



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 5th Semester
Subject Name: Summer Internship Project (SIP)
Subject Code: 4559901

With effective
from academic
year 2018-19

Gujarat Technological University

Master of Business Administration (Part-Time)



Handbook

of

SUMMER INTERNSHIP PROJECT (SIP)

(Applicable from Academic Year 2018-19 onwards)



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GUJARAT TECHNOLOGICAL UNIVERSITY,
AHMEDABAD
MBA (PART-TIME)
GUIDELINES FOR SUMMER INTERNSHIP PROJECT
(SIP)

1. INTRODUCTION:

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

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

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

2. OBJECTIVES:

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



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

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

3. WHAT IS TO BE DONE?

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

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

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

4. CRITERIA FOR EVALUATION OF SIP

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

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

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

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

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

5. FREQUENTLY ASKED QUESTIONS (FAQS):

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



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



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



Annexure I

6. PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

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

Note:

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



Annexure II

7. FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

Summer Internship Project Report

On

'<Title of Project>'

At

<Name of Company / Organization>

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

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

Offered By

Gujarat Technological University

Ahmedabad

Prepared by:

<Name of Student>

< Enrolment No.>

MBA PART-TIME (Semester - V)

Month & Year:

July 2019



<Second Page>

Date: __/__/____

Company / Organization Certificate<on Company's Letterhead >

To whomsoever it may concern

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



<Third Page>

Student's Declaration

(On separate page)

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

Enrollment no.	Name	Signature

Place:
.....

Date:



<Fourth Page>

This is to certify that project work embodied in this report entitled <“Title of Project”> was carried out by <Student Name and Enrollment no.> of <Institute name & code>.

The report is approved / not approved.

Comments of External Examiner:

This report is for the partial fulfilment of the requirement of the award of the degree of Master of Business Administration offered by Gujarat Technological University.

(Examiner’s Sign)

Name of Examiner:

Institute Name:

Institute Code:

Date :

Place :



<Fifth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Sixth Page>

Date: ___/___/___

Institute Certificate<on Institute's Letterhead>

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

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

Rating of Project Report [A/B/C/D/E]: _____
(A=Excellent; B=Good; C=Average; D=Poor; E=Worst)
(By Faculty Guide)

Signature of the Faculty Guide/s
(Name and Designation of Guide/s)

Signature of Principal/Director with Stamp of Institute
(Name of Principal / Director)



PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT

GTUQuestionPapers.com



Annexure III

8. FORMATTING SPECIFICATIONS FOR REPORTS:

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



Annexure IV

9. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

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

ROLE OF SIP COORDINATOR / FACULTY GUIDE:

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

ROLE OF STUDENTS:

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

ALL THE BEST



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Name: Multidisciplinary Action Project (MAP)

Subject Code: 4559902

With effective
from academic
year 2018-19

Gujarat Technological University

Master of Business Administration Part-Time



Handbook

of

**MULTIDISCIPLINARY ACTION
PROJECT (MAP)**

(Applicable from Academic Year 2018-19 onwards)



Contents

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GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD

MASTER OF BUSINESS ADMINISTRATION PART-TIME (MBA-PT)

GUIDELINES FOR MULTIDISCIPLINARY ACTION PROJECT (MAP)

1. INTRODUCTION:

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

2. OBJECTIVES:

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

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

The targeted outcomes from the MAP are:

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

3. WHAT IS TO BE DONE?

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

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



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

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

The university will arrange the external viva - voce for MAP. The students are expected to make a **20– 30minutes’ presentation** before the examiner regarding the MAP project work undertaken, which will be followed by questions by the examiner.

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

4. EVALUATION OF MAP

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

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

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

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

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



5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of MAP?	The duration of MAP shall be third semester.
2	How many students are allowed in one company/organization?	Only 1 group of 5 students from a batch of 60 students in same organization/company/branch.
3	Is it required to study Functional Departments of the Organization / Company?	Yes, it is compulsory for all the students to study functional departments of the company / organization and put the details of the same into MAP report
4	Is it compulsory to carry out research study on an identified problem / opportunity in MAP?	Yes, it is compulsory for all the students to study a specific problem / opportunity of the organization/ company, identified and given by company personnel or students and carry out a research through suitable research methodology for finding probable solution of the problem.
5	Is a review of literature needed?	The MAP shall not involve any detailed research methodology or review of literature like CP. But yes, a structured approach must be followed for projects as it would involve data to be collected to facilitate actions and decisions.
6	Which type of research study can be done in MAP?	Student may carry out Qualitative or Quantitative research study on Primary or Secondary data depending on the selection of topic/problem and the scope of study.
7	What are the credits and marks of MAP?	MAP carries 4 credits and 200 marks
8	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	Yes, it is compulsory for each institute to allocate internal faculty to each group. These internal faculties will act as internal guides for MAP.
9	What is the proportion of Internal and External marks in MAP?	The proportion is 30:70. Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140
10	Is it compulsory for the institutes to organize internal VIVA at institute before University MAP VIVA?	Yes, it is mandatory for all the institutes to organize internal MAP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
11	Is it required to attach company Certificate in the project report?	Yes, it is compulsory for all the students to attach company / organization certificate in the project report. The company certificate must mention the duration for which the student has taken training in the organization.
12	Is it required to attach institute certificate in the project report?	Yes, it is required for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by Principal/Director of the institute.
13	How much plagiarism/similarity is allowed in	Up to 30% plagiarism is allowed in the MAP reports.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Name: Multidisciplinary Action Project (MAP)

Subject Code: 4559902

With effective
from academic
year 2018-19

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



6. NATURE OF THE PROJECT WORK:

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

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

5. The students should ensure that the data and other information used in the study are obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization and ensure total confidentiality in all aspects of the MAP.
6. It is mandatory to submit photographs and video clips of the relevant and significant phases and actions undertaken during the project. The same should also be presented during the viva.

7. COMPONENTS OF THE REPORT

Title page

Company Certificate

Students' Declaration



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External Examiner's Certificate (for each student individually)

Plagiarism report

Digital Receipt

Institute's Certificate (for each student individually)

Acknowledgement

Executive Summary

Table of Content

List of Tables

List of Figures

Introduction

Industry and Company Profile

Diagnosis Phase:

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

Design and Analysis phase:

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

Implementation phase:

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

Glossary (if needed)

References

Annexure and Appendix.

8. PARAMETERS FOR EVALUATION:

Sr. No.	Parameter	140 marks	60 marks	% weightage
1	Diagnosis Phase	35	15	25
2	Design and Analysis phase:	35	15	25
3	Implementation phase	70	30	50

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

1. Diagnosis Phase:



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

2. Design and Analysis Phase:

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

3. Implementation Phase:

- Identification of alternate courses of action
- Proposing the solution
- Feasibility of implementing the solution
- Determining the actions to be taken
- Methodology adopted for implementation of the solution / task undertaken
- Measurement of results of the action taken.
- Assessment of benefits from the action taken.

Note:

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



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Annexure I

FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

Multidisciplinary action Project Report

On

‘<Title of Project>’

At

<Name of Company / Organization>

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

In partial Fulfilment of the Requirement of the award of the degree of
Master of Business Administration Part-Time (MBA PT)

Offered By

Gujarat Technological University

Ahmadabad

Prepared by:

<Name of Students>

< Enrolment Nos.>

MBA (Semester - V)

Month & Year:

NOVEMBER 2019



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< Second Page >

Date: __/__/__

Company / Organization Certificate <on Company's Letterhead >

To whomsoever it may concern

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

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<Third Page>

Students' Declaration

(On separate page)

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

Enrollment nos.	Names	Signature

Place:

Date:



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CERTIFICATE OF EXAMINER

This is to certify that project work embodied in this report entitled **<“Title of Project”>** was carried out by **<Student Name and Enrollment no.>** of **<Institute name & code>**.

The report is approved / not approved.

Comments of External Examiner:

This report is for the partial fulfilment of the requirement of the award of the degree of Master of Business Administration offered by Gujarat Technological University.

(Examiner’s Sign)

Name of Examiner:

Institute Name:

Institute Code:

Date :

Place :



<Fifth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Sixth Page>

Date: ___/___/___

Institute Certificate<on Institute's Letterhead>

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

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

Rating of Project Report [A/B/C/D/E]: _____

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

(By Faculty Guide)

Signature of the Faculty Guide/s

(Name and Designation of Guide/s)

Signature of Principal/Director with Stamp of Institute

(Name of Principal / Director)



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ACKNOWLEDGEMENT (SEPARATE PAGE)

EXECUTIVE SUMMARY (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT

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Annexure II

FORMATTING SPECIFICATIONS FOR REPORTS:

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



Annexure III

ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

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

ROLE OF MAP COORDINATOR / FACULTY GUIDE:

- Allocating students to each faculty member (Max. 15 students per faculty)
- Make sure that not more than 5 students (per batch of 60) are allowed to work in same company / branch.
- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of MAP.
- Inviting the experts from companies who are providing training to students.
- Encouraging and guiding students to prepare good quality report.
- Monitoring MAP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during MAP
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.
- Sharing learning experiences and success stories of MAP project at mba@gtu.edu.in

ROLE OF STUDENTS:

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

ALL THE BEST



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Marketing Management
Subject Name: Sales and Distribution Management (SDM)
Subject Code: 4559911

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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 an understanding of Sales & Distribution function and examine its role as an integral part of marketing function.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Ability to analyse differences in business selling and consumer selling and find innovative ways to increase market sales.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Interpret the global nature of sales function and illustrate how culture plays a vital role in the differences in sales practices.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Recommend and practice ethical sales practices while conducting business.
Effective Communication (EC)	<ul style="list-style-type: none">Assess the importance of business communication while conducting the sales and distribution activities.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Collaborate amongst the sales team and improve the team's performance to maximize sales.

