



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Business Statistics (BS)

Subject Code: 4529901

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Understanding the science of gathering, analysing and using data to assist in business decision making Understanding various quantitative tools and techniques relevant to business analysis
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Ability to interpret statistical analysis tools commonly used in business decision making Ability to critically evaluate business information including the graphics and probability statements
Global Exposure and Cross-Cultural Understanding (GECCU)	---
Social Responsiveness and Ethics (SRE)	---
Effective Communication (EC)	---
Leadership and Teamwork (LT)	---

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

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Business Statistics:</p> <ul style="list-style-type: none"> Introduction to Statistics, Statistics in Business, Types of data – Nominal, Ordinal, Interval, Ratio. Charts and Graphs. Types of variables – Dependent, independent, moderating, intervening, extraneous. Discrete / continuous. <p>Descriptive Statistics:</p> <ul style="list-style-type: none"> Measure of central tendency – mean, median, quartile, mode (for Group and ungrouped data) Measure of variability – Range, interquartile range, standard deviation, variance, coefficient of variation, (for Group and ungrouped data) Measures of shape – kurtosis, skewness, boxplot. <p>Probability:</p> <ul style="list-style-type: none"> Introduction to probability Theories of probability – Classical, Relative frequency and subjective. Laws of probability – addition, multiplication. Inverse Probability. Revision of probability: BAYES' RULE 	10	17
II	<p>Probability Distribution:</p> <ul style="list-style-type: none"> Discrete distribution – Binomial, Poisson. 	10	17



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	<ul style="list-style-type: none"> Continuous distribution – Uniform, normal. Hypothesis testing: <ul style="list-style-type: none"> Types of hypothesis – research, statistical, substantive. Null and alternative hypothesis. One-tailed & Two-tailed test. Types of Error – Type I & Type II. Level of significance. Steps of hypothesis testing. 		
III	Parametric Tests: <u>Uni-variate tests:</u> <ul style="list-style-type: none"> z-test, T-test, Levene's F-test <u>Bi-variate tests:</u> <ul style="list-style-type: none"> T-test – Paired and independent, Pearson's Correlation, Simple Linear Regression, One Way ANOVA 	10	18
IV	Non-Parametric Tests: <u>Uni-variate tests:</u> <ul style="list-style-type: none"> Chi-square goodness of fit for uniform distribution <u>Bi-variate tests:</u> <ul style="list-style-type: none"> Spearman's Rank Correlation, Mann-Whitney U test, Wilcoxon Sign Paired Rank Test, Chi-square test of independence <u>Multivariate:</u> <ul style="list-style-type: none"> Kruskal-Wallis, Friedman's test Multivariate analysis: <ul style="list-style-type: none"> Overview of Multiple Regression, Factor Analysis, Multidimensional scaling, Discriminant analysis. (theoretical concepts only) 	10	18
V	Practical: Students should apply the statistical hypothesis testing on assumed/hypothesized data using statistical software.	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Ken Black	Business Statistics for Contemporary Decision making	Wiley	Latest Edition
2	Sanjiv Jaggia, Alison Kelly	Business Statistics	McGraw Hill	Latest Edition
3	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson	Latest Edition
4	D. P. Apte	Statistics for Managers	Excel	Latest Edition
5	Gerald Keller & Hitesh Arora	Business Statistics	Cengage	Latest Edition
6	Joseph Francis	Business Statistics	Cengage	Latest Edition
7	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest Edition
8	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas	Latest Edition
9	Naval Bajpai	Business Statistics	Pearson	Latest Edition
10	D. P. Apte	M. S. Excel: Statistical Tools for Managers	Excel	Latest Edition
11	Qazi Zameerudin, Vijay K. Khara, S. K. Bhamri	Business Mathematics	Vikas	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 Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Management Information Systems (MIS)

Subject Code: 4529902

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Understand the role of Management Information Systems in achieving competitive business advantage through informed decision-making.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Analyse how information technology impacts a firm in terms of value creation and bring about strategic advantage for a firm.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Gain consciousness about the ethical responsibilities while dealing with information.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Develop the ability to make meaningful decisions aimed at acquisition, development, deployment and management of information systems.

