



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Name: Strategic Management (SM)

Subject Code: 4549901

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"> Develop skills to analyze the internal and external environment of a business, for the purpose of strategizing.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop critical analytical skills using the tools of strategic management.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Devise strategic approaches to managing businesses in a globally dynamic context
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Understand the importance of organizational dynamics in strategic decision making keeping in mind ethics and CSR Sensitize the students the significance of ethics in strategic decision making along with its impact on society as the stakeholders Making strategies which are comprehensive and covers not only financial perspective but also covers benefits to society as a whole.
Effective Communication (EC)	<ul style="list-style-type: none"> Understand the significance of communication in strategic decision making. Helps managers to effectively communicate about company's vision, mission and strategies internally and externally.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> To understand the significance and role of strategic leaders in facilitating team work for effective strategy implementation Helps to manage the company in most effective manner.

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>Strategic Management: An Introduction:</p> <ul style="list-style-type: none"> Stakeholders in Business The I/O Model and Resource-based Model of Above Average Return Vision, Mission and Purpose; Strategic Intent Emergent Strategy Business Model and Strategy <p>Environmental Analysis:</p> <ul style="list-style-type: none"> External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Understanding concepts such as Key Success Factors; 	10	18



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	Driving Forces <ul style="list-style-type: none">• Strategic Groups		
II	Internal Analysis: <ul style="list-style-type: none">• Concept of Value Chain• SWOT Analysis• Resources, Capabilities and Competencies; Dynamic Capabilities• Core Competence of Organizations• Competitive Advantage and Sustainable Competitive Advantage Strategy Formulation: <ul style="list-style-type: none">• Strategy formulation at Business levels, Diversification	10	18
III	Strategy Formulation at Corporate Level: <ul style="list-style-type: none">• Strategic Alliance and Joint Ventures, Cooperative Strategies• Acquisitions and Restructuring• Global Strategy, International Corporate-level and Business-level Strategies.• BCG Matrix, GE Matrix, McKinsey 7s	10	17
IV	Nuances of Strategy Implementation: <ul style="list-style-type: none">• Structure and Controls• Corporate Social Responsibility and Sustainability• Triple Bottom Line (TBL) approach• Strategic Leadership• Balanced Scorecard Contemporary Topics in Strategy: <ul style="list-style-type: none">• Management of Change through VUCA• Strategic and Corporate Entrepreneurship• Blue Ocean Strategy, Blue Ocean Shift• Innovation: Grassroots, Jugaad	10	17
V	Practical: <p>A project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem identification and solution/s (alternatives).</p>	---	(30 marks CEC)

4. Pedagogy:

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

Evaluation:

Students shall be evaluated on the following components:



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

5. Reference Books:

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



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11	Navi Radjou, Jaideep Prabhu, Simone Ahuja	Jugaad Innovation	Random Business	2012
12	Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgatz	Managing in a VUCA World	Springer	2015

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Consumer Behaviour (CB)
Subject Code: 4549911

**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">• Demonstrate the use of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• Ability to design research in consumer behaviour, and apply findings to marketing practice.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• Analyze how global and cultural dimensions shape consumer behaviour.• Identify and explain the factors which influence consumer behaviour inclusive of society and culture.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• Interpret social and ethical implications of marketing actions on consumer behaviour.
Effective Communication (EC)	<ul style="list-style-type: none">• Develop comprehensive communication skills need to identify and address consumer behaviours. Develop a keen sense of observation and assessing non-verbal communication.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• Demonstrate the capability to work both independently and as part of a team for the purpose of inquiry into consumer behaviour, and subsequent marketing planning.

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	Understanding the Consumer: <ul style="list-style-type: none">• Consumer Behaviour and the Marketing Concept• Levels of consumer decision making• Customer Value, Satisfaction, Trust and Retention• The Impact of New Technology on Marketing	10	17
II	Consumer as an Individual - I: <ul style="list-style-type: none">• Consumer Motivation• Consumer Perception• Personality and Self-image, Lifestyle	10	18
III	Consumer as an Individual - II: <ul style="list-style-type: none">• Consumer Learning• Consumer Attitude Formation• Attitude Change	10	18
IV	Socio-Cultural settings and Consumer Behaviour:	10	17



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	<ul style="list-style-type: none"> Reference groups The Family and Social Class Influence of Culture on Consumer Behaviour Cross-cultural Consumer Behaviour. <p>Consumer Decision Making:</p> <ul style="list-style-type: none"> Diffusion of Innovation Consumer Decision Making CBB models- Howard Sheth Model Consumerism Brief overview of Neuromarketing 		
V	<p>Practical:</p> <ul style="list-style-type: none"> Students should carry out a primary, qualitative / quantitative research on any dimension related to consumer behavior. Students can identify how marketers are addressing the various components and stages of the decision making process. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Leslie Lazar Kanuk, S. Ramesh Kumar, Leon Schiffman	Consumer Behaviour	Pearson	2014 / 11 th
2	Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar	Consumer Behaviour	Pearson	2018 / 12 th
3	S. Ramesh Kumar	Consumer Behaviour: The Indian Context (Concepts and Cases)	Pearson	2017 / 2 nd



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4	S. Ramesh Kumar	Case Studies in Consumer Behaviour	Pearson	2014 / 1 st
5	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	2016 / 12 th
6	David Loudon, A. J. Della Bitta	Consumer Behaviour: Concepts and Applications	McGraw Hill	Latest Edition
7	Majumudar Ramanuj	Consumer Behavior: Insights from Indian Market	PHI	Latest Edition
8	Martin M. Evans, Gordon Foxall, Ahmad Jamal	Consumer Behaviour	Wiley	2009 / 2 nd
9	Roger D. Blackwell, Paul W. Miniard, James F. Engel	Consumer Behaviour	Cengage	2017 / 10 th

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Integrated Marketing Communications (IMC)
Subject Code: 4549912

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"> • Demonstrate a comprehensive understanding of marketing communications theories and concepts. • Demonstrate knowledge and understanding of the structure of the communications industry and the complexities involved in promotions management.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Ability to determine and evaluate marketing information required to plan and manages integrated marketing communications campaigns. • Ability to analyse and evaluate data and present valid recommendations for creative and effective marketing communications decisions.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Demonstrate an understanding of how cultural connotations are major influencers of promotional planning.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Design plans, strategies and messages which respect the values, morals, ethics and sensitivities of the society.
Effective Communication (EC)	<ul style="list-style-type: none"> • Formulate effective promotional strategies and tactics and communicate their relevance to clients. • Analyze consumers' characteristics to create effective communication.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Collaborate for the development of communications materials by participating in the development of creative solutions to address marketing communications challenges.

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>An Overview of Integrated Marketing Communications:</p> <ul style="list-style-type: none"> • Marketing Communication Objectives, concepts, terms • Promotional Mix Elements <ul style="list-style-type: none"> ▪ The Tools of Marketing Communications (brief characteristics) • (Media Advertising, Direct Response Advertising, Place Advertising, Store Signage and Point-of-Purchase Advertising, Trade- and Consumer-Oriented Promotions, Event Marketing and Sponsorships, Public Relations and Publicity, Personal Selling, Social Media, Online Marketing) 	10	18



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	<ul style="list-style-type: none"> • Integration of Marketing Communications • IMC planning process <p>Communications Process:</p> <ul style="list-style-type: none"> • Meaning of meaning (semiotics) • Dimensions of meaning • Transfer of meaning • Consumer Processing model (in brief) • Hedonic Experiential model <p>Response hierarchy models:</p> <ul style="list-style-type: none"> ▪ AIDA, AIETA,FCB Grid, Rossiter– Percy Grid 		
II	<p>Objective setting and budgeting for the promotional program:</p> <ul style="list-style-type: none"> • Setting Marcom Objectives • Hierarchy of effects model, DAGMAR • Marcom budgeting and methods of budgeting <p>Creating effective advertising:</p> <ul style="list-style-type: none"> • Defining creativity • Hierarchy of impressions <p>Overview of advertising management:</p> <ul style="list-style-type: none"> • Advertising management program <ul style="list-style-type: none"> ▪ Role of advertising in IMC ▪ Selecting an agency <ul style="list-style-type: none"> ▪ Role of Advertising Agencies and other marketing communication organizations: <ul style="list-style-type: none"> ▪ Participants in the IMC process ▪ Client's role in organizing for advertising and promotion ▪ Advertising agencies (including agency compensation and evaluation) <ul style="list-style-type: none"> ▪ Specialized services ▪ Collateral services ▪ IMC services ▪ Developing an ad campaign management strategy ▪ Constructing the creative brief <p>Advertising Design - I:</p> <ul style="list-style-type: none"> • Advertising theory <ul style="list-style-type: none"> ▪ Hierarchy of effects, means-end chain and laddering, MECCAS, verbal and visual images • Message strategies <ul style="list-style-type: none"> ▪ Message factors (from SMC Factors) ▪ Cognitive, affective and conative strategies • Advertising Appeals 	10	18



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	<ul style="list-style-type: none"> • Message execution <ul style="list-style-type: none"> ▪ Execution styles ▪ Sources and spokespersons <ul style="list-style-type: none"> ▪ Types of sources ▪ Source factors (from SMC Factors) 		
III	<p>Advertising Design - II:</p> <ul style="list-style-type: none"> • Media Strategy • Media planning • Channel factors (from SMC Factors) • Media terminologies <ul style="list-style-type: none"> ▪ Reach, frequency, GRP, TRP, impressions, continuity, recency v/s primacy effect • Media Selection <ul style="list-style-type: none"> ▪ Traditional media channels <ul style="list-style-type: none"> ▪ Types, advantages and disadvantages of – <ul style="list-style-type: none"> • Television, radio, OOH, Print ▪ Components of a print ad: Headline, body copy, illustrations and layout ▪ Storyboard for T.V. advertising <p>Other IMC Tools:</p> <ul style="list-style-type: none"> • Personal selling's role in promotion mix and IMC • Sales Promotion <ul style="list-style-type: none"> ▪ Trade oriented ▪ Consumer oriented • PR, Publicity, sponsorships 	10	17
IV	<p>Digital Media: Online, Mobile and App Advertising: (Only a brief outline)</p> <p>E-commerce:</p> <ul style="list-style-type: none"> • Building an e-commerce site, e-commerce incentives, privacy and security issues <p>Mobile marketing:</p> <ul style="list-style-type: none"> • Types of mobile marketing <p>Online advertising:</p> <ul style="list-style-type: none"> • Search Marketing <ul style="list-style-type: none"> ○ SEO, SEM ▪ Display or Banner Ads ▪ Rich Media: Pop-Ups, Interstitials, Superstatials, and Video Ads ▪ Websites and Sponsored Sites ▪ Blogs and Podcasts ▪ E-mail Advertising ▪ Measuring Internet Ad Effectiveness <p>Social Media Advertising:</p> <ul style="list-style-type: none"> ▪ Social Media Advantages and Disadvantages ▪ Social media categories and brands ▪ Social Networking ▪ How to Advertise on Social Networks 	10	17