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 Sales Management: <ul style="list-style-type: none">Nature and Importance of sales managementRole of a Sales ManagerTypes of sales management positionsTheories of personal sellingPersonal selling objectivesSales forecasting methodsSales Related Marketing Policies Organizing & Driving Sales Efforts: <ul style="list-style-type: none">Personal Selling ProcessKind and Size of the Sales ForceSales Organization StructuresSales Territories & QuotasSales Budgets	10	18
II	Sales Force Management <ul style="list-style-type: none">Sales Job AnalysisSales Force Compensation StructureSales Force MotivationSales Contests Sales Force Supervision: <ul style="list-style-type: none">Sales Expenses	10	17



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Functional Area Specialization: Marketing Management
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	<ul style="list-style-type: none"> • Sales Performance Evaluation • Sales Reports • Sales Audits 		
III	<p>Distribution Management:</p> <ul style="list-style-type: none"> • Introduction • Need and scope of distribution management • Marketing channels strategy • Levels of channels • Functions of channel partners • Evolution & possible channel formats. <p>Channel Institutions:</p> <ul style="list-style-type: none"> • Retailing & wholesaling. <p>Designing channel systems:</p> <ul style="list-style-type: none"> • Channel Intensity • Channel Design Process • Selecting Channel Partners <p>Channel Management:</p> <ul style="list-style-type: none"> • Channel Policies • Power Bases in managing channel partners • Conflict management 	10	18
IV	<p>Channel Information Systems:</p> <ul style="list-style-type: none"> • Elements of CIS • Designing of a CIS • Channel Performance Evaluation <p>Market logistics and supply chain management:</p> <ul style="list-style-type: none"> • Definition & scope of logistics • Component/s of logistics • Inventory & warehouse management • Transportation, technology in logistics and SCM <p>International SDM:</p> <ul style="list-style-type: none"> • Nature of International Markets • Sales & distribution management in international markets 	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> • Interview sales people from various industries/sectors and understand personal selling process practically. • Visit wholesalers and understand their territorial plans. • Visit different retail stores and analyze point of sale displays. • Visit various supermarkets and compare them on the basis of assortments and services. 	---	(30 marks CEC)



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Functional Area Specialization: Marketing Management
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	<ul style="list-style-type: none"> • Understand process of personal selling of multilevel marketing channels and medical representatives. • Understand supply chain of various e commerce companies. • Understand in detail unique distribution projects like ITC E-Choupal, Mumbai Dabbawala, HUL project Shakti etc. 		
--	---	--	--

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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

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



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Subject Name: Sales and Distribution Management (SDM)
Subject Code: 4559911

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

1. Professional selling and Relationship Marketing
2. Journal of Personal Selling & Sales Management.
3. Journal of Marketing Channels
4. Journal of Supply Chain Management
5. International Journal of Retail and Distribution Management.
6. <https://www.sellingpower.com/>

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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4559912

With effective
 from academic
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1. Learning Outcome:

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

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"> • Introduction to Product Management • Role of a Product Manager <p>Competition & Product Strategy:</p> <ul style="list-style-type: none"> • Life Cycle Analysis • Managing Competition – Product Strategy is central (5 Forces Model & Strategy Options) <p>Extended Product life cycle:</p> <ul style="list-style-type: none"> • Concept, Seven Stages of PLC • Managerial Implications of PLC • Criticism of PLC • Operationalizing the PLC <p>Product Portfolio:</p> <ul style="list-style-type: none"> • Concept, Factors influencing Product Portfolio • Shell's Directional Policy Matrix <p>New Product Development:</p> <ul style="list-style-type: none"> • Brief overview of NPD Process • Usefulness of the Process Models 	10	17



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Functional Area Specialization: Marketing Management

Subject Name: Product and Brand Management (PBM)

Subject Code: 4559912

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



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	<ul style="list-style-type: none"> • Qualitative Research Techniques • Quantitative Research Techniques • Comprehensive Models of Consumer-Based Brand Equity <p>Designing and Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture & Brand Hierarchy • Designing Branding Strategies • Using Cause Marketing to Build Brand Equity • Brand Extension (Advantages & Disadvantages, how consumers evaluate brand extensions) <p>Managing Brands over Time:</p> <ul style="list-style-type: none"> • Reinforcing Brands • Revitalizing Brands <p>Managing Brands over Geographic Boundaries:</p> <ul style="list-style-type: none"> • Global Brand Strategies 		
V	<p>Practical:</p> <ul style="list-style-type: none"> • Pick a brand, attempt to identify its sources of brand equity. Assess its level of brand awareness and the strength, favorability, and uniqueness of its association. • Pick a category basically dominated by two brands, Evaluate the positioning of each brands, its target market, what are the main points of parity and points of difference? Have they defined their positioning correctly? How might it be improved? • Pick a brand, identify all its elements and assess their ability to contribute to brand equity according to the choice criteria. • Pick a brand; evaluate how it leverages secondary brand associations. Can you think of any way that the brand could more effectively leverage secondary brand association? • Pick a brand; try to conduct informal brand value chain analysis. Can you trace how the brand value is created and transferred? • Pick a brand, Employ projective techniques/Free association to attempt to identify source of its brand equity. • Pick a brand, try to characterize its brand portfolio and brand hierarchy. How would you improve the company's branding strategies? • Pick a brand; examine the history of the brand over the last decade. How would you characterize the brand's efforts to reinforce and revitalize brand equity? • Pick a brand marketed in more the one country, Assess the extent to which the brand is marketed on a standardized versus customized basis. • Students can explore branding for the senses and neuromarketing. 	---	(30 marks CEC)



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Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4559912

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 from academic
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4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	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 / Edition
1	Michael Baker & Susan Hart	Product Strategy and Management	Pearson	Latest Edition
2	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	2015 / 4 th
3	Kirti Dutta	Brand Management-Principles and Practices	Oxford University Press	Latest Edition
4	Tapan Panda	Product and Brand Management	Oxford University Press	2016 / 1 st
5	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
6	Donald R. Lehman and Russell S. Winer	Product Management	Tata McGraw Hill	Latest Edition
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
8	Y.L.R. Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
9	Al Ries	The 22 Immutable Laws of Branding: How to Build a Product or Service into a World Class Brand	Harper	2002



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Functional Area Specialization: Marketing Management

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10	David A. Aaker	Managing Brand Equity	Free Press	1991
11	Harsh V Verma	Brand Management	Excel	2013 / 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. International Journal of Product Management
2. Journal of Product and Brand Management
3. Indian Journal of Marketing
4. Journal of Brand Management
5. Brand Reporter
6. Product Management Today
7. The IUP Journal of Brand Management
8. <https://www.thedrum.com/location/india>
9. www.afaws.com

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GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Finance Management
Subject Name: Financial Derivatives (FD)
Subject Code: 4559921

**With effective
from academic
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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 an understanding of the risk management approaches and techniques. • Describe and explain the fundamental features of a range of key financial derivatives instruments.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Ability to solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends. • Ability to devise risk management strategies and solutions based on a detailed analysis of risk assessment and associated factors.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Understand global conventions of valuing financial derivatives.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Evaluate, synthesise and communicate the ethical implications of financial risk management policies and practices to an intended audience.
Effective Communication (EC)	<ul style="list-style-type: none"> • Ability to understand the risk management needs of clients and effectively communicate solutions comprising financial derivatives.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Ability to work independently or as part of a team to develop optimal investment strategies integrating financial derivative instruments.

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 management: (Only theory)</p> <ul style="list-style-type: none"> • Defining and managing risk • Upside and downside risks • Commodity price risk • Interest rate risk • Approaches to risk management <p>Introduction to derivatives:</p> <ul style="list-style-type: none"> • Defining derivatives and derivative markets • Spot v/s Derivatives markets • Forward, Futures, Options, Swaps • Uses of derivatives <p>Derivatives Market:</p> <ul style="list-style-type: none"> • International and Indian derivatives market • Derivative exchanges • Trading system and types of traders 	10	18



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Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Finance Management
Subject Name: Financial Derivatives (FD)
Subject Code: 4559921

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	<ul style="list-style-type: none">• Trading process, online trading• Clearing and settlement system• Regulatory framework of derivatives market in India.		
II	<p>Forward Contracts:</p> <ul style="list-style-type: none">• Meaning, purpose, advantages and problems• Pricing of commodity forward contracts (Theory and numerical).• Interest rate forwards (Theory and numerical). <p>Future Contracts:</p> <ul style="list-style-type: none">• Meaning, difference between forward and future contracts• Specifications of future contracts• Closing the position (Theory and numerical).• Margins and marking-to-market (Theory and numerical).• Cost of Carry Models (Theory and numerical).• Price quotes, settlement price, open interest• Types of orders <p>Hedging, Speculation and Arbitrage using Futures:</p> <ul style="list-style-type: none">• Basis risk. Factors affecting basis risk• Single stock futures and Stock Index Futures (Theory and numerical).• Commodity futures (Theory and numerical).	10	18
III	<p>Fundamentals of Options:</p> <ul style="list-style-type: none">• Options issued by corporations (introduction)• Meaning of options contract, options terminologies• Moneyness in options (ITM, ATM, OTM) (Theory and numerical).• Factors affecting Options premium• Exchange traded options <p>Call and Put options. (Theory and numerical).</p> <p>Options Trading Strategies:</p> <ul style="list-style-type: none">• Uncovered• Covered• Spread• Combination <ul style="list-style-type: none">• Put-Call Parity: (Theory and numerical).• Risk free security• Put-call relationship <ul style="list-style-type: none">• Binomial Options Pricing Model: (Theory and numerical).• Binomial Options Pricing model for call and put	10	17