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>Organization and Information Systems:</p> <p><u>The Organization:</u></p> <ul style="list-style-type: none">Structure, Managers and activities.The level of people and types of decisions and their information needs.Changing Environment and its impact on Business - The IT/IS and its influence. <p><u>Information Systems:</u></p> <ul style="list-style-type: none">Data, information and its attributes.Information Systems – meaning, functions and dimensions and need.Categorization of Organizational Information Systems – hierarchical and functional perspective. <p><u>Strategic business use of IS:</u></p> <ul style="list-style-type: none">Interdependence between organization and ISIS strategies for competitive advantage using Porter's Five Forces Model and Value Chain Model	10	17
II	<p>Types of Information systems - I:</p> <p>Meaning, functions and applications of:</p> <ul style="list-style-type: none">- Transaction Processing Systems- Management Information Systems- Decision Support Systems	10	18



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Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Management Information Systems (MIS)

Subject Code: 4529902

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	<ul style="list-style-type: none">- Executive Support / Information Systems<ul style="list-style-type: none">o Digital Dashboardso Artificial Intelligence and Machine Learning- Expert Systems		
III	<p>Types of Information systems - II: Meaning, functions and applications of:</p> <ul style="list-style-type: none">- Functional system:<ul style="list-style-type: none">o Financialo Human Resourceo Marketingo Production and Operations- Enterprise Systems: Business Process integration<ul style="list-style-type: none">o ERPo Supply chain management systemso CRMo Business Intelligence	10	18
IV	<p>Ethical Issues pertaining to IS:</p> <ul style="list-style-type: none">• Ethical responsibilities of business professionals• Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware <p>Information Security:</p> <ul style="list-style-type: none">• First line of defense – People / employees• Second line of defense – Technology for authorization, prevention, detection and response <p>Contemporary/ emerging technologies:</p> <ul style="list-style-type: none">• Cloud and mobile computing• E-commerce, m-commerce• Internet of Things	10	17
V	<p>Practical: Students should simulate an organization and its processes and create a hypothetical information system. Students should study the information systems adapted by various business entities.</p>	---	(30 marks CEC)



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Subject Code: 4529902

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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:

	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	Kenneth Laudon, Jane Laudon	Essentials of Management Information Systems	PHI	10 th
2	Kenneth Laudon, Jane Laudon	Information Systems: Managing the Digital Firm Management	Pearson	Latest
3	Stephen Haag, Amy Philips	Business Driven Technology	McGraw Hill	Latest
4	James A O'Brien, George M Marakas, Ramesh Behl	Management Information Systems	TMH	Latest
5	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems for the Information Age	McGraw Hill	Latest
6	W.S. Jawadekar	Management Information systems	TMH	Latest
7	Raymond McLeod and George P. Schell	Management Information systems	Pearson	10 th
8	Efraim Turban, Jay E. Aronson and Ting-Peng Liang	Decision Support Systems and Intelligent Systems Management	Pearson	Latest
9	EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherbe	Information Technology for Management: Transforming Organizations in Digital Economy	Wiley	Latest

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

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

1. MIS Quarterly, University of Minnesota
2. CIO
3. Computer Express
4. Digichip
5. PC World
6. Computer Shopper
7. Dataquest



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Marketing Management (MM)

Subject Code: 4529903

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Understanding of the role and functions of marketing in an organization.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Ability to apply the concepts and techniques to various marketing contexts. Ability to analyse marketing problems and provide solutions based on a critical examination of marketing information.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate and act upon the ethical and environmental concerns linked to marketing activities.
Effective Communication (EC)	<ul style="list-style-type: none"> Advance reasoned and factually supported arguments effectively in written work and oral presentation.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

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

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Basics of Marketing Management</p> <ul style="list-style-type: none"> Definition, Scope, Core Concepts, Tasks Basic 4 P's of Marketing Mix & Updated P's of Marketing Mix Company's Orientation towards Marketplace Marketing as a value delivery process & Value Chain Content of a Marketing Plan (very briefly) <p>Capturing Marketing Insights</p> <ul style="list-style-type: none"> Analyzing the macro-environment <p>Creating Customer Value:</p> <ul style="list-style-type: none"> Customer Perceived value Cultivating Customer Relationship <p>Understanding Consumers' Markets</p> <ul style="list-style-type: none"> Factors affecting consumer buying Behaviour Key Psychological Processes 	10	17