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Subject Name: Integrated Marketing Communications (IMC)

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	<ul style="list-style-type: none"> ▪ Privacy and Other Concerns ▪ Measurement of Social Media Campaigns <p>Direct Marketing:</p> <ul style="list-style-type: none"> ▪ Concept, advantages and disadvantages ▪ Direct-Response Advertising ▪ Direct Mail ▪ Telemarketing (outbound and inbound) <p>Other Media:</p> <ul style="list-style-type: none"> • Brand Placements, Yellow-Pages Advertising, Video-Game Advertising, Cinema Advertising <p>Measuring Advertising Effectiveness:</p> <ul style="list-style-type: none"> • Concept of pre-testing, concurrent testing, post-testing • <u>Pre-testing:</u> <ul style="list-style-type: none"> ○ Focus Group, individual interview, ante-room trailer, consumer juries, ethnography, on-air testing ○ Theater test, portfolio test, dummy advertising vehicles, readability tests ○ Physiological measures • <u>Con-current testing:</u> <ul style="list-style-type: none"> ○ Coincidental surveys ○ Attitude tests ○ Tracking studies • <u>Post-testing:</u> <ul style="list-style-type: none"> ○ Recognition – Starch test, Bruzzone test ○ Recall – Day-After-Recall ○ Inquiry tests ○ Sales test ○ Comprehensive measures • Measuring overall IMC 		
V	<p>Practical:</p> <ul style="list-style-type: none"> • Students can create IMC campaigns for real / hypothetical products /services / brands. • Students can analyze and interpret communication materials available in open domain. • Students can identify the promotional eco-system existing in the country, and in their geographical area. 	---	(30 marks CEC)

4. Pedagogy:

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



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Functional Area Specialization: Marketing Management

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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	Kenneth E. Clow, Donald E. Baack	Integrated Advertising, Promotion and Marketing Communications	Pearson	6 th
2	Terence A. Shimp, J. Craig Andrews	Advertising Promotion and Other Aspects of Integrated Marketing Communications	Cengage	9th
3	Kruti Shah	Advertising and Integrated Marketing Communications	McGraw Hill	1st
4	George E. Belch, Michael A. Belch, KeyoorPurani	Advertising and Promotion	McGrawh Hill	9th
5	Niraj Kumar	Integrated Marketing Communication	Himalaya	Latest
6	S. N. Murthy, U. Bhojanna	Advertising: An IMC Perspective	Excel Books	3 rd
7	Jonathan Hardy, Iain Mercury, Helen Powell	The Advertising Handbook	Routledge	2014

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

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

1. International Journal of Advertising
2. Indian Journal of Marketing
3. Pitch (Magazine – www.pitchonnet.com)
4. www.campaignindia.in
5. www.afaqs.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Security Analysis and Portfolio Management (SAPM)
Subject Code: 4549921

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">Describe the characteristics of different financial assets. Classify financial assets on multiple bases.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Illustrate the correct use of tools for financial analysis for investment purposes.Evaluate securities using different valuation models.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Identify the working of global financial markets and instruments.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Defend the need for ethical practices in the field of portfolio management.
Effective Communication (EC)	<ul style="list-style-type: none">Ability to comprehend the importance of communicating features and benefits of financial products.Ability to understand client requirements, and communicate tailor-made financial solutions.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Demonstrate the ability to work independently or as part of team, for managing investment portfolios.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Investment: <ul style="list-style-type: none">IntroductionInvestment vs. Speculation, Investment vs. GamblingInvestment Objectives, Investment AttributesInvestment ProcessSecurity Analysis vs. Portfolio ManagementPortfolio Management ProcessMeaning and Types of Returns<ul style="list-style-type: none">Holding Period return (Theory and numerical).Expected return–Annualized return – measurement of return.Risk – Types of Risk – Measurement of Risk (Theory and numerical).	10	18
II	Security analysis: <ul style="list-style-type: none">Fundamental Analysis:<ul style="list-style-type: none">Economic, Industry and Company Analysis, Forecasting earnings, Efficient Market Hypothesis, Different Forms of EMH and their Empirical TestsTechnical Analysis:<ul style="list-style-type: none">Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk TheoryIntroduction to Behavioral Finance	10	18



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Security Analysis and Portfolio Management (SAPM)
Subject Code: 4549921

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III	Selection / Construction of Securities by applying theories: <ul style="list-style-type: none"> • Markowitz Model - Efficient Frontier • Constructing an Optimal portfolio using Sharpe's Single Index Model (Theory and numerical). • Capital Market Theory: CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory (Theory and numerical). 	10	17
IV	Portfolio Management & Measurement: <ul style="list-style-type: none"> • Portfolio execution • Portfolio Revision and Performance Evaluation (Theory and numerical). Bonds & Valuation: <ul style="list-style-type: none"> • Bond prices & Yields (Theory and numerical). • Types of bonds. • Duration of Bonds (Theory and numerical). • Bond Management Strategies, Analysis of Bonds (Rating). 	10	17
V	Practical: <ul style="list-style-type: none"> • EIC analysis of any selected Industry/ Company. • Application of Valuation on Equity and bonds for its selection • Application of CAPM theory. • Creating a portfolio using Sharpe Portfolio Selection. • Portfolio evaluation Mutual Fund Schemes. . . etc. • Movie based learning: Wall street & Rogue Trader, Inside Job, Big Short, Wolf of Wall Street etc. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<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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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Security Analysis and Portfolio Management (SAPM)
Subject Code: 4549921

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year 2018-19**

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4549922

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">• Demonstrate a working knowledge of the procedure associated with risk management.• Demonstrate knowledge of the three critical functions of an insurer: marketing, underwriting and claim settlement.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• Ability to use standard concepts of risk and insurance to perform risk management review for individuals and organizations.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• Ability to understand the shift in risk perceptions and risk management, across cultures.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• Recognize the high degree of ethical responsibility which accompanies insurance management.
Effective Communication (EC)	<ul style="list-style-type: none">• Ability to explain the purpose, structure and functions of insurance regulations.• Listen, interpret and communicate ideas and solutions in a logical and professional manner.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• Learn collaboration for need assessment and for providing solutions.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Risk:</p> <ul style="list-style-type: none">• Meaning of Risk and Uncertainty, loss, perils, hazards• Types of Risks<ul style="list-style-type: none">• Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk• Risks for Financial Institutions• Classifying Pure risks. <p>Risk Management:</p> <ul style="list-style-type: none">• Risk Management Process, Risk management objectives• Risk retention and risk transfer• Levels of risk management• Corporate risk management• Management of risk by individuals <p>Measures of Risk – Mathematical, Subjective (Only theory)</p>	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4549922

With effective
from academic
year 2018-19

II	<p>Insurance and Risk:</p> <ul style="list-style-type: none">• Introduction to Insurance• Insurable risk• Types of Insurance, Social and Economic benefits of insurance• Government and Controlling Authorities:<ul style="list-style-type: none">▪ IRDA framework▪ Legal aspects of insurance, essentials of insurance contracts• Principles of insurance:<ul style="list-style-type: none">▪ Indemnity▪ Utmost good faith▪ Insurable interest▪ Proximate cause▪ Loss minimization▪ Arbitration and average• Classification of insurance:<ul style="list-style-type: none">○ Life insurance:<ul style="list-style-type: none">▪ meaning, features and benefits, types of plans, traditional products, market related products, annuities, pension plans, riders-business insurance, group insurance, pricing in life insurance○ Non-Life Insurance:○ Features of Fire insurance contract○ Marine insurance – definition, types & policies○ Auto insurance – need, types of policies, claims○ Health Insurance – introduction, plans in India, schemes, micro-health insurance, TPAs	10	18
III	<p>Underwriting:</p> <ul style="list-style-type: none">• Philosophy of underwriting, kinds of underwriting, requisites of good underwriting, underwriting of life insurance, underwriting of non-life insurance, pricing and premium setting, types of rating, tariff/ rate making in general insurance. <p>Claim Management:</p> <ul style="list-style-type: none">• Claim settlement in general insurance, general guidelines for settlement of claims, fire insurance claims, motor insurance claim, marine insurance claim, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance.	10	17
IV	<p>Financial Aspects of Insurance Companies:</p> <ul style="list-style-type: none">• Financial objective of an insurance Company, responsibilities of insurance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical	10	17



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Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4549922

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	provision, Risk Margin Reinsurance: <ul style="list-style-type: none"> Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company 		
V	Practical: <ul style="list-style-type: none"> Students can explore and compare the insurance products of insurance service providers. Students can visit general insurers and learn assessment of risk and fixation of insurance premium. Students can visit life and non-life insurance companies and can prepare a report on their functioning. Students can carry out research to identify how individuals undertake their decision – making for availing insurance. Students should study and compare various investment options with insurance plans. 	---	(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"> Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> Class Presence & Participation 	10 marks
	<ul style="list-style-type: none"> Quiz 	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	P.K. Gupta	Essentials of Insurance and Risk Management	Himalaya	2016 / 1 st
2	S. Arunajatesan & T. R. Viswanathan	Risk Management and Insurance	Trinity Press	2015 / 2 nd
3	Scott E Harrington, Gregory R. Niehaus	Risk Management and Insurance	McGraw Hill	2003 / 2 nd



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Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4549922

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4	N. R. Mohan Prakash	Banking, Risk and Insurance Management	Vikas	2016
5	JatinderLoomba	Risk Management and Insurance Planning	PHI	2013
6	Mark S. Dorfman, David A. Cather	Introduction to Risk Management and Insurance	Pearson	2012 / 10 th
6	Michael J. Mcnamara, George E. Rejda	Principles of Risk Management and Insurance	Pearson	13 th

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Human Resource Management
Name: Change Management and Organization Development (CMOD)
Subject Code: 4549931

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"> Demonstrate an understanding of how organizations can be made more effective and dynamic by improving their human resource/ Business Process and structure; for their survival as well as adaptation in future dynamic situation.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Ability to examine the dynamic situation of business environment, analyze the situation and formulate the appropriate solution suiting specific situation.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Examine the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and globalization.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Demonstrate sincerity towards being socially inclusive and considerate towards ethics while managing change and development.
Effective Communication (EC)	<ul style="list-style-type: none"> Ability to effectively appraise all stakeholders of the need for change and develop communication skills to make change acceptable to all.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Distinguish the varied roles to be executed by different people for effecting change. Develop and lead teams for successful OD intervention.