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	<ul style="list-style-type: none"> options • Single period and two-period binomial options pricing model 		
IV	<ul style="list-style-type: none"> • Black-Scholes Options Pricing model: (Theory and numerical). • Stock price behaviour • Assumptions in Black-Scholes model • Black-Scholes model for pricing call and put options <p>Greeks in Options (only theory):</p> <ul style="list-style-type: none"> • Risks in options trading • Characteristics of options hedging • Greeks in options hedging: delta, gamma, theta, vega, rho. <p>SWAPS (Only theory):</p> <ul style="list-style-type: none"> • Swaps: meaning, types, terminologies • Forward swaps • Swaptions • Equity swaps • Commodity swaps 	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> • Analysing Various Derivative Contract Specifications from Exchanges. • Mark to Market Margin Calculation on Real time data from Exchanges. • Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account. • Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analysing them with current market price. • Forming of different futures and options trading strategies with the real time data from Exchange. • Forming of hedging with real time data from commodities and currency Exchanges. 	---	(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



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	<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	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	2011 / 1 st
2	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	2014 / 2 nd
3	R. Madhumathi, M. Ranganatham	Derivatives & Risk Management	Pearson	2014 / 2 nd
4	John C. Hull	Fundamentals of Futures and Options Market	Pearson	2016 / 8 th
5	Verma	Derivatives & Risk Management	Tata McGraw hill	2008
6	Vohra & Bagri	Futures and Options	McGraw Hill	2017 / 2 nd
7	David A. Dubofsky, Thomas W. Miler	Derivatives: Valuation and Risk Management	Oxford University Press	Latest Edition
8	A. Maheshwari, D. Chugh	Financial Derivatives	Pearson	2012 / 1 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. Indian Journal of Finance
2. International Journal of Financial Markets and Derivatives
3. Business Standard
4. The Economic Times
5. Financial Express
6. NSE & BSE, SEBI, FMC, RBI Websites
7. ICAI journal of Derivative Market
8. Business Today
9. Business India
10. Business World
11. Finance India
12. Treasury Management
13. Financial Risk Management



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4559922

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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discuss</i> the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Evaluate & explain</i> exchange rate determination, and <i>explain</i> how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Assess</i> risk in foreign capital market and its impact on different currencies and its impact on global trade relations. • <i>Evaluate</i> global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Develop</i> an appreciation for socially responsible actions with respect to financial decisions.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Evaluate</i> different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Develop</i> the ability to work in a team setting to coordinate analysis of a case study to arrive at a sound financial decision regarding an issue in capital raising and international valuation.

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	International Finance – Overview: <ul style="list-style-type: none"> • Globalization and Multinational firm, (Theory) • International Monetary System • Balance of payment (Theory) • Market for Foreign Exchange (Theory) • International Parity Relationship & Forecasting Foreign Exchange rate. (Theory & Numerical) 	10	17
II	Forward Exchange Arithmetic (Theory & Numerical): <ul style="list-style-type: none"> • Exchange Arithmetic • Forward Exchange contracts, Forward Exchange rate based on Cross rates • Interbank deals, Execution, cancellation, Extension of Forward contract 	10	18
III	International Financial Markets & Cash Management: <ul style="list-style-type: none"> • International Banking & Money market (Theory) 	10	17



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Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

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	<ul style="list-style-type: none"> International Bond Market, LIBOR, (Theory) International Equity Market (ADR, GDR, EURO) Multinational Cash Management, (Theory) 		
IV	<p>International Contract & Procedure:</p> <ul style="list-style-type: none"> Letter of credit- Meaning & Mechanism Types of letter of Credit Operation of Letter of Credit <p>Managing Exposure:(Theory & Numerical)</p> <ul style="list-style-type: none"> Management of Economic Exposure Management of Transaction Exposure Management of Translation Exposure 	10	18
V	<p>Practical:</p> <ul style="list-style-type: none"> Forming of Hedging with real time data from currency Exchanges Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher 	---	(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	P.G. Apte	International Financial Management	McGraw Hill	2017 / 7 th
2	Cheol S. Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 7 th
3	Jeff Madura	International Financial Management	Cengage	2015 / 12 th
4	Alan C. Shapiro	Multinational Financial Management	Wiley India	Latest
5	P. G. Apte	International Finance: A Business Perspective	McGraw Hill	2017 / 2 nd
6	V. Sharan	International Financial Management	PHI	2010 / 6 th



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Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

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

GTUQuestionPapers.com



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• Demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• Calculate HR cost, investments and return on investments.• Review and identify gaps in HR practices.• Designing the framework of Analytical policy.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• Evaluate the current issues and trends in HR Audit globally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• Critical evaluation of whether HR processes are adequate, legal and ethical.
Effective Communication (EC)	<ul style="list-style-type: none">• Engage in constant observation and continuous interaction and intervention to improve the organization's policies, procedures and practices.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• Create action plans for implementing the changes suggested by the audit.

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	Human Resource Audit: <ul style="list-style-type: none">• Introduction, Objectives, Concepts, Components, Need, Benefits• Important Components of Human Resource Development Audit Need for Human Resource Audit: <ul style="list-style-type: none">• Identifying the Human Resource Audit Goal• Defining the Audit Team• Approaches to Human Resource Audit• Benefits of Human Resource Audit	10	18
II	Methodology and instruments of HR Audit: HR Audit Methodology and Issues: <ul style="list-style-type: none">• Introduction• Conducting a Human Resource Audit• Preliminary Steps• Goals of the Audit• Areas of the Audit• Issues in HR Audit• Strategies Alignment of HR Audit.	10	18



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Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Audit (HRA)
Subject Code: 4559931

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	HR Audit Process: <ul style="list-style-type: none">• Introduction• Audit of Human Resource Function• Planning Questions, Collecting Data, Analyzing the Audit Data,• Interpretation: Assessing the Ability for Change		
III	HR Audit and Workforce Issues: <ul style="list-style-type: none">• Introduction• Workforce Communication and Employee Relations• Performance Management• Compensation System• Teambuilding System Challenges in HR Audit: <ul style="list-style-type: none">• Assessing the Ability for Change• Post Audit Steps• Preventive and Corrective Actions• Role in Business Improvement• Methodology and Limitations Human Resource Audit Report: <ul style="list-style-type: none">• HR Audit Report – purpose• Report Design – Preparation of report• Use of HR Audit report for business improvement	10	17
IV	HR Audit for Legal Compliance and Safe Business Practices: <ul style="list-style-type: none">• Scope of Human Resource Audit• Pre-employment Requirements• Hiring Process• New-hire Orientation Process• Workplace Policies and Practices Human Resource Auditing as a Tool of Human Resource Valuation: <ul style="list-style-type: none">• Introduction• Rationale of Human Resource Valuation and Auditing• Valuation of Human Resources• Issues in Human Capital Measurement and Reporting	10	17
V	Practical: HRD Audit – <ul style="list-style-type: none">• The Indian Experience and case studies: Introduction-Prevalence of HR Audit,• HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry Recent Advancements in Human Resource Audit HR Audit Questionnaire:	---	(30 marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Audit (HRA)
Subject Code: 4559931

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	<ul style="list-style-type: none"> • Introduction • Areas to be Concentrated • A Comprehensive Coverage of the Entire Human Resource Practices • A Sample Internal Human Resource Audit Questionnaire 		
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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	T. V. Rao	HRD Audit: Evaluating the Human Resource Function for Business Improvement	Sage	2014 / 2 nd
2	Udai Pareek, T. V. Rao	Designing and Managing Human Resource Systems	Oxford	2017 / 3 rd
3	Peter Reilly, Marie Strebler, Polly Kettley	The Human Resource Function Audit	Cambridge Strategy	2011
4	Dr. Sibram Nisonko	HR Audit: Audit Your Most Precious Resources	Independently published	2017
5	Rajni Gyanchandani, Durdana Ovais	HR Audit	Everest	2017
6	Kelli W. Vito	Auditing Human Resources	The IIA Research Foundation	2015 / 2 nd
7	John McConnell	Auditing Your Human Resources Department	AMACOM	2011 / 2 nd
8	Vanessa Nelson	7 Easy Steps to Conduct a Human	Lulu.com	2016



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Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Audit (HRA)
Subject Code: 4559931

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		Resources Audit and Protect Your Company		
9	P. Subba Rao	Personnel and Human Resource Management	Himalaya	2010

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4559932

With effective
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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Assess business environment to <i>anticipate</i> Human Resource requirement / Competencies. Contribute to the <i>development, implementation, and evaluation</i> of employee recruitment, selection, and retention plans and processes. <i>Integrate</i> Human Resource Planning and Development with strategic organizational planning.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <i>Estimate</i> current competencies and skills and existing gaps in human resources. <i>Forecast</i> future requirements of human resources with different levels of skills. <i>Design</i> processes and policies to source and develop human resources.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <i>Evaluate</i> human resource planning techniques and models being developed and adapted globally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <i>Develop</i> sensitivity to different cultures and sense of responsibility for employee's development.
Effective Communication (EC)	<ul style="list-style-type: none"> Present and <i>evaluate</i> communication messages and processes related to the human resources function of the organization. <i>Design</i> research, <i>produce</i> reports, and <i>recommend</i> changes in human resources practices.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <i>Collaborate</i> with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices. <i>Manage</i> own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.

