-leadership-quarterly>  
Business Standard/Economic Times/Financial Times/ Financial Express/