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>Organizational Change:</p> <ul style="list-style-type: none"> Introduction, Importance & imperative of change Forces of change, types of change Types of planned and unplanned change, Models of change. <p>Organizational renewal:</p> <ul style="list-style-type: none"> The challenge of change Change and its impact <ul style="list-style-type: none"> Operational effect, psychological effect, social effect; people reactions to change. Changing the organizational culture <p>Resistance to change:</p> <ul style="list-style-type: none"> Lifecycle to resistance to change Resistance model of change Driving forces and restraining forces blocking change Overcoming and minimizing resistance to change. 	10	18



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Functional Area Specialization: Human Resource Management
Name: Change Management and Organization Development (CMOD)
Subject Code: 4549931

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II	<p>Organizational development:</p> <ul style="list-style-type: none">• Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values.• OD Models<ul style="list-style-type: none">▪ 5 stage model of OD▪ Action Research model of OD & its features▪ Appreciative Inquiry model <p>OD practitioners:</p> <ul style="list-style-type: none">• Role and style of OD practitioners• Formation of Practitioner and client relationship• Relationship modes, issues in relationship <p>Diagnosis:</p> <ul style="list-style-type: none">• Process, models and skills required• Methods of obtaining diagnosis information <p>Process Intervention Skills:</p> <ul style="list-style-type: none">• Process interventions• Group process• Types of process interventions• Results of process interventions	10	18
III	<p>OD Interventions:</p> <ul style="list-style-type: none">• Definitions,• Strategies for OD Intervention:<ul style="list-style-type: none">▪ Basic Strategies to change▪ Integration of change strategies▪ Stream analysis▪ Selecting OD interventions▪ Major OD intervention techniques. <p>OD personal & Interpersonal Interventions:</p> <ul style="list-style-type: none">• Empowering the individuals and employees• Laboratory learning• Interpersonal styles• Career Life Planning Interventions <p>Team development Interventions:</p> <ul style="list-style-type: none">• Organizing around teams• Need for team development• Team development process• Outdoor experiential laboratory training• Role negotiation, role analysis <p>Intergroup Development & work team development interventions:</p> <ul style="list-style-type: none">• Changing relationships	10	17



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	<ul style="list-style-type: none"> • Collaboration and conflict • Intergroup problems • Managing conflicts of various levels • Continuous improvement process • Job design • TQM –eight pillars of TQM and Self- Managed Work Teams 		
IV	<p>High Performing Teams and Learning Organizations:</p> <ul style="list-style-type: none"> • System-wide interventions • Survey Research and feedback • Learning organizations • Reengineering • System-4 management • High performing systems • Grid-OD program • Third wave Organizations OD. <p>Organizational Transformation and Strategic Management:</p> <ul style="list-style-type: none"> • Strategy and transformation • Organizational transformation • Role of culture • Strategic change management • Changing the culture • Power, politics and ethics in OD <p>OD for Future:</p> <ul style="list-style-type: none"> • Organizations for the future • Monitoring and stabilizing action programs • Emerging issues and values • Future trends in OD 	10	17
V	<p>Practical: Students need to study change which occurred in organization external/internal and suggest an OD intervention adopted by organization to survive or excel. Students can also identify the reasons for change, the way change was managed.</p>	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Donald R. Brown	An experiential Approach to Organization Development	Pearson	2010 / 8 th
2	Kavita Singh	Organization Change & development	Excel Books	2010 / 2 nd
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	2017 / 6 th
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	2014 / 10 th
5	Tupper Cawsy, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	2011 / 2 nd
6	P. G. Aquinas	Organization Structure and Design: Applications and Challenges	Excel	2008
7	Joan V. Gallos, Edgar H. Schein	Organization Development: A Jossey-Bass reader	Jossye – Bass	2006 / 1 st
8	Bhupen Srivastava	Organization Design and Development: Concepts and Application	Biztantra	2007
9	Mark Hughes	Managing Change: A Critical Perspective	Kogan Page	2010 / 2 nd
10	Robert Golembievsky	Organization Development: Ideas and Issues	Routledge	2017 / 1 st
11	Patrick Dawson, Costas Andriopoulos	Managing Change, Creativity and Innovation	Sage	2017 / 3 rd

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Functional Area Specialization: Human Resource Management

Subject Name: Compensation Management (CM)

Subject Code: 4549932

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"> List the various methods of compensating performance. Ability to design the compensation management practices with respect to business environment and enable it to play a role in promoting a company's competitive advantage.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Design a compensation system and policy which is consistent with the employees of the company. Conduct surveys to determine appropriate pay levels and improve the firm's competitiveness. Apply appropriate compensable factors to determine rates of pay.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Evaluate the developing role of human resources in the global arena, and deduce the significance of compensation management in the HR domain. Illustrating the differences in compensation across borders due to ethnocentricity, and benefits for expatriates.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Ensure that the design and application of compensation processes comply with appropriate legislation, e.g. Employment Standards, Pay Equity, Human Rights.
Effective Communication (EC)	<ul style="list-style-type: none"> Communication of compensation practices along the various grades pay.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Formulate policies, procedures and systems to ensure smooth implementation of compensation strategies. Distribution of incentive and bonus across the team. Concept of team pay would equip them with the importance of synergy etc.

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	Essentials of reward Management: <ul style="list-style-type: none"> An overview of reward management The Reward System Total Rewards Strategic Reward International Reward 	10	18
II	Performance and reward: <ul style="list-style-type: none"> Performance management and reward Engagement and Reward 	10	18



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	<ul style="list-style-type: none">• Financial Reward• Non-Financial Reward• Contingent Pay Schemes• Bonus Schemes• Team Pay• Rewarding for Business Performance• Recognition scheme• Valuing and Grading Jobs• Pay levels• Market Rate Analysis• Grade and Pay Structures		
III	<p>Rewarding Special Groups:</p> <ul style="list-style-type: none">• Rewarding Directors and Senior Executives• Rewarding Sales and Customer Service Staff• Rewarding Knowledge Workers• Rewarding Manual Workers <p>Employee Benefits:</p> <ul style="list-style-type: none">• Employee benefits• Flexible Benefits <p>The Practice of Reward Management:</p> <ul style="list-style-type: none">• Developing of Reward System• Managing Reward System• Evaluating Reward Management• Responsibility for Reward Management	10	17
IV	<p>CM related Labor Laws:</p> <ul style="list-style-type: none">• Payment of Wages Act, 1936.• Minimum Wages Act, 1948.• Payment of Bonus Act, 1965• Equal Remuneration Act, 1976.• Income tax act provisions with respect to salaried persons.• Workmen's Compensation Act, 1923.• Medclaim Policies and their salient features	10	17
V	<p>Practical:</p> <ul style="list-style-type: none">• Students need to study the study the pay structure of at least 3 companies from 3 different industries.• Students need to review the payroll system of company.• Students can study the legal provisions related to compensation with respect to company.• Students can interview H.R Manager and find out how the compensation management has evolved from traditional to strategic Compensation.	---	(30 marks CEC)



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Functional Area Specialization: Human Resource Management

Subject Name: Compensation Management (CM)

Subject Code: 4549932

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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	Michael Armstrong	Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward	Kogan Page	2019 / 6 th
2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2014 / 2 nd
3	George Milkovich, Jerry Newman, Venkataratnam, Jerry C.S.	Compensation: Special Indian Edition	McGraw	2017 / 9 th
4	Tapomoy Deb	Compensation Management: Text and Cases	Excel	2008 / 1 st
5	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	2012 / 1 st
6	H. L. Kumar	Labour Laws Everybody Should Know	Universal Law Publishing	2015 / 1 st

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

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

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



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Functional Area Specialization: Human Resource Management
Subject Name: Compensation Management (CM)
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Articles Recommended:

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

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management

Subject Name: International Marketing Management (IMM)

Subject Code: 4549941

With effective
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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 characteristics of the international market environment and familiarity with theories and strategies of firm internationalisation and multinational enterprises.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Demonstrate ability to undertake strategic business analysis for developing international marketing objectives, strategies and plans.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Distinguish the cultural disparities across the world and identify the impact of these disparities on international marketing activities of a firm.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Illustrate the necessary modifications that need to be made to the marketing mix, to cater to the values, ethics and cultural sensitives of the foreign market.
Effective Communication (EC)	<ul style="list-style-type: none">Develop written and oral communication skills required to articulate marketing mix strategies for global markets.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Ability to work together with specialists from different functional backgrounds.Apply interpersonal skills to manage an international marketing team.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to International Marketing: <ul style="list-style-type: none">Definition, Nature, Importance & Scope, International Marketing Management Process, Influence of physical, economic, socio, cultural, political and legal environments on international marketing, scanning and monitoring global marketing environment	10	18
II	International Market Segmentation and Positioning: <ul style="list-style-type: none">Screening and market selectionInternational marketing researchInformation for international marketing decisionsMarket entry strategiesInternational Product Planning:<ul style="list-style-type: none">Product and Service decisions, standardization v/s adaptation, Country – of – origin effect, managing the product line, International Product Life Cycle, New Product Development	10	18
III	Pricing for International Markets: <ul style="list-style-type: none">Factors affecting international pricing decisions, international pricing process and policies, transfer	10	17



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management

Subject Name: International Marketing Management (IMM)

Subject Code: 4549941

With effective
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	pricing International Distribution: <ul style="list-style-type: none"> Distribution channels, selection of overseas agents, international logistics, transportation, warehousing, insurance 		
IV	International Promotion: <ul style="list-style-type: none"> Issues and challenges in communicating across countries, international promotional tools – Advertising, personal selling, publicity and sales promotion, developing an international promotion campaign, trade fairs, exhibitions Organizing and Control	10	17
V	Practical: <ul style="list-style-type: none"> Student should study at least four to five Cases in above areas of subject as applied in any one Company / SME, and make a Public Presentation the class in presence of preferably an International Marketing / Export Manager / Consultant. Students may visit an export firm and identify its reasons for entering into international markets. Subsequently, they can correlate the motives and entry strategies with the concepts taught in class. Identify through secondary data, how transnational firms and MNCs adapt / standardize their offerings. 	---	(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"> Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> Class Presence & Participation Quiz 	10 marks 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	Warren K. Keegan, Mark C. Green	Global Marketing	Pearson	2016 / 9 th
2	Gautam Dutta	Global Marketing	Pearson	2017 / 1 st
3	Michael R. Czinkota,	International	Cengage	2017 / 10 th