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 HRD: <ul style="list-style-type: none"> Definition Relationship between HRM & HRD Functions of HRD HRD Climate Roles & Competencies of HRD professional Aligning HRD with corporate strategy The evolution of the HRD theory Shift from training to Learning 	10	17



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Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4559932

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	<ul style="list-style-type: none"> • Interventions to informal workplace training • Psychology to sociological perspective of learning • Model of Employee Behavior and Employee Influences <p>Work System of Human Resource Planning & Development:</p> <ul style="list-style-type: none"> • Human Resource Planning and procurement techniques <ul style="list-style-type: none"> ○ Overview of global sourcing • Work planning and role analysis • Work review and feedback • Potential individual as well as team appraisal • Trends in performance management and feedback <p>The Role & Theories of Learning and HRD</p> <ul style="list-style-type: none"> • Learning and Instruction • Different theories of learning • Maximizing Learning • Potential barriers in learning • Learning strategies and style 		
II	<p>HRD Needs</p> <ul style="list-style-type: none"> • Purpose of Assessment • Different level of Need Assessment (i.e. --- Personal/task/Organizational/Strategic) • Prioritizing HRD needs • A systematic approach to Training need Assessment • Training & HRD process model <p>Designing Effective HRD programs:</p> <ul style="list-style-type: none"> • Defining the objectives of the HRD interventions. • Make –versus –buy decision • Selecting the Trainer • Preparing a lesson Plan • Selecting training methods • Preparing training materials • Scheduling HRD Programs 	10	18
III	<p>Training Delivery methods:</p> <ul style="list-style-type: none"> • Various On-Job Training methods • Different Off the Job/Classroom Training approaches • Computer based training program and others • Implementing the Training Programs <p>HRD Program evaluation</p> <ul style="list-style-type: none"> • Purpose of HRD Evaluation • Models and frameworks of evaluation • Accessing impact of HRD Programs • Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc. • The training Evaluation Process 	10	18



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Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4559932

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	<ul style="list-style-type: none"> • Data Collection for HRD evaluation • Ethical issues concerning Evaluation 		
IV	<p>Global Perspectives of HRD</p> <ul style="list-style-type: none"> • Implications of Globalization on HRD • Current and future International trends in HRD • Cultural Diversity Management • HRD and Knowledge Management <p>HRD Applications:</p> <ul style="list-style-type: none"> • Management Development and Management education/Training • Socialization & orientation of Employees • Employee Counseling and wellness Services • Coaching and performance management- Competency Mapping • Assessment centers • Career planning and development • Succession Planning and Career Management • Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc) 	10	17
V	<p>Practical Module: Faculty can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise on different topics/issues like;</p> <ul style="list-style-type: none"> • The technique of designing actual training programme for skill development • Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted • Undertake training impact analysis in any company • Cost benefits analysis of any training and Development programme • Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level • Assignment can be given for preparing detailed training programme for the company in which students have taken SIP. • After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement. 	---	(30 marks CEC)



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Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4559932

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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	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	2016 / 6 th
2	David Mankin	Human Resource Development	Oxford	2019
3	Ekta Sharma	Strategic Human Resource Management and Development	Pearson	2019 / 1 st
4	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3 rd
5	Anindya Basu Roy, Sumati Ray	Competency Based Human Resource Management	Sage	2019 / 1 st
6	P. L. Rao	Enriching Human Capital Through Training and Development	Excel	Latest Edition
7	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
8	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 th
9	Uday Kumar Haldar	Human Resource Development	Oxford	2009
10	V.D. Dudheja	Human Resource Management & Development in the new millennium	Neha	2000



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Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 4559932

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



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• Understand issues, opportunities and challenges in international HRM.• Demonstrate an understanding of the strategic and functional roles of HRM in the international context.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• Develop skills in diagnosing international HRM issues critically and analytically, and evaluating alternative approaches.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• Understand external forces which have the potential to shape international HRM.• Develop competence for dealing with cross cultural situations.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• Recognize and value social considerations and ensure an ethical way of managing international HRM.
Effective Communication (EC)	<ul style="list-style-type: none">• Develop skills to effectively communicate HR policies and practices to all stakeholders.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• Illustrate people management skills and skills to allocate tasks to multi-cultural teams for achieving a common goal.

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	Defining international HRM: <ul style="list-style-type: none">• Difference between domestic and International HRM• The enduring context of IHRM• The path to global status• Control Mechanisms• Mode of operation• Approaches to staffing• Transferring staff for International business activities• The role of an expatriates, The role of non-expatriates• The role of the corporate HR functions	10	18
II	Recruiting and selecting staff for International assignments: <ul style="list-style-type: none">• Introduction• Issues in staff selection• Factors moderating performance• Selection criteria• Dual career couples	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: International Business Management
Subject Name: International Human Resource Management (IHRM)
Subject Code: 4559941

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	<p>Training and Development:</p> <ul style="list-style-type: none"> • The role of expatriate training • Components of effective pre-departure training • Developing staff through international assignments <p>Compensation:</p> <ul style="list-style-type: none"> • Objectives of International compensation • Key components of an international compensation program • Approaches to International compensation • Patterns in complexity <p>Re-entry and Career issues:</p> <ul style="list-style-type: none"> • Introduction • The repatriation process • Individual reactions to re-entry • Multinational responses • Designing a repatriation program 		
III	<p>Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices Retaining, developing and retrenching staff HR implications of language, standardization, monitoring the HR practices of host country sub contactors</p>	10	17
IV	<p>Industrial Relations:</p> <ul style="list-style-type: none"> • Introduction • Key issues in International Industrial relations • The response of trade unions to multinationals <p>Regional integration:</p> <ul style="list-style-type: none"> • The European Union(EU) • The issues of social dumping • The impact of the digital economy <p>Performance Management:</p> <ul style="list-style-type: none"> • Introduction • Multinational performance management • Performance management of International employees • Performance appraisal of International employees • Performance of HCN employees 	10	17
V	<p>Practical: Student should study at least 4 to 5 Cases and/or pick up one of the above areas of study as applied in one Company / SME and make a Public Presentation the class in presence of preferably a International HR / Recruitment Manager / Consultant in IT / ERP / SAP / Analytics / Import / Export / Multinational business.</p>	---	(30 marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: International Business Management
Subject Name: International Human Resource Management (IHRM)
Subject Code: 4559941

With effective
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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	Peter J. Dowling, Marion Festing, Allen D. Engle	International Human Resource Management	Cengage	2017 / 7 th
2	Tony Edwards, Chris Rees	International Human Resource Management	Pearson	2016 / 3 rd
3	P. L. Rao	International Human Resource Management – Text and Cases	Excel	2012 / 1 st
4	Betty Jane Punnett	International Perspectives On Organizational Behaviour	Routledge	2018 / 4 th
5	Monir Tayeb	International Human Resource Management	Oxford	2005
6	P. SubbaRao	International Human Resource Management	Himalaya	2011
7	Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon	International Human Resource Management	Kogan Page	2016 / 4 th
8	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	Latest



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Functional Area Specialization: International Business Management
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9	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management	Routledge	2015 / 5 th
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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 International Human Resource Management
2. Human Resource Management Review
3. The International Journal of Human Resource Management
4. International Journal of Marketing and Human Resource Management
5. Human Resource Journal
6. National HRD Network – Newsletter
7. Human Capital - Magazine
8. <http://www.academia.edu/Documents/in/IHRM>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: International Business
Subject Name: Geopolitical and World Economic System (GWES)
Subject Code: 4559942

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1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Dynamics of the World Economy:</p> <ul style="list-style-type: none"> • States and the world economy • International patterns of resources and population • International patterns of industry and finance • Types of economic systems <ul style="list-style-type: none"> ○ Traditional, command, market, mixed ○ Capitalism, socialism, communism ○ Types of capitalism <ul style="list-style-type: none"> ▪ Mercantilism ▪ Laissez-faire Capitalism ▪ Finance Capitalism ▪ State Capitalism ▪ Social Market Economy ▪ Democratic capitalism ▪ Crony capitalism • Economic development of nations <ul style="list-style-type: none"> ○ Classifying countries on various bases ○ Economic transition ○ Political risks ○ Emerging markets and economic transitions 	10	18



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Subject Name: Geopolitical and World Economic System (GWES)
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	<ul style="list-style-type: none"> • Trading systems <ul style="list-style-type: none"> ○ Unilateral, bilateral, multilateral and regional trade agreements 		
II	<p>Geopolitics:</p> <ul style="list-style-type: none"> • Development of political economy • Balance of Power Theory • Definition of Geopolitics • National interest • Historical development of international economic relations • Regionalism and Regional Economic Areas <ul style="list-style-type: none"> ○ Levels of integration ○ Integration in Europe <ul style="list-style-type: none"> ▪ EU ○ Integration in Americas <ul style="list-style-type: none"> ▪ NAFTA, MERCOSUR, CAFTA ○ Integration in Asia and Africa <ul style="list-style-type: none"> ▪ ASEAN, APEC, GCC, African Union • Government intervention in trade <ul style="list-style-type: none"> ○ Political, economic and cultural motives • Government and FDI <ul style="list-style-type: none"> ○ Government intervention in FDI ○ Government policy instruments <ul style="list-style-type: none"> ▪ Host countries: promotion ▪ Host countries: restriction ▪ Home countries: promotion ▪ Home countries: restriction • Globalization of politics 	10	17
III	<p>Global Trading System:</p> <ul style="list-style-type: none"> • Historical antecedents: 1860 to 1945 • Brief overview of GATT and ITO • Uruguay Round and World Trade Organization <ul style="list-style-type: none"> ○ Genesis ○ Structure and function ○ Major agreements – TRIPs, TRIMs, GATS • Nationalism as a threat to globalization 	10	18
IV	<ul style="list-style-type: none"> • Financial globalization <ul style="list-style-type: none"> ○ International monetary systems <ul style="list-style-type: none"> ▪ Definition ▪ Types <ul style="list-style-type: none"> • Commodity money • Commodity based money • Fiat money ▪ Gold Standard and Breton – Woods ▪ Collapse of Breton-Woods, managed float system • Climate change and global environmental politics 	10	17