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Subject Name: Marketing Management (MM)

Subject Code: 4529903

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	<ul style="list-style-type: none">• Consumer Buying Decision Process Understanding Business Markets <ul style="list-style-type: none">• Business v/s consumer markets• Buying Situations, Participants• Process		
II	Segmentation, Targeting and Positioning (STP) <u>Segmentation:</u> <ul style="list-style-type: none">• Bases of Segmenting Consumer Markets and Business Markets <u>Targeting:</u> <ul style="list-style-type: none">• Meaning, effective segmentation criteria, evaluating and selecting the market segments <u>Positioning:</u> <ul style="list-style-type: none">• Developing and establishing Brand Positioning• Differentiation strategies Dealing with Competition <ul style="list-style-type: none">• Competitive Strategies – Leaders, Challengers, Followers, Nichers• Product Life Cycle (PLC) Strategies Developing Product Strategy <ul style="list-style-type: none">• Product characteristics and Classification• Product hierarchy• Product system and mix• Product Line and Length decisions• Packaging, Labeling and Warranties	10	18
III	New Product Development: <ul style="list-style-type: none">• Process & Challenges Brand Management: <ul style="list-style-type: none">• Brand Equity• Brand Equity Models – CBBE• Devising Branding Strategies<ul style="list-style-type: none">○ Branding decisions○ Co-branding and ingredient branding○ Brand extensions Developing Services <ul style="list-style-type: none">• Definition, categories• Distinctive Characteristics• Service Differentiation Pricing Decisions <ul style="list-style-type: none">• Consumer Psychology and Pricing• Setting up the price• Price Adaptation and Strategies	10	18
IV	Managing Distribution Channels <ul style="list-style-type: none">• Marketing Channels<ul style="list-style-type: none">○ Role, Importance○ Design & Management Decisions	10	17



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	<ul style="list-style-type: none"> ○ Channel Integration and Systems Retailing, Wholesaling and Logistics Management Managing Marketing Communications • Role of Marketing Communication • Developing Effective Communication • Managing IMC Managing Mass Communications <u>Advertising:</u> • 5 M's <u>Sales Promotions:</u> • Major sales promotion tools <u>Events, Experiences:</u> • Objectives and sponsorship decisions <u>PR:</u> • Functions and PR decisions • Tools in marketing PR Managing Personal Communications: <u>Direct Marketing:</u> • Benefits, different direct marketing channels <u>Interactive Marketing:</u> • Advantages and disadvantages • Interactive marketing communication options <u>Word-of-mouth:</u> • Platforms – Social Media, Viral marketing, opinion leaders <u>Personal Selling:</u> • Major steps in effective selling 		
V	<p>Practical</p> <ul style="list-style-type: none"> • Studying the Market Segmentation bases used by various companies to segment the markets for their products. • Studying distribution strategies of various companies • Analyze a few new products / services launched recently and their marketing mix • Studying the product life cycle of various products/brands with strategies adopted at various level • Compare and analyze marketing communications of a few brands in the same product / service category 	---	(30 Marks CEC)

4. Pedagogy:

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



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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:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	15 th / Latest
2	Lamb, Hair, Sharma & McDaniel	Principles of Marketing – A South Asian Perspective	Cengage Learning	Latest
4	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest
5	Kotler, Keller, Koshy and Jha	Marketing Management – A South Asian Perspective	Pearson Education	Latest
6	Arunkumar and Meenakshi	Marketing Management	Vikas Publishing	Latest

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

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

1. Journal of Marketing
2. Indian Journal of Marketing
3. Journal of Marketing Management
4. Journal of Retailing
5. Journal of Consumer Behaviour
6. Brand Equity



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529904

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Student will be able to develop clear understanding of National/international market for Human resource
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Student will be capable of making decision to ensure right person at right place at right time with right place among various options available
Global Exposure and Cross-Cultural Understanding (GECCU)	To address the issue of diversity, changing demography and technological innovation, student will be exposed to global issues with culture, industry/domain specific issues
Social Responsiveness and Ethics (SRE)	Can deliver a lot on ethical part by fair treatment and delivering justice to employee. Can contribute to society by providing appropriate training and development to improve employability
Effective Communication (EC)	Emphasizes on different approach of communication for execution of different function of HRM, it is different in different stage,
Leadership and Teamwork (LT)	Requires great team work to improve HR productivity and effectiveness, and have to lead from front for HR solution.