GUJARAT TECHNOLOGICAL UNIVERSITY

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Functional Area Specialization: International Business Management

Subject Name: International Marketing Management (IMM)

Subject Code: 4549941

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	IkkaA..Ronkainen	Marketing		
4	Rakesh Mohan Joshi	International Marketing	Oxford	2014 / 2 nd
5	Justin Paul, Ramneek Kapoor	International Marketing: Text and Cases	TMH	2012 / 2 nd
6	P K Vasudeva	International Marketing	Excel	Latest
7	Sak Onkvisit John J. Shaw	International Marketing	PHI	Latest
8	Philip R. Cateora, Mary C. Gilly, John L. Graham	International Marketing	McGraw Hill	2017 / 15 th
9	R. Srinivasan	International Marketing	PHI	2016 / 4 th

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management

Subject Name: International Finance Management (IFM)

Subject Code: 4549942

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

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>International Finance – Overview:</p> <ul style="list-style-type: none"> Multinational financial management – opportunities and challenges Nature of international financial functions Balance of Payments, National Income Gold Standard, Bretton Woods System and Exchange Rate Regime since 1973 LERMS <p>Foreign Exchange:</p> <ul style="list-style-type: none"> Nominal, real and effective exchange rates Exchange rate determination in spot and forward markets Capital and Current Account Convertibility Interest parity 	10	18



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management

Subject Name: International Finance Management (IFM)

Subject Code: 4549942

With effective
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	<ul style="list-style-type: none"> Inflation and exchange rate dynamics LIBOR 		
II	Foreign Exchange Markets (theory and numerical): <ul style="list-style-type: none"> Spot and Forward markets Currency Futures – features, hedging with currency futures Currency Options – features, terminologies, hedging with currency options Forecasting Exchange Rates. (theory only)	10	18
III	Foreign Exchange Exposure: <ul style="list-style-type: none"> Concept of exposure Transaction Exposure Translation Exposure Need for hedging Hedging and managing exposure Economic Exposure: <ul style="list-style-type: none"> Foreign exchange risk and economic exposure Identifying and calculating economic exposure Real Operating Exposure 	10	17
IV	Financing International Operations: <ul style="list-style-type: none"> International and domestic capital markets Corporate sources and uses of funds Eurocurrency market and Euro bonds Strategies for Foreign Direct Investment International Taxation.	10	17
V	Practical: Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty). Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.	---	(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"> Continuous Evaluation Component 	30 marks



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management

Subject Name: International Finance Management (IFM)

Subject Code: 4549942

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	• 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	Vyuptakesh Sharan	International Financial Management	PHI	2012 / 6 th
2	Paul R. Krugman, Maurice Obstfeld, Marc J. Melitz	International Finance: Theory and Practice	Pearson	2014 / 10 th
3	Cheol Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 8 th
4	Alan Sharpio	Multinational Financial Management	John Wiley	2013 / 10 th
5	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	2013
6	Jeff Madura	International Financial Management	Thomson	2009 / 9 th
6	P. G. Apte	International Financial Management	McGraw Hill	2011 / 6 th
7	O. P. Agrawal	International Financial Management	Himalaya	2011

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: International Business Management
Subject Name: International Finance Management (IFM)
Subject Code: 4549942

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13. Finance India

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
 Functional Area Specialization: Information Technology Management
 Subject Name: Data Warehousing and Data Mining (DWDM)
 Subject Code: 4549951

With effective
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 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Understanding the functionality of data mining and data warehousing components for decision support, trend analysis, business forecasting etc. Explain how Data mining transforms data into intelligent business insights. Describe the knowledge discovery process including data selection, cleaning, coding, using different statistical pattern recognition and machine learning techniques, and reporting and visualization of the generated structures.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Compare the various approaches to data warehousing and data mining implementations. Evaluate various mining techniques on complex data objects. Define and apply the metrics to measure the performance of various data mining algorithms.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Identifying latest global trends in data mining and data warehousing, and generate possibilities for applying those trends.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Demonstrate knowledge of the ethical considerations involved in data mining.
Effective Communication (EC)	<ul style="list-style-type: none"> Anticipate data needs through a systematic investigation, and communicate findings in a presentable format.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Independently develop and implement existing algorithms, and invent new ones. Function as a team in solving challenging data mining problems.

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	RDBMS concepts: <ul style="list-style-type: none"> Introduction Normalization(1NF to BCNF) Structured Query Language (SQL) Features of SQL Data Definition Language (DDL) Data Manipulation Language (DML) Views, Functions in SQL Group By and Having Clauses Subqueries 	10	18



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	<ul style="list-style-type: none"> • Examples of SQL 		
II	<p>Data warehousing concepts:</p> <ul style="list-style-type: none"> • Difference between DWH and OLTP-based DBMS environments • Development Process, DW development life cycle • DW development Methodologies • DW Process framework • Data warehouse Design • Detailed Dimensional Modelling • Reporting and Query tools • Data Extraction • Transformation and Loading Process • Meta Data Management, Data Marts. <p>Data Mining concepts:</p> <ul style="list-style-type: none"> • Data Pre-processing <ul style="list-style-type: none"> ▪ Data types, attributes and properties ▪ Data Quality ▪ Pre-processing ▪ Types of Data Mining, cleaning, integration and reduction 	10	18
III	<p>Association Rule Mining And Classification: Mining Frequent Patterns</p> <p>Associations And Correlations:</p> <ul style="list-style-type: none"> • Mining Methods • Association Rules – Correlation Analysis , Constraint Based Association Mining <p>Classification And Prediction:</p> <ul style="list-style-type: none"> • Basic Concepts • Decision Tree Induction • Bayesian Classification, Rule Based Classification • Classification by Back Propagation • Support Vector Machines • Associative Classification • Lazy Learners • Other Classification Methods – Prediction. 	10	17
IV	<p>Clustering And Trends In Data Mining:</p> <ul style="list-style-type: none"> • Cluster Analysis: <ul style="list-style-type: none"> ▪ Types Of Data ▪ Categorization Of Major Clustering Methods ▪ K-Means – Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid Based Methods, Model-Based Clustering Methods, Clustering High Dimensional Data, Constraint Based Cluster Analysis 	10	17



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Information Technology Management
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Subject Code: 4549951

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	<ul style="list-style-type: none"> • Outlier Analysis. • Overview of Text Mining, Web mining & Multimedia. Data Mining. • Data Mining Applications. 		
V	Practical: Hands on training on the concepts taught using tools such as XML Miner & WeKA. Students are required to make presentation on applications of Data mining in business areas like Risk management and targeted marketing, Customer profiles and feature construction, Medical applications, Scientific Applications etc.	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Alex Berson, Stephen Smith	Data Warehousing, Data Mining and OLAP	McGraw Hill	2004 / 1 st
2	Jaiwei Han, Jain Pei, Michelin Kamber	Data Mining: Concepts and Techniques	Elsevier	2011 / 3 rd
3	George M. Marakas	Modern Data Warehousing, Mining and Visualization: Core Concepts	Pearson	2003 / 1 st
4	SoumedraMohanty	Data Warehousing: Design, Development and Best Practices	McGraw Hill	2005
5	PaulrajPonnaiah	Data Warehousing Fundamentals for IT	Wiley Blackwell	2010 / 2 nd



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Functional Area Specialization: Information Technology Management
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		Professionals		
6	Ralph Kimball	The Data Warehouse Toolkit	Wiley	2013 / 3 rd
7	Alan R. Simon, Steven L. Shaffer	Data Warehousing and Business Intelligence for E-commerce	Morgan Kaufman	2001 / 1 st
8	Jeffrey A. Hoffer, V. Ramesh, HeikkiTopi	Modern Database Management	Pearson	2016 / 12 th
9	Pang-Ning Tan, Michael Steinbach, AnujKarpatne, Vipin Kumar	Introduction to Data Mining	Pearson	2018 / 2 nd

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Information Technology Management
Subject Name: Systems Analysis and Design (SAD)
Subject Code: 4549952

With effective
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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Understand the principles and tools of systems analysis and design.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Provide feasible business solutions by analyzing the problem and applying the tools of system development.Build general and detailed models for assisting programmers in creating and implementing a system.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Develop a global perspective regarding understanding of design, development and implementation of software.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Construct a framework for evaluating information related ethical dilemmas frequently encountered by managers.
Effective Communication (EC)	<ul style="list-style-type: none">Determine methods for evaluating the effectiveness and efficiency of a system.Develop a requirements document, written in clear and concise business language, and present it to a business audience.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Acquire leadership skills to work as a System Analyst and design systems right from conceptualization to implementation.Develop project management techniques through the use of systems modelling concepts and tools.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction:</p> <ul style="list-style-type: none">System Definition and conceptsSystem Environments and Boundaries.Real-time and distributed systemsBasic principles of successful systemsStructured System Analysis and Design. <p>Systems Analyst:</p> <ul style="list-style-type: none">Role and Need of Systems Analyst.Qualifications and responsibilities.System Analysis as a Profession. <p>System Development Cycle:</p>	10	18



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Subject Name: Systems Analysis and Design (SAD)

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	<ul style="list-style-type: none">• Introduction to Systems Development Life Cycle (SDLC).• Various phases of SDLC:<ul style="list-style-type: none">○ Study, Analysis, Design, Development, Implementation, Maintenance		
II	<p>Systems Documentation Consideration:</p> <ul style="list-style-type: none">• Principles of Systems Documentation• Types of documentation and their importance• Enforcing documentation discipline in an organization <p>System Planning;</p> <p>Assessing Project Feasibility:</p> <ul style="list-style-type: none">• Technical, Operational, Economic• Cost Benefits Analysis• Schedule, legal and contractual, Political.• Modern Methods for determining system requirements• Assessing the value of IT investment	10	18
III	<p>Modular and Structured Design:</p> <ul style="list-style-type: none">• Module specifications.• Top-down and bottom-up design.• Module coupling and cohesion.• Structure Charts. <p>System Design and Modelling:</p> <ul style="list-style-type: none">• Process Modeling, logical and physical design• Conceptual Data Modeling:<ul style="list-style-type: none">○ Entity Relationship Analysis, Entity-Relationship Modeling, DFDs. <p>Process Description:</p> <ul style="list-style-type: none">• Structured English• Decision Tree, Decision Tables.• Documentation:<ul style="list-style-type: none">○ Data Dictionary, Recording Data Descriptions.• Input and Output:<ul style="list-style-type: none">○ Classification of forms, Input/output forms design.○ User-interface design, Graphical interfaces.○ Standards and guidelines for GUI design○ Unified Modeling Language○ The Systems Analysts Toolkit – Communication Tools, CASE Tools,	10	17
IV	<p>System Implementation, Maintenance/Audit (Software Applications and IT Projects):</p> <ul style="list-style-type: none">• Planning considerations.• Conversion methods, procedures and controls.• System acceptance criteria.	10	17