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Functional Area Specialization: International Business

Subject Name: Geopolitical and World Economic System (GWES)

Subject Code: 4559942

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	<ul style="list-style-type: none"> ○ Globalization and environmental change ○ Global Environmentalism – history and current trends. ● Global Division of Labour <ul style="list-style-type: none"> ○ Changes in production process ○ Rise of China and India ○ Struggle for worker's rights ● Global production and Global Value Chain ● Services and global forces 		
V	<p>Practical:</p> <ul style="list-style-type: none"> ● Case studies on global economy and politics can be assigned to students for evaluation. ● Students can observe global economic and political happenings during the entire semester and present 	---	(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	Frederick P. Stutz, Barney Warf	The World Economy: Geography, Business, Development	Pearson	2014 / 6 th
2	E. I. Dwivedi, H. N. Mishra	Fundamentals of Political Geography	Surjeet	2019
3	Robert O'Brien, Marc Williams	Global Political Economy: Evolution and Dynamics	Red Globe Press	2016 / 5 th
4	John Ravenhill	Global Political Economy	Oxford	Latest
5	John J. Wild, Kenneth L. Wild	International Business: The Challenges of	Pearson	2017 / 8 th



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		Globalization		
6	Randy Charles Epping	A Beginner's Guide to the World Economy	Vintage	Latest
7	James Gerber	International Economics	Pearson	2014 / 6 th
8	Paul Knox, John Agnew, Linda Mccarthy	The Geography of the World Economy	Routledge	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. Economic Systems
2. Journal of World Economic Research
3. Review of International Political Economy
4. Journal of Global Economics
5. South Asian Studies
6. The Indian Economic Journal
7. The Economist
8. Business Standard
9. Foreign Trade Review
10. EXIM Times



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • Recognize the fundamental principles of E-Business and E-Commerce. • Define and describe E-Business and its models. • Understand the usage of e-commerce in achieving competitive advantage.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Describe hardware and software technologies for e-commerce. • Analyze how secured e-commerce practices impact a firm in terms of value creation.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Examine the different types and key components of e-business models in the global economy.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Assess the impact of legal, privacy and ethical constraints or opportunities on an e-business firm.
Effective Communication (EC)	<ul style="list-style-type: none"> • Understanding of ways of communication and interchange of business data, information and documentation through electronic media.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Demonstrate a tendency to actively use the internet in one's economic and social spheres, and in advancing one's career.

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>Overview of E-Commerce:</p> <ul style="list-style-type: none"> • Introduction: <ul style="list-style-type: none"> ▪ Definition, Functions, Significance and Scope of E-Commerce; E-Business Vs. E-Commerce ▪ Features of E-Commerce Technology; Advantages and Disadvantages of E-Commerce; Growth of E-commerce in India • Types of E-business: B2C, B2B, C2C, Social E-Commerce, M-commerce, Local E-Commerce 	10	21
II	<p>E-Commerce Business Models:</p> <ul style="list-style-type: none"> • Key Elements of Business Models • Major Business - To – Consumer (B2C) Business Models: <ul style="list-style-type: none"> ▪ E-tailer, Community Provider, Content Provider, Portal, Transaction Broker, Market Creator, Service Provider • Major Business - To – Business (B2B) Business Models: <ul style="list-style-type: none"> ▪ E-Distributor, E-procurement, Exchanges and Industry Consortium; 	10	14



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Subject Name: E-Business (EB)
Subject Code: 4559951

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III	E-Commerce Security and Electronic Payment Systems: <ul style="list-style-type: none"> • Dimensions of E-Commerce Security; Key Security Threats in the E-Commerce Environment • Technology Solutions: Tools available to achieve site security • Features of traditional Payment Systems; Major E-Commerce Payment Systems 	10	14
IV	E-CRM and SCM in E-commerce: <ul style="list-style-type: none"> • Supply Chain Management in E-commerce: <ul style="list-style-type: none"> ▪ Procurement process and Supply Chain; Benefits of E-SCM; Components of E-Supply Chain; • E- Customer Relationship Management: <ul style="list-style-type: none"> ▪ Importance of Customer Relationship Management; Need of E-Customer Relationship tools; Components of CRM; Benefits of E-CRM 	10	21
V	Practical: Students may study various case studies to understand the practical implications of above mentioned topics	---	(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	Kenneth C. Laudon, Carol GuercioTraver, Carol G. Traver	E-commerce: Business, Technology, Society	Addison Wesley	2002
2	C. S. V. Murthy	E-Commerce: Concepts, Models, Strategies	Himalaya	2011
3	Dave Chaffey	E-Business and E-Commerce Management	Pearson	2009 / 4 th
4	Harvey M. Deitel, Paul J.	E-Business & E-	Pearson	Latest



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Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Information Technology Management
Subject Name: E-Business (EB)
Subject Code: 4559951

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	Deitel & Kate Steinbuhler	Commerce for Managers		
5	P.T. Joseph, S.J.	E-Commerce: An Indian Perspective	PHI Learning Private Limited	Latest Edition

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

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

1. Journal of Electronic Commerce Research
2. Electronic Commerce Research and Applications
3. International Journal of Electronic Commerce
4. Electronic Commerce Research
5. International Journal of Electronic Business
6. Journal of E-commerce.
7. E-Commerce Magazine (Online)

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Information Technology Management
Subject Name: Cyber Security and IT Governance (CSITG)
Subject Code: 4559952

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1. Learning Outcomes:

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

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

3. Course Contents:

Module No.	Contents	No. of Sessions	Marks (out of 70)
I	Introduction to Cybercrime: <ul style="list-style-type: none"> • Cyber Crime <ul style="list-style-type: none"> ○ Definition and Origin of the Word ○ Cyber Crime and Information Security ○ Who are Cyber Criminals ○ Classification of Cybercrimes ○ E-mail Spoofing, Spamming, Cyber Defamation ○ Internet Time Theft ○ Salami Attack, Salami technique Data Diddling, Forgery, Web Jacking ○ Newsgroup Spam, Industrial Spying, Hacking, Online Frauds, Pornographic Offenders, Software Piracy, Computer Sabotage Email Bombing, Computer Network Intrusions, Password Sniffing, Credit Card 	10	21



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Functional Area Specialization: Information Technology Management
Subject Name: Cyber Security and IT Governance (CSITG)
Subject Code: 4559952

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	<p>Frauds, Identity Theft</p> <p>Legal Perspectives of Cyber Crime:</p> <ul style="list-style-type: none"> • Indian Perspectives • Need of Cyber Laws • The Cyber Crime And Indian ITAct 2000/2001 • Hacking and Indian Laws • Global Perspective on Cyber Crime • Cyber Crime Era: Survival Mantra for Netizens; Cybercrime and punishment 		
II	<p>Cyber Offenses: How Criminals plan them, Categories of Cyber Crimes, How Criminal Plans the Attack: Active Attacks, Passive Attacks, Social Engineering, Classification of Social Engineering, Cyber Stalking: types of Stalkers, Cyber Cafe and Cyber Crimes, Botnets, Attack Vectors, Cyber Crime and Cloud Computing</p> <p>Cybercrime: Mobile and Wireless Devices, Proliferation of Mobile and Wireless devices, Trends in Mobility, Credit card Frauds in Mobile and wireless devices, Authentication Service Security, Attacks on Mobile/Cellphones, Mobile Devices: Security Implications for Organizations, Organization Security polices and Measures in Mobile Computing Era</p>	8	14
III	<p>Phishing and Identity Theft: Phishing: Methods of Phishing, Phishing Techniques, Types of Phishing Scams, Phishing countermeasures, Identity theft, Types and Techniques of identity thefts and its counter measures</p> <p>Cyber Security- Organizational Implications: Web Threats for Organization , Security and Privacy Implications, Social Media Marketing: Security risk for organizations, Incident handling: An Essential Component of Cyber Security</p>	8	14
IV	<p>IT Governance: Importance, benefits, what does it cover, Performance Measurement: Why is performance measurement important, what does performance measurement cover, who are the stakeholders and what are their requirements, what should we measure, What's best practice</p> <p>Implementation Roadmap: Goals and success criteria, how to get started, who needs to be involved and what are their roles and responsibilities</p> <p>Communication Strategy & Culture: Who do we need to influence, What are the key messages, Communication best practices, Developing an influencing strategy</p>	10	21
V	<p>Practical: Cybercrime: Examples and Mini cases</p>	---	(30 marks CEC)



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Functional Area Specialization: Information Technology Management
Subject Name: Cyber Security and IT Governance (CSITG)
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4. Pedagogy:

The course will use the following pedagogical tools:

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

5. Evaluation:

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

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

6. Reference Books:

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

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

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

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



1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Relate the various opportunities available based on MSME start up schemes and their basic requirements.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Identify and analyze the firm's internal environment, competitive environment, and firm's suitability/eligibility to tap the benefits of supports or fund available under different govt schemes and initiatives.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Recommend opportunities in the global markets for MSMEs and start-ups.Infer the distinguishing parameters of culture influencing start-ups.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Illustrate social and ethical sensitivity towards the challenges faced by small firms.
Effective Communication (EC)	<ul style="list-style-type: none">Develop better communication skills required to comprehend different documents and prepare Project reports.unique presentation to each different scheme to win award of fund/support.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Understanding of global environment from export & import opportunity and importance of customised solutions to different economy as well as leadership for successful entrepreneurship venture 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	Introduction of MSME: <ul style="list-style-type: none">Introduction of MSMED Act 2006Ministry of MSMEMSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging finance, unit development, export promotion)Overview of MSME sector in IndiaMajor Challenges faced by MSME in India.	08	15
II	Major Schemes for MSME: <ul style="list-style-type: none">SME Division SchemesDevelopment Commissioner (DC-MSME) SchemesNational Small Industries Corporation (NSIC) SchemesARI Division Schemes	12	20



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Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Entrepreneurship and Family Business

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Subject Name: MSME & Startup (MSMES)

Subject Code: 4559961

	<ul style="list-style-type: none"> SIDBI Schemes NABARD Schemes <p>Government of Gujarat supports in Funding, Mentoring and Incubation:</p> <ul style="list-style-type: none"> Centre for Entrepreneurship Development Entrepreneurship Development Institute of India Gujarat Venture Finance Limited Centre for Innovation Incubation and Entrepreneurship Gujarat State Innovation council International Centre for Entrepreneurship and technology 		
III	<p>Industries Commissionerate:</p> <ul style="list-style-type: none"> Overview of Industries Commissionerate Functions of Industries Commissionerate Activities of Industries Commissionerate <p>District Industry Centre (DIC):</p> <ul style="list-style-type: none"> Overview of DICs Activities of DICs Functions of DICs <p>Government Initiatives for Ease of Doing Business:</p> <ul style="list-style-type: none"> Different schemes by government for EODB Various Initiatives taken by the government Reforms for Ease of doing business 	12	20
IV	<p>Start-up India Schemes:</p> <ul style="list-style-type: none"> Introduction of start-up India schemes Action plan of the scheme Rules and regulations / eligibility of the scheme <p>EXIM Bank:</p> <ul style="list-style-type: none"> Introduction of EXIM Bank Services provided under EXIM Bank Financial Products provided by the EXIM Bank 	08	15
V	<p>Practical: Students should visit MSMEs and understand their challenges and opportunities, their operations and access to sources of funds.</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
- Successful family business owners and managers can be invited frequently to share practical knowledge.



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Functional Area Specialization: Entrepreneurship and Family Business
Subject Name: MSME & Startup (MSMES)
Subject Code: 4559961

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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	IIBF	Micro, Small and Medium Enterprises in India	Taxmann	2017
2	R. Srinivasan, C.P. Lodha	Strategic Marketing and Innovation for Indian MSMEs	Springer	2017
3		MSME Schemes	Government of India	Latest
4		Marketing Assistance Schemes	Government of India	Latest
5		Performance and Credit Rating Scheme for Micro & Small Enterprises	Government of India	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. MSME Business - A Journal of Small Business and Enterprise
2. SEDME Journal
3. Journal of Managerial Economics
4. Business Standard
5. Economic & Political Weekly

8. Links:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Entrepreneurship and Family Business

With effective
from academic
year 2018-19

Subject Name: Creativity, Incubation and Innovation (CII)

Subject Code: 4559962

1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discover</i> the processes and tools of developing breakthrough innovations.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Analyze</i> the challenges that members of society and specifically entrepreneurs face in today's dynamic business environment. • <i>Create</i> breakthrough innovations to manage the challenges faced.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Investigate</i> innovations at the global stage and propose their adoption locally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Build</i> ventures that are socially relevant and have widespread impact on the overall growth of the society.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Design</i> necessary systems for efficient transfer of technology for swift replication of innovation for faster adoption at grass root level.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Develop</i> and <i>demonstrate</i> abilities to work with various stakeholders for inclusive growth.

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>Basics of Creativity, Incubation and Innovation</p> <ul style="list-style-type: none"> • Creativity • How Business Incubators Work • Innovation • Innovation = Creativity + Commercialization • Myths surrounding creativity <p>The Business Incubator Players</p> <ul style="list-style-type: none"> • The Property Developers • Government and Local Government • The Academics • The Corporate Ventures • The Entrepreneurs • The Venture Capitalists • The Business Angels • The Consultants • Variations on a Theme • Incubator Associations 	10	18
II	<p>Creativity Tools and Techniques</p> <ul style="list-style-type: none"> • Lateral Thinking 	10	17



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Functional Area Specialization: Entrepreneurship and Family Business

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Subject Name: Creativity, Incubation and Innovation (CII)

Subject Code: 4559962

	<ul style="list-style-type: none"> • Enablers and Barriers to Creativity • Creative Personality • Brainstorming • Entrepreneurial Creativity • Characteristics of Creative Groups, Three Components of Individual Creativity • Time Pressure and Creativity • Steps for Increasing Your Own Creativity 		
III	<p>Types of Innovation</p> <ul style="list-style-type: none"> • Incremental and Radical Innovation • Factors that Favour Incremental Innovation • Service Innovations • Innovations in Processes <p>Moving Innovation to Market</p> <ul style="list-style-type: none"> • The Idea Funnel • Stage-Gate Systems • Extending Innovation through Platforms 	10	17
IV	<p>Management of Technology</p> <ul style="list-style-type: none"> • Technology for Survival and Growth • Innovate or Abdicate • Change or Perish • Strategic Management of Technology • Strategic Technology Management System • Technology Forecasting • Technology Generation <p>Asset Protection and Timing of Innovation and Technology</p> <ul style="list-style-type: none"> • Methods to Protect Technological Knowledge • Patents, Secrets, Etc. • Models and Strategies of Market Timing for Innovations <p>Technology Maturity, Obsolesce and Discontinuities</p> <ul style="list-style-type: none"> • Technology Maturity • Technology Obsolescence • Technological Discontinuities 	10	18
V	<p>Practical</p> <ul style="list-style-type: none"> • Bringing examples of break-through innovation and successful business built around such innovations to class for discussion. • Experimenting with new idea and trying to access its acceptability among the various stakeholders 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Entrepreneurship and Family Business
Subject Name: Creativity, Incubation and Innovation (CII)
Subject Code: 4559962

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- Assignments and Presentations.
- Experts from healthcare sector can be invited frequently to share practical knowledge.

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Operations Research (OR)

Subject Code: 4559971

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Define and formulate linear programming problems.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Solve OR problems using appropriate tools and techniques, interpret the results and translate results into directives for action. Ability to implement practical cases by using TORA.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understanding the universal applicability of the OR tools and techniques.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate the shortcomings of these tools, and assess trade-offs without compromising stakeholder interests and well-being.
Effective Communication (EC)	<ul style="list-style-type: none"> Communicate ideas, explain procedures and interpret results and solutions in written and electronic forms to different audiences with clarity and conviction.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Define the roles and responsibilities of operations managers, and the challenges they face. Ability to lead through decisive choices backed by objective analysis.

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>Operations Research:</p> <ul style="list-style-type: none"> Definition, Features of OR approach Modelling in OR: <ul style="list-style-type: none"> Mathematics – The Language of Modelling Classification of models Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters Advantages of model building Methodology of Operations Research <p>Linear Programming:</p> <ul style="list-style-type: none"> Structure of the Linear Programming model Advantages, limitations and applications Guidelines on linear programming model formulation 	10	18
II	<p>Linear Programming: Graphical Method: (Theory and numerical)</p> <ul style="list-style-type: none"> Graphical solution methods: Extreme point solution method, Maximization and Minimization Models, mixed constraints 	10	18



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Functional Area Specialization: Production and Operations Management

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Subject Name: Operations Research (OR)

Subject Code: 4559971

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



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year 2018-19

Subject Name: Operations Research (OR)

Subject Code: 4559971

	<ul style="list-style-type: none"> Two-Person Zero-Sum Game Pure Strategies: Game with Saddle Point Mixed Strategies: Games without Saddle Point, Dominance Property Solving Problem on the Computer with TORA Solving LP Model Games Graphically Using Computer <p>Simulation:</p> <ul style="list-style-type: none"> Definition, types, steps of simulation Advantages and Disadvantages of Simulation Monte Carlo Simulation Simulation of Demand Forecasting Problems Simulation of Queuing Problems. 		
V	<p>Practical:</p> <ul style="list-style-type: none"> Conduct simulations for transportation, queuing and network problems. Solve operations management problems using OR tools and techniques. Conduct OR problems on software. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S. R. Yadav, A. K. Malik	Operations Research	Oxford	2014
2	J. K. Sharma	Operations Research: Theory and Application	Trinity Press	2017
3	Hamdy A. Taha	Operations Research : An Introduction	Pearson	Latest Edition
4	P. Mariappan	Operations Research	Pearson	2013



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Functional Area Specialization: Production and Operations Management

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Subject Code: 4559971

5	Frederick S. Hillier, Gerald J. Liberman	Introduction to Operations Research	McGraw Hill	Latest Edition
6	Prem Kumar Guptha, D. S. Hira	Operations Research	S. Chand	2014

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

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

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

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Materials Management (MM)

Subject Code: 4559972

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Apply Theory of Constraints (TOC), capacity planning and Production Activity Control (PAC). Apply Master Scheduling and the Master Production Schedule (MPS).
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Demonstrate competency in effective utilization of materials in manufacturing and service organization. Demonstrate competency in the practical application of materials management principles in industrial inventory systems. Determine requirements and keep priorities current using Material Requirement Planning (MRP) and Bills of Material.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Develop the zeal for keeping a continuous track of innovations in materials management globally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Prioritize and critically analyze ethical issues in purchasing and negotiations.
Effective Communication (EC)	<ul style="list-style-type: none"> Describe and defend best practices in materials management.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Influence teams for effective decision making and coordinate to effect purchase at minimum cost.