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

3. Course Contents:

Module No.	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Human Resource Management:</p> <ul style="list-style-type: none"> • Meaning, Objectives, Scope and Functions of HRM • Role and qualities of HR executives • Changing environment of HRM in India • Traditional Vs. Strategic HR • Creating an HR based Competitive Advantage, Role of Line Manager for HR based Competitive Advantage <p>Human Resource System</p> <p>Macro and Micro Dimensions, Macro HR Policy; Factors affecting Macro HR policy; Micro HR, Factors affecting micro part of HR, MICRO Level practices</p> <p>Human Resource Planning:</p> <ul style="list-style-type: none"> • Significance and Process • Factors affecting HRP • Techniques of HRP • Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and Surpluses <p>Recruitment:</p>	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529904

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	<ul style="list-style-type: none">• Definition, Process and Sources of Recruitment, Factors governing the Recruitment Policy• Industry Specific Strategy & labor market Choice Selection: <ul style="list-style-type: none">• Selection Process - Application Forms, Selection Tests, Interviews, Evaluation• Role of Line & HR manager in Selection• Placement and Induction		
II	Job Analysis, Job Design and Job Evaluation: <ul style="list-style-type: none">• Job Analysis - Features, Process and Methods of Job Analysis, Job Description, Job Specification• Job Design - Meaning and Components of Job Design• Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation Training and Management Development: <ul style="list-style-type: none">• Training – Meaning, Process and Methods• Management Development – Meaning, Methods, Differences between Training and Development	10	17
III	Performance Appraisal: <ul style="list-style-type: none">• Meaning, Need and Process• Performance Appraisal Methods - 360-degree Feedback, Management by Objectives (MBO),• Factors affecting Performance of an Employee, Correcting performance gap in different area Compensation and Reward Systems: <ul style="list-style-type: none">• Meaning, types, Strategic approach to compensation Industrial Relations <ul style="list-style-type: none">• Definition, Characteristics and Objectives of Industrial Relations,• Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India Industrial Conflict, and Dispute Resolution: <ul style="list-style-type: none">• Industrial conflict – Meaning, Nature of Industrial conflict• Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement• Collective Bargaining.• ILO – Meaning, Conventions, recommendations and major activities• Overview of Trade Union Act, 1926 :Major provisions, Registration, Types of union, Basic Rights	12	21
IV	Employee Welfare and Social Security: <ul style="list-style-type: none">• Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948 and Non-Statutory Welfare Facilities	08	14



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Subject Name: Human Resource Management (HRM)

Subject Code: 4529904

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

4. Teaching Method:

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

5. Evaluation:

Students shall be evaluated on the following components:

	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)



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Subject Name: Human Resource Management (HRM)

Subject Code: 4529904

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6. Reference Books:

No	Author	Name Of Book	Publisher	Year Of Publication
1	Pravin Durai	Human Resource Management	Pearson	Latest Edition
	K. Ashwathapa	Human Resource Management	Himalaya Publication	Latest Edition
2	Garry Dessler and Biju Varkkey	Fundamentals of Human Resource Management	Pearson	Latest Edition
3	Uday Kumar Haldar & Juthika Sarkar	Human Resource Management	Oxford	Latest Edition
4	P. R. N. Sinha, S. P. Shekhar and Indu Bala	Human Resource Management	Cengage	Latest Edition
5	Sharon Pande & Swapnalekha Basak	Human Resource Management – Text and Cases	Vikas	Latest Edition
6	Das, Pulak	Strategic Human Resource management	Cengage Learning	Latest Edition
7	Charles R Greer	Strategic Human Resource Management	Pearson	Latest Edition
8	Jeffrey A Mello	Strategic HRM	Cengage	Latest Edition

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 2nd Semester

Subject Name: Corporate Finance (CF)

Subject Code: 4529905

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Acquire, interpret, and analyze accounting, economic, and financial data to facilitate decision making in corporate and investment environments in both personal and professional settings.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Critically evaluate corporate finance techniques
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Make sound and ethical financial decisions in a risky business environment