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	System Implementation and Maintenance: <ul style="list-style-type: none"> Financial Analysis Tools Project Management tools System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues 		
V	Practical Application with reference to SAD: <ul style="list-style-type: none"> A project report on a chosen Information System based on a business requirement. They will have to analyze the feasibility of developing the system identified, analyze its requirements and subsequently design the system and its interfaces using the concepts studied in the subject. 	---	(30 marks CEC)

4. Teaching Methods:

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

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

5. Evaluation:

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

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment-50 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	Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich	Modern Systems Analysis and Design	Pearson	Latest Edition
2	Roger Pressman, Bruce Maxim	Software Engineering	McGraw Hill	2014 / 8 th
3	Kenneth A. Kendall, Julie E. Kendall	System Analysis and Design	Pearson	2013 / 9 th
4	Waman S. Jawadekar	Software Engineering Principles and Practice	McGraw Hill	Latest Edition
5	Alan Dennis, Barbara Haley Wixom, Roberta M. Roth	System Analysis and Design with UML Version 2.0 An Object Oriented Approach	Wiley	2014 / 7 th
6	Gary B. shelly, Thomas J. Cashman and Harry J.	Systems Analysis and Design	Cengage Learning	2017 / 11 th



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Information Technology Management

Subject Name: Systems Analysis and Design (SAD)

Subject Code: 4549952

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

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

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

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Entrepreneurial Finance (EF)

Subject Code: 4549962

With effective
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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Students will be able to determine the sources of funds required at various stages of business.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Students will be able to analyse and forecast the financial performance of the business
Global Exposure and Cross-Cultural Understanding (GECCU)	• Students will be able to comprehend the funding options available globally and apply the suitable options in Indian context.
Social Responsiveness and Ethics (SRE)	• While applying the investment strategies, Students will have to think about the welfare of the stakeholders and maximise the wealth of shareholders.
Effective Communication (EC)	• Students will be able to effectively communicate with the equity and debt investors.
Leadership and Teamwork (LT)	

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Finance for Entrepreneurs: <ul style="list-style-type: none">• Understanding the financing needs of the start-up• Stages and Types of Financing• Sources and types of capital• Introduction to Bootstrapping and Incubation	10	17
II	Basics of Financial Management from the start-up perspective: <ul style="list-style-type: none">• Cost of Capital• Financial Statements and Ratio Analysis• Risk and Return	10	18
III	Sources of Funding: <ul style="list-style-type: none">• Long term sources of funding such as equity capital, preference share capital, debentures and bonds, term loans• Raising entrepreneurial finance through angel investors, venture capital, crowdfunding, private equity etc. (Only basic understanding of these options.• Short term sources of funding for Working capital requirement such as trade finance, working capital loan, commercial paper, factoring etc.• Government Schemes for Financing the start-ups	10	17
IV	Preparing the Integrated Financial Model including cost of capital, means of financing, projected profit and loss account, projected cash flow statement, projected balance sheet, key ratios and application of capital budgeting	10	18



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Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Entrepreneurial Finance (EF)

Subject Code: 4549962

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	techniques (Payback period, NPV, IRR)		
V	Practical: Students should be able to prepare an integrated financial model covering the concepts learnt throughout the course.	---	(30 marks CEC)

4. Pedagogy:

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

- Lectures
- Use of Excel for preparing the financial model
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Family Business Management (FBM)

Subject Code: 4549962

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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Demonstrate a detailed understanding of the various family business models and structures and their complexities.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Ability to appreciate and inspect the interpersonal dynamics of family business, manage conflicts and bring professionalism to family business management.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Ability to manage the impact of the trans-generational values and culture on conduct of multi-generational family business.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Display sensitivity towards the need to develop fundamental principles, values and norms that influence culture and business ethics of a family enterprise.
Effective Communication (EC)	<ul style="list-style-type: none">Develop skills for unambiguous communication & interaction between family and non-family managers of the business.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Develop skills to plan business succession and transfer control and ownership.

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	Family Business Management – Basics: <ul style="list-style-type: none">Uniqueness & Dynamics – People, Women in Family Business, Systems & Life CyclesStructural Management of the Family BusinessFamily Complexity, Culture and Value SystemsBusiness ComplexityEffects of Complexity on the Family Business Structure.	8	15
II	Family Business Models: <ul style="list-style-type: none">Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation ModelFamily Investment Group (FIG) ModelComparative Analysis of the ModelsMindset and Structure: How Thoughts Influence Deeds?	8	15
III	Professional Management of Family Business: <ul style="list-style-type: none">Non-family ManagersNon-Executive DirectorsProfessional Advisors & Consultants	12	20



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 Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Family Business Management (FBM)

Subject Code: 4549962

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	<ul style="list-style-type: none"> The role of balanced board of directors <p>Family Governance in multigenerational family firms:</p> <ul style="list-style-type: none"> Change and adaptation in family business Trans-generational value creation Changing roles of family members <p>Conflict Management:</p> <ul style="list-style-type: none"> Social Structure in family Business Interpersonal dynamics in family business Justice Perceptions Types of conflicts Conflict dynamics and conflict management strategies 		
IV	<p>Succession Planning:</p> <ul style="list-style-type: none"> Understanding Succession Planning Defining Objectives Choosing the Right Ownership Structure Promoting Stewardship Getting help from Board of Directors <p>Management of Succession:</p> <ul style="list-style-type: none"> Management Succession Issues <ul style="list-style-type: none"> Employment of Family Members Grooming Family Managers to be Successors Assessing Family Member Managers Compensation for Family Members Managing Family Disagreements Integrating the Family Component in Business Planning <p>Developing Successors:</p> <ul style="list-style-type: none"> Preserving Company Values Support for Senior Managers Help for Employees, Suppliers, Customers From Second to Third Generations <p>Transferring Control and Ownership:</p> <ul style="list-style-type: none"> Match Ownership to Control Tools for Transferring Ownership Trusting the Firm to Trustees Incentives for Nonfamily Caretakers <p>Letting Go:</p> <ul style="list-style-type: none"> The Deep Reasons for Founders Resistance Letting Go with Grace and Style 	12	20
V	<p>Practical:</p> <ul style="list-style-type: none"> Discussion of Live cases of successful family business. 	---	(30 marks CEC)



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Functional Area Specialization: Entrepreneurship and Family Business

Subject Name: Family Business Management (FBM)

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	<ul style="list-style-type: none"> Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions. 		
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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
- Successful family business owners and managers can be invited frequently to share practical knowledge.

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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

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

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

- Family Business Review
- Journal of Family Business Management
- Journal of Family Business Strategy
- Indian Management
- Journal of Consumer Behaviour



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Services Operations Management (SOM)
Subject Code: 4549971

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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Design and deliver operations to achieve competitive advantage in services. Critically analyse the types of service operations and operational parameters that are imperative for organisational success. Understand the difference between service and manufacturing environments.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Evaluate and compare strategies leading to improvement of service operations quality. Demonstrate ability to analyze the critical aspects of service systems which manage capacity to meet customer requirements.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Assess the impact of culture on service operation decisions like site selection, inventory management, etc. Be appraised about the latest global developments in the domain.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate the impact of service operations on society.
Effective Communication (EC)	<ul style="list-style-type: none"> Create clear set of policies, procedures and rules to effectively communicate the requirements of managing service operations.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Identify key roles and responsibilities to be executed for smooth service operations.

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	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation, Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results	10	18
II	Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management

With effective
 from academic
 year 2018-19

Subject Name: Services Operations Management (SOM)
Subject Code: 4549971

	Yield Management: <ul style="list-style-type: none"> Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time. 		
III	Inventory Management in Services: <ul style="list-style-type: none"> Services versus Manufacturing Inventory Set Up and Ordering Costs Number of Products Limited Shelf Space Lost Sales versus Back Orders Product Substitution Demand Variance Information Accuracy The Newsvendor Model Multiple Products and Shelf Space Limitations Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage. 	10	17
IV	Offshoring and Outsourcing: <ul style="list-style-type: none"> Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues. 	10	17
V	Practical: <ul style="list-style-type: none"> Case Studies and Presentations <input type="checkbox"/> Students can also visit service firms and study their revenue and yield management practices 	---	(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 (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management

With effective
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Subject Name: Services Operations Management (SOM)
Subject Code: 4549971

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Sanjeev Bordoloi, James A. Fitzsimmons, Mona J. Fitzsimmons	Service management: Operations, Strategy, Information Technology	McGraw Hill	2019 / 9 th
2	Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	2017 / 4 th
3	Richard D. Metters	Successful Service Operations Management	Cengage	2012 / 2 nd
4	Sunetra Roday, Archana Biwal, Vandana Joshi	Tourism: Operations and Management	Oxford	Latest
5	G. Raghubalan, Smritee Raghubalan	Hotel Housekeeping: Operations and Management	Oxford	2015 / 3 rd
6	R. Singaravelavan	Food and Beverage Services	Oxford	2016 / 2 nd

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Production Planning and Control (PPC)
Subject Code: 4549972

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"> Apply principles and techniques in the design, planning and control of these systems to optimise/make best use of resources in achieving their objectives.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Ability to measure the effectiveness, identify feasible areas for improvement, develop and implement improved planning and control methods for production and service systems.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Ability to acknowledge latest developments in PPC domain, and adopt them to existing systems.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Understanding and implementing safety as the top most responsibility towards the society.
Effective Communication (EC)	<ul style="list-style-type: none"> Clarity of thought and description of integrating various departments to execute PPC functionalities.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Ability to lead various departmental resources to achieve streamlining of PPC systems.