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>Materials Management:</p> <ul style="list-style-type: none"> The Operating environment Meaning, objectives and functions of materials management Costs involved Advantages of integrated materials management Concept of stores and warehousing <p>Classification and codification of materials:</p> <ul style="list-style-type: none"> Need for classification and identification Classification of materials Nature and process of Codification systems Codification systems <ul style="list-style-type: none"> Arbitrary, numerical, Mnemonic, Decimal, Brisch, Kodak Stores vocabulary, marking of stores <p>Standardization, Simplification and Specialization:</p>	10	18



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Functional Area Specialization: Production and Operations Management

With effective
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Subject Name: Materials Management (MM)

Subject Code: 4559972

	<ul style="list-style-type: none"> • Objectives of specification • Characteristics of specification • Development of specifications • Problems in specifications • Definition of standards • Different dimensions and levels of standards • Benefits of standardization • Advantages of variety reduction • Techniques of variety reduction <ul style="list-style-type: none"> ○ Sales contribution analysis ○ Consumption analysis ○ Renard Series • Simplification <p>Warehousing:</p> <ul style="list-style-type: none"> • Warehousing management <ul style="list-style-type: none"> ○ Warehouse activities ○ Space utilization and accessibility (simple numerical) ○ Stock location ○ Order picking and assembly • Control and Security • Inventory record accuracy and tolerance (theory) • Technology applications (Bar codes, RFID) 		
<p style="text-align: center;">II</p>	<p>Overview Manufacturing Planning and Control Systems: (materials management perspective)</p> <ul style="list-style-type: none"> • Strategic business plan • Production plan • Master production schedule • Material requirements plan • Purchasing and production activity control <p>Master Production Schedule: (numerical)</p> <ul style="list-style-type: none"> • Developing a master production schedule • Master schedule decisions • MPS and delivery <p>Materials Planning:</p> <ul style="list-style-type: none"> • Value analysis <ul style="list-style-type: none"> ○ Make or buy • Techniques <ul style="list-style-type: none"> ○ Requirement based on past consumption ○ Materials Requirement Planning <p>Materials Requirement Planning:</p> <ul style="list-style-type: none"> • Definition, Objectives • Bills of Material 	10	18



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Functional Area Specialization: Production and Operations Management

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Subject Code: 4559972

	<ul style="list-style-type: none">• Structure of Bills of Material• Advantages and uses of Bills of Material• Gozinto matrix / graph• Techniques of MRP<ul style="list-style-type: none">○ Exploding and offsetting○ Gross and net requirements○ Releasing Orders○ Low level coding and netting• Use of past consumption data		
III	<p>Production Activity Control:</p> <ul style="list-style-type: none">• Data requirements• Planning files<ul style="list-style-type: none">○ Item master file, product structure file, routing file and work centre master file.• Control files<ul style="list-style-type: none">○ Shop order master file and the shop order detail file.• Manufacturing Lead Time• Scheduling techniques<ul style="list-style-type: none">○ Forward and backward scheduling○ Infinite and finite loading• Reducing manufacturing lead time<ul style="list-style-type: none">○ Operation overlapping and operation splitting• Bottlenecks<ul style="list-style-type: none">○ Managing bottlenecks• Theory of constraints, Drum-Buffer-Rope <p>Stores and Stores keeping:</p> <ul style="list-style-type: none">• Objectives, functions, features, benefits• Physical stock verification methods• Layout of stores, receipt section, Goods Receipt Note• Types of stores• Types of storage equipment	10	17
IV	<p>Materials Handling:</p> <ul style="list-style-type: none">• Introduction• Classification of Material handling equipment• Manual handling• Mechanized handling <p>Purchasing:</p> <ul style="list-style-type: none">• Objectives• Purchasing cycle• Purchasing specifications• Supplier selection• Price determination• Impact of MRP on purchasing	10	17



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Functional Area Specialization: Production and Operations Management

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V	Practical: <ul style="list-style-type: none">Students should be made to visit manufacturing units to understand their materials planning and management.Students can be given a simulation assignment for managing materials for a manageable process.	---	(30 marks CEC)
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4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<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	Steve Chapman, Tony K. Arnold, Ann K. Gatewood, Lloyd M. Clive	Introduction to Materials Management	Pearson	8 th (2016)
2	A. K. Chitkale, R. C. Gupta	Materials Management: A Supply Chain Perspective (Text and Cases)	Pearson	2014
3	P. Gopalakrishnan, Abid Haleem	Handbook of Materials Management	PHI	2015 / 2 nd
4	P. Gopalakrishnan	Purchasing and Materials Management	McGraw Hill	2017
5	Ashfaque Ahmed	The SAP Materials Management Handbook	Auerbach Publications	2014 / 1 st
6	Prem Vrat	Materials Management: An Integrated Systems Approach	Springer	2016 / 1 st



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Functional Area Specialization: Production and Operations Management

Subject Name: Materials Management (MM)

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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 Purchasing and Materials Management
2. Journal of Purchasing and Supply Management
3. Indian Journal of Materials Science
4. Materials Management Review Magazine
5. Indian Institute of Materials Management – www.iimm.org
6. Materials Management: Overview, Products & Services -
<https://opsdog.com/industries/materials-management>

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Legal Aspects of Business (LAB)

Subject Code: 4559981

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• <i>Deduce</i> rights and duties of respective parties under different types of contracts.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• <i>Apply</i> basic legal knowledge to business transaction.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• <i>Identify</i> technological resources available to the business practitioner to aid in the analysis of legal issues arising in the business environment.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• <i>Judge</i> how moral principles, faith and values can be integrated with a lawyer's professional responsibilities.
Effective Communication (EC)	<ul style="list-style-type: none">• <i>Develop</i> effective communication using standard business and legal terminology.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• <i>Develop</i> strong leadership abilities for adhering to the legal aspects of a business.

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	Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. Specific Contracts Indemnity, guarantee, bailment, pledge, agency, etc. Rights & Duties of the respective parties, applications in the business World	10	18
II	Companies Act, 2013 Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors & managers, Membership of a company, Issue of Capital, Amalgamation and Reconstruction. Partnership Act Applications of the Act, Definition of Partner, Mutual rights and liabilities Indian Trusts Act: Meaning of Trust, Creation of Trust, Purpose of a Trust, Who can be a Trustee	10	18
III	Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Dishonour of instruments	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Legal Aspects of Business (LAB)

Subject Code: 4559981

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	<p>GST Act, 2017 Basic understanding and applicability, registration process</p> <p>Sale of Goods act, 1930- Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract</p> <p>Consumer Protection Act, 1986- Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.</p>		
IV	<p>Intellectual Property Rights (IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement.</p> <p>Environmental Laws - Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties</p> <p>Information Technology act, 2000 - Introduction, Digital Signature, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals</p>	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> Students should select real life cases from Government and/or Corporate world, study the same and make presentation in the class 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

	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	K. R. Bulchandani	Business Laws for Management	Himalaya	Latest Edition



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**With effective
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2	N. D. Kapoor	Mercantile Law	Sultan Chand & Sons	Latest Edition
3	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	Latest Edition
4	L Bently & B Sherman	Intellectual Property Law	Oxford	Latest Edition
5	S S Gulshan	Company law	Excel	Latest Edition
6	S S Gulshan	Business Law	Excel	Latest Edition
7	Ramaswamy, B S	Contracts and their management	Lexis Nexis	Latest Edition
8	Kuchhal MC	Mercantile Laws	PHI	Latest Edition
9	Ravindra Kumar	Legal Aspects of Business	Cengage	Latest Edition
10	Prof.(Cmde) P K Goel	Business Law for Managers	Biztantra	Latest Edition
11	Rohini Aggarwal	Mercantile and Commercial Laws	Taxman	Latest Edition
	Bare Acts to be used, wherever required.			

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Knowledge Management (KM)

Subject Code: 4559982

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Apply KM components in business environment for effective decision making.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Transform data into information and in turn into knowledge for better decision making.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Appraise the philosophy of knowledge economy and cultural transformation to a knowledge sharing culture.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Prioritize ethics of Knowledge Management to help social issues.
Effective Communication (EC)	<ul style="list-style-type: none"> Explain the multidisciplinary approaches of creation, storage and transfer knowledge within and outside organizations.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Build Leadership qualities for an efficient knowledge economy.