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

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Overview of Financial Management:</p> <ul style="list-style-type: none">Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions).Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. <p>Time value of Money: (theory and numerical)</p> <ul style="list-style-type: none">Concepts, Compounding, Discounting, Annuities. <p>Sources of Long-Term Finance:</p> <ul style="list-style-type: none">Introduction to Equity Shares, Preference Shares and Debentures, Term loan. <p>Valuation of Bonds, Preference shares and Equity. (numerical)</p>	10	17
II	<p>Understanding Investment Decisions (Capital Budgeting Decisions):</p> <ul style="list-style-type: none">Meaning, FeaturesTypes and Importance of Investment Decisions<ul style="list-style-type: none">Discounted Cash Flow (DCF)<ul style="list-style-type: none">NPV, IRR, MIRR, PI, Discounted PaybackNon-Discounted Cash Flow Techniques<ul style="list-style-type: none">ARR, Payback period <p>Capital Rationing (theory and numerical)</p> <p>Understanding Dividend Decision:</p> <ul style="list-style-type: none">Dividend and dividend policy	10	18



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Subject Name: Corporate Finance (CF)

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	<ul style="list-style-type: none"> • Factors affecting dividend payout • Dividend payment models: (theory and numerical) <ul style="list-style-type: none"> ○ Dividend relevance model <ul style="list-style-type: none"> ▪ Walter model ▪ Gordon model ○ Dividend irrelevance model <ul style="list-style-type: none"> ▪ MM model <p>Basics of Decision Tree Analysis (1-level and 2-level) (theory only)</p>		
III	<p>Cost of Capital: (theory and numerical)</p> <ul style="list-style-type: none"> • Significance, Concept of the Opportunity Cost of Capital • Component Costs of Capital - Cost of Debt, Preference Capital and Equity Capital • Weighted Average Cost of Capital (WACC) <p>Leverage: (theory and numerical)</p> <ul style="list-style-type: none"> • Types of Leverage - Operating, Financial and Combined Leverage. • Point of indifference <p>Understanding Financing Decisions (Capital Structure Decisions): (theory and numerical)</p> <ul style="list-style-type: none"> • NI Approach • NOI Approach • MM Theory with and without Taxes 	10	18
IV	<p>Working Capital Management:</p> <ul style="list-style-type: none"> • Concepts of Working Capital. • Operating Cycle. • Determinants of Working Capital. • Estimating Working Capital Needs. (theory and numerical) • Working Capital Finance Policies. <ul style="list-style-type: none"> ○ Matching approach, conservative approach, aggressive approach. <p>Cash Management: (theory and numerical)</p> <ul style="list-style-type: none"> • Need for Cash Management. • Cash Management Cycle. • Cash Forecasting through budgeting. • Determining the Optimum Cash Balance under Certainty (Baumol's Model) and Uncertainty (The Miller- Orr Model). <p>Receivables Management:</p> <ul style="list-style-type: none"> • Nature and Goals of Credit Policy • Credit Policy Variables(theory and numerical) 	10	17



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V	Application: Select suitable organization and study: <ul style="list-style-type: none"> • The role and functions of Finance department; • Select Scrip or bonds and do the valuation of its Securities; • Study the investment decisions, working capital policy and cash budgeting etc. 	---	(30 marks CEC)
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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	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Prasanna Chandra	Financial Management, theory and Practice	McGraw - Hill	Latest Edition
2	I M Pandey	Financial Management	Vikas	Latest Edition
3	M. Y. Khan and P. K. Jain	Financial Management	McGraw - Hill	Latest Edition
4	Rajiv Srivastava & Anil Misra	Financial Management	Oxford	Latest Edition
5	Ravi Kishore	Financial Management –Problems and Solutions	Taxmann	Latest Edition
6	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
7	P. V. Kulkarni and B. G. Satyaprasad	Financial Management	Himalaya	14 th Revised Edition
8	Eugene F. Brigham	Financial Management: Theory and Practice	South Western College	14 th Edition
9	Vyuptakesh Sharan	Fundamentals of	Pearson	3 rd Edition



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		Financial Management		
10	R. P. Rastogi	Financial Management	Taxmann	Latest Edition
11	V Pattabhi Ram and S D Bala	Strategic Financial Management	Snow white	Latest Edition
12	Dr. J.B. Gupta	Strategic Financial Management	Taxmann	Latest Edition

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

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

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