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	Overview of Production Planning and Control: <ul style="list-style-type: none"> Introduction Phases of production Functions of production planning and control Relationship of PPC with other departments Types of production systems <ul style="list-style-type: none"> Types, concepts, applications Levels of manufacturing: <ul style="list-style-type: none"> Aggregate planning Master production schedule Material requirement planning Manufacturing methods: <ul style="list-style-type: none"> Projects and job work Batch production Mass / flow production Continuous / process production 	10	18
II	Prerequisites of PPC: <ul style="list-style-type: none"> Data pertaining to design, equipment, raw materials, tooling, performance standards, labor and operating systems. 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management

Subject Name: Production Planning and Control (PPC)

Subject Code: 4549972

With effective
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	<p>Demand Forecasting:</p> <ul style="list-style-type: none">• Introduction. Meaning and need for forecast• Quantitative and qualitative methods of forecast <p>Order preparation:</p> <ul style="list-style-type: none">• Work order preparation for different manufacturing methods• Subsidiary orders• Shop or production orders• Inspection orders• Store issue orders <p>Industrial Safety Management:</p> <ul style="list-style-type: none">• Meaning, legal aspect of safety• Causes of accident• Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc.		
III	<p>Capacity Planning:</p> <ul style="list-style-type: none">• Capacity Planning, Integrated Production Planning and Control. <p>Facility or Layout Planning and Analysis:</p> <ul style="list-style-type: none">• Introduction• Objectives of Layout• Classification of Facilities• Basis for Types of Layouts• Importance of layout decisions• Nature of layout problems• Redesigning of a layout• Manufacturing facility layouts• Layout Planning• Evaluating Plant Layouts• Assembly Line Balancing <p>Material handling</p>	10	17
IV	<p>Scheduling:</p> <ul style="list-style-type: none">• Forms of Schedules• Factors influencing scheduling <p>Product sequencing, dispatching:</p> <ul style="list-style-type: none">• Progress report & expectation of manufacturing lead time technique for aligning completion time & due dates. <p>Aggregate Planning:</p> <ul style="list-style-type: none">• Introduction• Requirement of Aggregate Plan	10	17



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Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Production Planning and Control (PPC)
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	<ul style="list-style-type: none"> Steps in Developing an Aggregate Plan Advantages of Aggregate Plan Aggregate Planning Strategies Planning Options Selecting the Method in Aggregate Planning Aggregate Planning in Services <p>Maintenance Management:</p> <ul style="list-style-type: none"> Meaning, type, scope Maintenance budget Shut down maintenance, break down maintenance, correctivemaintenance, preventive maintenance 		
V	<p>Practical:</p> <ul style="list-style-type: none"> Visit different industries and service organizations to understand various production layout systems and PPC activities carried out by them. Simulate a small shop floor, considering the various PPC functions. Prepare various documents associated with PPC. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Seetharama L. Narsimhan, Dennis W. McLeavy, Peter J. Billington	Production Planning and Inventory Control	Pearson	Latest Edition
2	Stephen N. Chapman	Fundamentals of Production Planning and Control	Pearson	2006
3	Samuel Elion	Elements of	Universal	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Production Planning and Control (PPC)
Subject Code: 4549972

With effective
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		Production Planning and Control		
4	S. N. Chary	Production and Operations Management	McGraw Hill	Latest Edition
5	Hari Raghu Rama Sharma	Production Planning and Control: Concepts and Applications	Deep & Deep	2003

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: International Business (IB)

Subject Code: 4549981

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"> Ability to analyse the relationships between international business and the political, economic, legal, and social policies of countries, regions, and international institutions to develop a framework for successful decision-making.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Critically analyse current conditions in developing and emerging markets and evaluate present and future opportunities and risks for international business activities. Use creative thinking and innovative strategies to see new global opportunities.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Ability to develop and implement strategies to address the impact of cultural differences on an organization's international trade initiatives. Identify and evaluate the complexities of international business and globalization from home versus host-country, regional, and cultural perspectives.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Ability to recommend strategies which support principles of corporate social responsibility and ethics associated with business presence in international markets.
Effective Communication (EC)	<ul style="list-style-type: none"> Communicate effectively the strategies relevant to an international business environment.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Ability to collaborate with international partners to capitalize on new global opportunities.

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>Globalization and International Business:</p> <ul style="list-style-type: none"> International business and globalization Difference between International business and Global Business. Factors driving globalization Reasons for firms to engage into international business EPRG Framework (Ethnocentric, polycentric, region-centric, geocentric orientations) Modes of operations in international business Differences between domestic and international business <p>Global Business Environment:</p> <p>Cultural Environment:</p>	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: International Business (IB)

Subject Code: 4549981

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	<ul style="list-style-type: none">• People, nation, languages, religion, behavioural practices, communications <p>Political Environment:</p> <ul style="list-style-type: none">• Individualism v/s collectivism• Political ideology• Political risk <p>Legal Environment:</p> <ul style="list-style-type: none">• Types of legal systems• Legal issues in international business• Strategic considerations <p>Economic Environment:</p> <ul style="list-style-type: none">• Types of economic systems• Economic analysis – inflation, unemployment, debt, income distribution, poverty, balance of payments		
II	<p>International trade theories:</p> <ul style="list-style-type: none">• Laissez-Faire, interventionist approaches• Classical Trade theories:<ul style="list-style-type: none">▪ Factor-mobility theory▪ Mercantilism, neo-mercantilism▪ Theory of absolute advantage▪ Theory of comparative advantage• Modern trade theories:<ul style="list-style-type: none">▪ Product Life Cycle theory▪ Porter's Diamond theory of national advantage▪ Country similarity theory▪ Global Strategic Rivalry theory of International Trade <p>Government and Trade:</p> <ul style="list-style-type: none">• Government intervention, rationales for intervention• Instruments of trade control• Tariff and non-tariff barriers <p>Cross national cooperation:</p> <ul style="list-style-type: none">• Regional economic integration• Major trading groups<ul style="list-style-type: none">▪ EU, NAFTA, ASEAN, BRICS, SAARC	10	18
III	<p>Foreign Exchange:</p> <ul style="list-style-type: none">• Meaning, Players, major foreign exchange markets• Exchange rate arrangements• Determining exchange rates• Business implications of exchange-rate changes <p>Country evaluation and selection:</p>	10	17



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Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: International Business (IB)

Subject Code: 4549981

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	<ul style="list-style-type: none"> Information in scanning Collecting and analyzing data <p>Strategic framework:</p> <ul style="list-style-type: none"> Integration versus local responsiveness Types of strategy – international, multi-domestic, global, transnational <p>International Organizational Structure:</p> <ul style="list-style-type: none"> Organizational Structure for international business operations 		
IV	<p>Marketing Globally:</p> <ul style="list-style-type: none"> Marketing strategies Product, Price, Place, Promotion strategies <p>International HRM:</p> <ul style="list-style-type: none"> HRM and the global company Expatriate – Perspective, managing expatriates <p>Global Manufacturing:</p> <ul style="list-style-type: none"> Global supply chain strategies Supplier networks <p>Corporate Governance and Corporate Social Responsibility (international context).</p>	10	17
V	<p>Practical: A group of students shall select a product and prepare a feasibility report for international business of that product to/from a country of their choice. Students are supposed to meet companies dealing in international business. The faculty shall guide students on conducting research about how to go about Global / Country Study with reference to a Local / Global Company.</p>	---	(30 marks CEC)

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)



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Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: International Business (IB)

Subject Code: 4549981

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

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

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

1. Foreign Trade Review
2. Economic & Political Weekly
3. Journal of International Business Studies
4. Journal of International Business
5. EXIM India



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4549982

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"> Identify and apply psychological concepts to financial markets and financial decision – making. Explore behavioural corporate finance, considering financial, investment and dividend policy decisions and contrasting traditional and behavioural approaches.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Apply the understanding of the concepts to help promote more efficient financial decisions for investors, professional traders and corporate.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Apply knowledge to infer about human decisions influencing their financial decisions in domestic and global markets.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Use the knowledge of behavioural finance to predict and solve social ills like gambling.
Effective Communication (EC)	<ul style="list-style-type: none"> Communicate with clarity the psychological factors influencing decision making.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Lead independently or as part of a team in assessing biases in individual and corporate decision making.

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>Brief overview of rational finance and classical finance theories:</p> <ul style="list-style-type: none"> Rise of the rational market hypothesis Brief overview of classical finance theories: <ul style="list-style-type: none"> Expected utility theory Modern portfolio theory Capital Asset Pricing model Efficient market hypothesis MM theory – investors are rational Arbitrage pricing theory Random walk hypothesis Challenging the classical assumptions of finance Financial market anomalies <ul style="list-style-type: none"> Fundamental anomalies Technical anomalies Calendar or seasonal anomalies <p>Behavioural Finance:</p> <ul style="list-style-type: none"> Introduction, meaning, nature. Assumptions of behavioural finance Meaning of heuristics and bias 	10	18



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Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4549982

With effective
from academic
year 2018-19

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



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Subject Class: Functional_ Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4549982

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



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Subject Class: Functional_ Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4549982

With effective
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	<ul style="list-style-type: none"> From Homo Economicus to Homo Sapiens Zurich Axioms (Risk and Greed only) Future of behavioural finance and investing 		
V	<p>Practical: Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.</p>	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Behavioural Finance (BF)

Subject Code: 4549982

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: Managing Talent Globally (MTG)

Subject Code: 4549983

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"> Define, explain and compare perspectives and theories related to managing talent globally. Illustrate the significance of managing the Human Resource in the current business environment globally.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Illustrate, define, categorize, and analyze a broad range of issues and problems facing MNCs in their global talent management activities.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Familiarizing the learners with the strategies of Human Resource Management at global level among different economies and culture
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Critically reflect upon and evaluate ethical matters related to talent management globally.
Effective Communication (EC)	<ul style="list-style-type: none"> Formulate and communicate the various issues pertaining to global talent management which have an impact on MNCs.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Understanding of global HR environment will help students to see bigger and holistic picture of environment and thus improvises it's leadership as well as team spirit

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to GHRM:</p> <ul style="list-style-type: none"> Concept Definition & Objectives Difference between GHRM & Domestic HRM; <p>Challenges and factors affecting GHRM:</p> <ul style="list-style-type: none"> Approaches to IHRM Model of IHRM Types of Global organizations and its impact on HR functions GHRM & International organization design and structure; cultural context of IHRM (Hofstede study) 	10	18
	<p>Managing Talent Globally:</p> <ul style="list-style-type: none"> Global staffing: <ul style="list-style-type: none"> Global Workforce planning Understanding labor market at the global level Differences in staffing strategies across countries Types of staffing strategy Expatriate assignments Criteria used for selection of expatriates 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: Managing Talent Globally (MTG)

Subject Code: 4549983

With effective
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	<ul style="list-style-type: none"> ○ Selecting females as expatriates ○ Reasons for failure of expatriate assignments ○ Issues associated with implementation of global staffing <p>Global HRD:</p> <ul style="list-style-type: none"> ● Issues associated with various approaches to training local workforces ● Role of training in supporting expatriate adjustments and on-assignments performance ● Challenges of global Management development ● Components of effective pre-departure training; Hofstede model for preparing expatriate for training ● Identifying and developing high potentials ● Managing international career paths ● Dual career couples ● Cross cultural training and its evaluation ● Current trends in global T&D ● Repatriation, Re-entry and career issues 		
III	<p>Global Compensation:</p> <ul style="list-style-type: none"> ● Country wide differences on compensation system ● Challenges with respect to. compensation when firm moves from domestic to international ● Key components of international compensation programme ● Approaches to international compensation; problems in dealing with taxation, living cost data, managing TCN compensation ● Best practices for expatriates compensation programme <p>Global Performance Management:</p> <ul style="list-style-type: none"> ● Differences in PMS in different countries ● PMS as a part of Multinational's control system ● KPI of expatriates ● Performance Management of Non-expatriates ● Non-standard assignments like commuters, virtual ● Issues and criteria related to appraisal of International employees 	10	17
IV	<p>Global IR:</p> <ul style="list-style-type: none"> ● Key Issues of IR in IHRM ● Role of Trade Union in MNC's ● Collective Bargaining and Negotiation issues ● Labour law & Employee Relation practices in different countries ● Participative Management ● HRM in Cross Border Mergers & Acquisition 	10	17



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Subject Class: Functional_Elective

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	<ul style="list-style-type: none"> International Labor standards Role of HRM in managing ethics and CSR globally IHRM trends and future challenges 		
V	<p>Practical: Practical aspects of talent management with a global context will be discussed in classroom with suitable case study. A project in group of students can be assigned for comparative studies of GHRM practices among developed countries vis developing countries vis under developed countries in general or small projects may be given in GHRM context to study the issues related to Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business etc.</p>	---	(30 marks CEC)

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"> Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> Class Presence & Participation Quiz 	10 marks 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	Peter Dowling & Dennice Welch & Randall Schule	International HRM	Thomson/Excel	Latest Edition
2	David C. Thomas & Mila B. Lazarova	Essentials of IHRM- Managing People Globally	Sage publications	Latest Edition
3	Mike W. Peng, Deepak K. Srivastava	Global Business	Cengage	2018 / 2 nd
4	SPS Bedi, &M.Kishore	Global HRM	Widom, Delhi	Latest Edition
5	Anne-WilHarzing & Joris Van Ruyosseveldt (eds.),	International Human Resource Management	Sage Publications, New Delhi	Latest Edition
6	C.S.VenkataRatnam	Globalization and Labor Management Relations	Sage, New Delhi	Latest Edition



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7	Lawrence Kleiman	Human Resource Management	Wiley India, New Delhi	. Latest Edition
8	Peter J.Dowling	International Human Resource Management	Excel Publications	. Latest Edition
9	K Aswathappa, Sadhna Das	International Human Resource Management	McGraw Hill	Latest Edition
10	Monir H Tayeb	International Human Resource Management	Oxford	Latest Edition
11	Tony Edwards, Chris Rees	International Human Resource Management	Pearson Education	Latest Edition
12	IndraniMutsuddi	Managing Human Resources in the Global Context	New Age International publishers,	Latest Edition
13	P. SubbaRao	International HRM	Himalaya Publishing House	Latest Edition

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

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

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review
4. Human Capital
5. International Journal of Human Resource Management



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4549984

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• Demonstrate enterprising skills.• Describe social entrepreneurship and characteristics of social entrepreneurs.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• Critically evaluate the opportunities, challenges, and issues facing social entrepreneurs.• Prepare effective business plans and analyse them with a social perspective.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• Identify and describe prominent models in social entrepreneurship and social innovation prevalent globally.• Analyze the cultural influences shaping social enterprises.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• Demonstrate the role of social entrepreneurship in creating innovative solutions for critical social needs.
Effective Communication (EC)	<ul style="list-style-type: none">• Develop, write, and present a social project proposal and business plan and communicate coherently with all agencies and stakeholders involved.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• Develop leadership skills to be a societal change agent.

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

3. Course content:

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



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Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4549984

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

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study



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Subject Class: Functional_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4549984

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- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Arthur C. Brooks	Social Entrepreneurship: A Modern Approach to Social Value Creation	Prentice Hall	Latest Edition
2	David Bornstein	How to Change the World: Social Entrepreneurs and the Power of New Ideas	Oxford University Press, USA	Latest Edition
3	Anirudh Agrawal, Payal Kumar (Eds.)	Social Entrepreneurship and Sustainable Business Models: The Case of India	Palgrave Macmillan	Latest Edition

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

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

1. Journal of Social Entrepreneurship - Taylor & Francis Online
2. Social Enterprise Journal - Emerald Insight
3. Social Innovation and Social Entrepreneurship: A Systematic Review

4. Extra Reading:

- **Creating a World without Poverty: Social Business and the Future of Capitalism** by Muhammad Yunus- The founder of the Grameen Bank tells his own compelling story of bringing micro lending to Bangladesh and describes dozens of ways that social businesses can alleviate poverty.
- **Enterprising Nonprofits: A Toolkit for Social Entrepreneurs** by J. Gregory Dees, Jed Emerson, and Peter Economy - A hands-on guide to social enterprise in the nonprofit sector, filled with real life examples and step-by-step directions.
- **The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits** by C.K. Prahalad - Studies how to profitably serve the world's poorest people and help them escape from poverty. Includes a video of 12 case studies.
- **The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World** by John Elkington and Pamela Hartigan -Successful



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Subject Name: Social Entrepreneurship (SE)

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Project Management (PM)

Subject Code: 4549985

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"> Develop understanding of significance of project management and 4D's of Project management. Demonstrate effective project execution and control techniques that result in successful projects.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Conduct project planning activities that accurately forecast project costs, timelines, and quality.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Display knowledge of latest developments in project management across the world.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Apply principles and practices of Project Management along with maintaining high standards of ethics. Evaluate the social impact of projects and develop sensitivity to the social costs of projects.
Effective Communication (EC)	<ul style="list-style-type: none"> Demonstrate effective use of written, verbal, and non-verbal communication, using industry terminology, and write a variety of Project Management documents and plan.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Ability to allocate project management roles with clear lines of responsibility and accountability. Demonstrate effective organizational leadership and change skills for managing projects, project teams and stakeholders.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Project Management:</p> <ul style="list-style-type: none"> Concept of Project Project characteristics Project classifications Project Life Cycle Importance of Project Management <p>Project Management Structure.</p> <p>Defining the Project:</p> <ul style="list-style-type: none"> Project Scope, project priorities Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization Coding the WBS for information system Project Roll Up, Process Breakdown Structure, Responsibility Matrices 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Project Management (PM)

Subject Code: 4549985

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<p style="text-align: center;">II</p>	<p>Estimating Project Time and Costs:</p> <ul style="list-style-type: none"> • Factors Influencing Quality of Estimates • Estimation Guidelines for Time, Costs and resources • Macro versus Micro Estimating • Methods for Estimating Project Times and Costs • Level of detail, Developing Budgets • Types of Costs, Refining estimates and contingency funds. <p>Developing a Project Plan:</p> <ul style="list-style-type: none"> • Developing the Project Network • From Work Package to Network • Constructing a Project Network • Activity-On-Arrow, Fundamentals, Network Computation process • Using the Forward and Backward pass information • Level of Detail for activities • Extended Network techniques. <p>Project implementation, project resource requirements:</p> <ul style="list-style-type: none"> • Types of resources – men, materials, money • Project monitoring, evaluation, control • Project network technique • Planning for monitoring and evaluation • Project audits, project management information systems • Project scheduling PERT, CPM <p>Project Identification:</p> <ul style="list-style-type: none"> • Selection of product, identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report. <p>Selection of location & site of the project:</p> <ul style="list-style-type: none"> • Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management. 	10	18
<p style="text-align: center;">III</p>	<p>Risk Management:</p> <ul style="list-style-type: none"> • Risk Management process <ul style="list-style-type: none"> ▪ Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management <p>Scheduling Resources and Costs:</p> <ul style="list-style-type: none"> • Types of Project Constraints • Classification of Scheduling Problem 	10	17



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	<ul style="list-style-type: none"> Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources Assigning Project work, Multi Project resource Schedules <p>Reducing Project Duration:</p> <ul style="list-style-type: none"> Rationale for reducing project duration Options for accelerating Project Completion Concept and construction of a Project Cost – Duration Graph, Practical considerations. <p>Project Teams:</p> <ul style="list-style-type: none"> The five stage team development model Situational factors affecting team development Team effectiveness Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. 		
IV	<p>Project Evaluation: Progress and Performance Management and Evaluation:</p> <ul style="list-style-type: none"> Structure of a Project Monitoring Information System Project Control Process Monitoring Time Performance Need for an Integrated Information System Developing a status report and index to monitor progress Forecasting final project cost Other control issues. <p>Project Audit and Closure:</p> <ul style="list-style-type: none"> Project Audit Project Audit Process Project Closure Team member and Project Manager Evaluations. <p>Financial Analysis: Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects.</p>	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> Students need to visit organizations to understand their project management experiences. 	---	(30 marks CEC)



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Subject Code: 4549985

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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	Clifford E. Gray, Erik W. Larson, Gautam V. Desai	Project Management: The Managerial Process	McGraw Hill	2017 / 6 th
2	Erik W. Larson, Clifford E. Gray	Project Management: The Managerial Process	McGraw Hill	2017 / 7 th
3	Kimi Heldman	PMP - Project Management Professional - “Study Guide”	Wiley India	2016 Edition
4	Sadhan Choudhary	Project Management	Tata McGraw Hill	Latest Edition
5	Prasanna Chandra	Project Management	McGraw Hill Publications	Latest Edition
6	P. K. Mattoo	Project Appraisal		First
7	Vasant Desai	Project Management	Himalaya	Latest
8	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Second Edition
9	R. Panneerselvam, P Senthilkumar	Project Management	PHI	Latest
10	Rajiv M Gupta	Project Management	PHI	Latest

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

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

1. International Journal of Project Management
2. International Journal of Managing Projects in Business
3. Project Management Journal
4. The Journal of Modern Project Management
5. Journal of Advances in Management Research



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6. Project Management and Risk Analysis

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_Elective

Subject Name: Econometrics (E)

Subject Code: 4549986

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Identify key classical assumptions in the field of econometrics, explain their significance, and describe the effects of their violations. Describe the theoretical background for the standard methods used in empirical analyses, like properties of least squares estimators and the statistical testing of hypothesis.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Specify assumptions, formulate and estimate appropriate models, interpret the results and test their statistical significance. Develop insights into the relationship between econometric estimation and diagnostic testing.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Assess the role of domestic and international institutions and norms in shaping economies.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Explain the contribution of economics to the analysis of non-market social issues. Compare and contrast efficiency and equity.
Effective Communication (EC)	<ul style="list-style-type: none"> Ability to read, understand and explain project reports and articles that make use of the concepts and methods that are introduced in the course.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop ability to communicate with peers and contribute to policy making and research through necessary and critical use of econometric techniques.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Econometrics and its application in business and economics, Methodology of Econometrics.</p> <p>Structure of Economic Data – Cross-sectional, Time series and Panel data.</p> <p>Introduction to Time series Econometrics - Stationary and non-stationary data, tests of stationarity, transformation of non-stationary data to stationary data.</p> <p>Data handling using Eviews – Raw data and log values and data differencing.</p>	10	17



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Subject Class: Functional_Elective

Subject Name: Econometrics (E)

Subject Code: 4549986

With effective
from academic
year 2018-19

II	Classical Linear Regression Model (CLRM) - assumptions and estimations. OLS estimators, testing of hypothesis, R^2 and adjusted R^2 and model selection. Regression versus causation and Regression versus Correlation. Critical evaluation of CLRM – Regression Diagnostic using Multicollinearity, Heteroscedasticity & Autocorrelation	10	18
III	Multiple Regression Analysis – OLS estimators & properties, variances and standard errors and maximum likelihood estimators, hypothesis testing and selection of model. Examples of CLRM and multiple regression using Eviews	10	18
IV	Economic Forecasting – Mean modelling using ARIMA, Volatility modelling using ARCH / GARCH. Co-integration models- VAR and Causality. Application of models in E-views	10	17
V	Application: Assignments and Small projects on studying the relationship between various economic indicators and variables of stock markets, Mean and Variance modelling of selected time series, Co-integration and causality between various selected variables. Econometric modelling of sales and profitability of any selected company.	---	(30 Marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Damodar N. Gujarati and Sangeetha	Basic Econometrics	McGraw Hill	2017 / 5 th
2	Dimitrios Asteriou, Stephen G. Hall	Applied Econometrics	Palgrave Macmillan	Latest Edition



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Subject Class: Functional_ Elective

Subject Name: Econometrics (E)

Subject Code: 4549986

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3	Damodar Gujarati	Econometrics Example	by	Palgrave Macmillan	2014 / 2 nd
4	G. S. Maddala, Kajal Lahiri	Introduction Econometrics	to	Wiley	2012 / 4 th
5	Sankar Kumar Bhaumik	Principles Econometrics: Modern approach using Eviews	of A	Oxford	2015
6	Jeffrey M. Wooldridge	Introductory Econometrics : Modern Approach	A	Cengage Learning	Latest Edition

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Digital and Social Media Marketing (DSMM)

Subject Code: 4549987

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Demonstrate an understanding of social media, the various channels through which it operates, and its role in marketing strategy.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Exposure to the various tools of digital marketing and how to integrate the same in the overall marketing plan. Measure the effectiveness of digital campaigns.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Identify globally acceptable best practices for digital and social media marketing. Evaluate the impact of social media on social groups and sub-cultural groups.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Sensitization towards the need to tap digital marketing space without hampering the audience digital privacy and data misuse. Act ethically and follow through on commitments when communicating with varied audiences and build positive reputation within the community.
Effective Communication (EC)	<ul style="list-style-type: none"> Appreciate the importance of digital marketing tools as effective communication medium.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Work cooperatively within a social media community by observing and listening critically with openness

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Digital Marketing: <ul style="list-style-type: none"> Evolution of Digital Marketing from traditional to modern era, Role of Internet Current trends Info-graphics, implications for business & society Emergence of digital marketing as a tool Drivers of the new marketing environment Digital marketing strategy P.O.E.M. framework Digital landscape Digital marketing plan Digital marketing models. 	10	17
II	Internet Marketing and Digital Marketing Mix: <ul style="list-style-type: none"> Internet Marketing, opportunities and challenges Digital marketing framework Digital Marketing mix Impact of digital channels on IMC 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Digital and Social Media Marketing (DSMM)

Subject Code: 4549987

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	<p>Search Engine Advertising:</p> <ul style="list-style-type: none">• Pay for Search Advertisements• Ad Placement, Ad Ranks• Creating Ad Campaigns• Campaign Report Generation <p>Display marketing:</p> <ul style="list-style-type: none">• Types of Display Ads• Buying Models<ul style="list-style-type: none">○ Cost per Click (CPC), Cost per Milli (CPM), Cost per Lead (CPL), Cost per Acquisition (CPA).• Programmable Digital Marketing• Analytical Tools• YouTube marketing		
III	<p>Social Media Marketing – Role of Influencer Marketing, Tools & Plan:</p> <ul style="list-style-type: none">• Introduction to social media platforms• Penetration & characteristics• Building a successful social media marketing strategy <p>Facebook Marketing:</p> <ul style="list-style-type: none">• Business through Facebook Marketing,• Creating Advertising Campaigns, Adverts• Facebook Marketing Tools <p>Linkedin Marketing:</p> <ul style="list-style-type: none">• Introduction and Importance of Linkedin Marketing• Framing Linkedin Strategy• Lead Generation through Linkedin• Content Strategy• Analytics and Targeting <p>Twitter Marketing:</p> <ul style="list-style-type: none">• Introduction to Twitter Marketing• How twitter Marketing is different than other forms of digital marketing• Framing content strategy• Twitter Advertising Campaigns <p>Instagram and Snapchat:</p> <ul style="list-style-type: none">• Digital Marketing Strategies through Instagram and Snapchat <p>Introduction to social media metrics</p>	10	18
IV	<p>Mobile Marketing:</p> <ul style="list-style-type: none">• Mobile Advertising	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

Subject Name: Digital and Social Media Marketing (DSMM)

Subject Code: 4549987

With effective
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	<ul style="list-style-type: none"> Forms of Mobile Marketing Features, Mobile Campaign Development Mobile Advertising Analytics <p>Introduction to SEO, SEM, Web Analytics, Trends in Digital Advertising:</p> <ul style="list-style-type: none"> Introduction and need for SEO How to use internet & search engines Search engine and its working pattern On-page and off-page optimization, SEO Tactics Introduction to SEM <p>Web Analytics:</p> <ul style="list-style-type: none"> Google Analytics & Google AdWords Data collection for web analytics, multichannel attribution, Universal analytics, Tracking code <p>Trends in digital advertising.</p>		
V	<p>Application: A group of two students (Maximum) has to work on creating an advertising campaign through any form of digital marketing viz: Mobile Marketing, Twitter Marketing, Facebook Marketing, LinkedIn Marketing, Instagram or Snapchat Marketing. The student/s should work on creating the campaign, running the campaign, presenting the results of the campaign in terms of Lead Generation and / or sales and / or web analytics.</p>	---	(30 Marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr.	Author	Name of the Book	Publisher	Edition
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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester

Subject Class: Functional_ Elective

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No.				
1	Seema Gupta	Digital Marketing	Mc-Graw Hill	2017 / 1 st
2	Ian Dodson	The Art of Digital Marketing	Wiley	2016 / 1 st
3	Vandana Ahuja	Digital Marketing	Oxford University Press	2016 / 1 st
4	Puneet Singh Bhatia	Fundamentals of Digital Marketing	Pearson	2017 / 1 st
5	Philip Kotler	Marketing 4.0: – Moving from Traditional to Digital	Wiley	2016 / 1 st
6	Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts	Social Media Marketing: A Strategic Approach	Cengage	2016 / 2 nd
7	Ward Hanson, Kirthi Kalyanam	Internet Marketing & e-Commerce	Cengage	Latest Edition
8	Mary Lou Roberts, Debra Zahay	Internet Marketing: Integrating Online & Offline Strategies	Cengage	2012 / 3 rd
9	Dr. Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition
10	Prof. Nitin C. Kamat, Mr. Chinmay Nitin Kamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Subject Class: Functional_ Elective
Subject Name: Managing Digital Innovation and Transformation (MDIT)
Subject Code: 4549988

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 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Evaluate the probable impact of future IT innovations. Understand the implications of digital innovation in achieving competitive advantage.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Technological Innovations to find out critical business solutions.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Illustrate reasonable knowledge of the most advanced and practical digital transformation frameworks.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Design solutions to solve social issues through digital innovations. Develop a conscience to safeguard ethical concerns while adopting digital innovations.
Effective Communication (EC)	<ul style="list-style-type: none"> Assess the needs of the system, and clearly communicate the proposed change through collaborative and participative communication.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop qualities to lead teams for transforming organizations through digital innovations.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Digital Innovation:</p> <ul style="list-style-type: none"> Digital Innovation Different Perspectives of digitization Strategic Challenges of Digital Innovation and Transformation Reaping Value From Digitalization - Untapped Opportunities, Digital Platforms <p>Understanding Transformation:</p> <ul style="list-style-type: none"> Business process transformation Product or service digitization Customer engagement and experience Ecosystem and business model IT delivery and transformation Digital disruption Technological developments leading to digital innovation- Artificial Intelligence, Machine Learning, IOT, Blockchain, Social computing 	10	17



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II	<p>Strategic Management of Technology and Innovation:</p> <ul style="list-style-type: none"> • Technological innovation and business strategy • Managing disruptive innovations and technological transitions • The Technology S-Curve and its implications on IS strategies • Innovation strategies, and their implementation • Online business models – technology mediated platform networks 	10	18
III	<p>Designing Information Capabilities for Competitive Advantage:</p> <ul style="list-style-type: none"> • IT Capability and firms Competitive advantage • Value chain network • Dynamic integration of business processes and technology • Impact of IT on operating models • Impact of IT on innovation and decision-making within firms • Technology marketing 	10	18
IV	<p>Challenges in the digital economy:</p> <ul style="list-style-type: none"> • Organization and cultural issues - building and managing a virtual organization • Management challenges of networked business • Role of leadership and management. <p>Managing Transformation:</p> <ul style="list-style-type: none"> • Cloud computing • Change management • Process reengineering • Testing and training • Governance and communications 	10	17
V	<p>Practical: Case studies like Reliance industries, Amazon, Google, Examples from Media and entertainment/ Healthcare / Financial Service industry</p>	-	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



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	• 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	Joe Peppard & John Ward	The Strategic Management of Information Systems: Building a Digital Strategy	Wiley	2016 / 4 th
2	Robert D. Galliers, Dorothy E. Leidner (Eds)	Strategic Information Management Challenges and Strategies in Managing Information Systems	Routledge	Latest Edition
3	Michael Lewrick, Patrick Link, LaryLeifer	The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Business and Ecosystems.	Wiley	2018 / 1 st
4	Neil Perkin, Peter Abraham	Building the Agile Business through Digital Transformation	Kogan Page	2017 / 1 st
5	Andrew Wood	Digital Transformation: Strategy and Tactics	Amazon Digital	2015

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

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

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

8. Suggested Readings

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