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 Knowledge Management:</p> <ul style="list-style-type: none"> Overview of Knowledge Management Data-Information-Knowledge-Wisdom relationship History and Significance of Knowledge Management Forces driving KM Different types of knowledge <ul style="list-style-type: none"> Procedural / declarative knowledge Tacit / explicit knowledge General / specific knowledge Sources / locations / reservoirs of knowledge The Knowledge Management Cycle: <ul style="list-style-type: none"> The Zack KM Cycle The Bukowitz and Williams KM Cycle The McElroy KM Cycle The Wiig KM Cycle An Integrated KM Cycle Multidisciplinary Nature of KM The Concept Analysis Technique Intellectual Capital versus Physical Assets Users and knowledge workers Difficulties in Knowledge Management 	10	18
II	<p>Foundations of KM Solutions:</p> <ul style="list-style-type: none"> KM Mechanisms <ul style="list-style-type: none"> Learning by doing 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Knowledge Management (KM)

Subject Code: 4559982

**With effective
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	<ul style="list-style-type: none"> ○ On-the-job training ○ Learning by observation ○ Face-to-face meetings ● KM Technologies <ul style="list-style-type: none"> ○ Artificial intelligence ○ Web 2.0 ● KM Infrastructure <ul style="list-style-type: none"> ○ Organizational culture <ul style="list-style-type: none"> ▪ Organizational culture analysis ▪ Organizational maturity models ○ Organization structure <ul style="list-style-type: none"> ▪ Hierarchy ▪ Communities of practice ○ IT infrastructure <ul style="list-style-type: none"> ▪ Databases and data warehouses ▪ ERP ▪ Expertise locator systems ○ Common knowledge <ul style="list-style-type: none"> ▪ Cumulative experiences ○ Physical environment <p>Knowledge Management Solutions:</p> <ul style="list-style-type: none"> ● KM Processes <ul style="list-style-type: none"> ○ Discovery <ul style="list-style-type: none"> ▪ Combination and socialization ○ Capturing <ul style="list-style-type: none"> ▪ Externalization and internalization ○ Sharing <ul style="list-style-type: none"> ▪ Socialization and exchange ○ Applying <ul style="list-style-type: none"> ▪ Direction and routines 		
<p>III</p>	<p>Knowledge Management Systems:</p> <ul style="list-style-type: none"> ● Knowledge discovery systems <ul style="list-style-type: none"> ○ Socialization <ul style="list-style-type: none"> ▪ Creative brainstorming ▪ Lateral thinking ○ Data mining and web mining ● Knowledge capture systems <ul style="list-style-type: none"> ○ Prototypes, stories, storytelling circles ○ Concept maps ● Knowledge sharing systems <ul style="list-style-type: none"> ○ Knowledge portals ○ Incident report databases ○ Alert systems ○ Best practices databases ○ Lessons learned systems ○ Expertise locator systems ● Knowledge application systems 	<p>10</p>	<p>17</p>



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Subject Name: Knowledge Management (KM)

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	<ul style="list-style-type: none"> ○ Direction <ul style="list-style-type: none"> ▪ Hierarchical relationships ▪ Help desks ▪ Support centers ○ Routines <ul style="list-style-type: none"> ▪ Organizational policies ▪ Work practices ▪ Standards <ul style="list-style-type: none"> ● Managing Knowledge Management Solutions <p>Knowledge Management System Life Cycle (KMSLC): SDLC Vs KMSLC, stages of KMSLC (in brief)</p> <p>KM Metrics</p> <ul style="list-style-type: none"> ● Benchmarking ● Balanced Scorecard ● The House of Quality Method <p>Knowledge Audit Knowledge Divestiture, IP Protection, KM Certifications</p>		
IV	<p>Implementation of Knowledge Management:</p> <ul style="list-style-type: none"> ● 10-step KM Road Map of Amrit Tiwana ● Layers of KM Architecture <p>Knowledge Management Team and Leadership:</p> <ul style="list-style-type: none"> ● KM Team – Roles & Responsibilities ● Ethics of KM ● Political Issues In KM ● Future Challenges for KM ● Importance of Knowledge Leader ● Knowledge Leadership: Overview and Style <p>Future of Knowledge Management and Industry perspective:</p> <ul style="list-style-type: none"> ● Companies on the road to knowledge management. ● Knowledge Management in Manufacturing and service industry. ● Challenges and future of Knowledge Management. 	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> ● Prepare a report on knowledge management practices implemented by successful companies. ● Organize a group discussion for students and enable them to go through the knowledge acquisition phases. ● Prepare a report on knowledge management practices implemented by successful companies. ● Make a team of 2-3 students and ask them to conduct a telephonic interview or survey regarding local 	---	(30 marks CEC)



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	<p>businesses' familiarity with and level of literacy in KM.</p> <ul style="list-style-type: none"> • A comparison on the KM Life Cycle Models and seeing their applicability in organizations. • Asking students to compare and contrast on different Community Of Practices. 		
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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	Irma Becerra-Fernandez, Rajiv Sabherwal	Knowledge Management: Systems and Processes	Routledge	2014 / 2 nd
2	Kimiz Dalkir	Knowledge Management in Theory and Practice	Elsevier Butterworth–Heinemann	3 rd
3	Anu Singh Lather, Anil K Saini and Sanjay Dhingra,	Knowledge Management	Macmillan.	Latest Edition
4	Awad ME and Ghaziri, M.H.	Knowledge Management	Pearson	2011 / 2 nd
5	Stuart Barnes	Knowledge Management Systems – Theory and Practice,	Cengage	2001 / 1 st
6	Steven A. Cavaleri, Sharon Seivert, L Willis Lee	Knowledge Leadership – The Art and Science of Knowledge based organisation	Butterworth – Heinemann,	Latest Edition
7	Shelda Debowski	Knowledge Management	John Wiley & Sons	Latest Edition



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8	Fernandez A.C.	Knowledge Management	Pearson	Latest Edition
9	Firestone Ph.D., Joseph M., Mark W. McElroy	Key Issues in the New Knowledge Management,	Butterworth-Heinemann Title	2003 / 1 st
10	Natarajan G and Shekhar S.	Knowledge Management: Enabling Business,	Tata McGraw Hill.	Latest Edition
11	Sudhir Warriar	Knowledge Management	Vikas	2003 / 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 Knowledge Management, Emerald Publishing
2. The Electronic Journal of Knowledge Management (EJKM)
3. International Journal of Knowledge Management (IJKM)
4. International Journal of Knowledge Management and Practices
5. Knowledge Management Research and Practice
6. The IUP Journal of Knowledge Management



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4559983

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome(Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• <i>Develop</i> an understanding of the typicality involved in marketing products and services to various types of business organizations.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• <i>Analyse</i> the firm's external environment, competitive environment, and opportunities available.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• <i>Distinguish</i> the differences that exist across various economies and cultures.• <i>Formulate</i> various strategies for expansion of the business at global level.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• <i>Adapt</i> the business objectives and practices and align them with a larger social objective of inclusive growth.
Effective Communication (EC)	<ul style="list-style-type: none">• <i>Develop</i> highly effective communication skills required to manage all stakeholders across the organization.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• <i>Develop</i> and demonstrate abilities to work with the team and lead them to achieve business goals.

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 B2B Marketing: <ul style="list-style-type: none">• Business marketing• Business market customers• Characteristics of business markets• Organizational buying and buying behaviour• The buying process Organizational markets of India: <ul style="list-style-type: none">• Organizational and business markets• Government as a customer• Commercial enterprises• Commercial and institutional customers	10	17
II	Segmenting business markets Business marketing planning: <ul style="list-style-type: none">• Strategic role of marketing• Components of a business model Product strategy: <ul style="list-style-type: none">• Product policy	10	18



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4559983

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	<ul style="list-style-type: none">• Industrial product strategy• Technology adoption• Building B2B brands• Product support strategy <p>Managing innovation and NPD:</p> <ul style="list-style-type: none">• Management of Innovation• Managing technology• Determinants of new product performance		
III	<p>Managing service for business markets:</p> <ul style="list-style-type: none">• Understanding the customer experience• Delivering effective customer solutions• Marketing of solutions <p>Pricing in B2B marketing:</p> <ul style="list-style-type: none">• Pricing process• Competitive bidding <p>Managing marketing communications for business markets:</p> <ul style="list-style-type: none">• B2B Advertising• Digital marketing• Trade shows, exhibitions, business meets• Managing the sales force<ul style="list-style-type: none">○ Deployment analysis	10	18
IV	<p>Managing Channels:</p> <ul style="list-style-type: none">• Business marketing channels and participants• Channel design and management decisions• E-commerce for business marketing channels• Market logistics decisions• B2B logistics management <p>Marketing of Projects:</p> <ul style="list-style-type: none">• Characteristics of project management• Competitive bidding for projects• PPP Projects <p>Implementation of marketing strategy:</p> <ul style="list-style-type: none">• Successful strategy implementation and the strategy-implementation fit.• Building a customer driven organization	10	17



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

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	<ul style="list-style-type: none"> Strategy map <p>Ethical issues in B2B Marketing.</p>		
V	<p>Practical:</p> <ul style="list-style-type: none"> At a small organization of a personal acquaintance <ul style="list-style-type: none"> The students should study the buying process that they adopt while purchasing for business. How they prepare quotes for business clients. Students should study the conditions and technicalities mentioned in the tender invitations. 	---	(30 Marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh	B2B Marketing: A South Asian Perspective	Cengage	2014, 11 th ed.
2	Sharad Sarin	Business Marketing: Concepts and Cases	McGraw Hill	2013, 1 st ed.
3	Tom McMakin, Doug Fletcher	How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services	Wiley	
4	James C. Anderson, Das Narayandas, James A. Narus and	Business Market Management (B2B): Understanding,	Pearson	2010, 3 rd ed.



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Business to Business Marketing (B2B Marketing)

Subject Code: 4559983

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	D.V.R. Seshadri	Creating, and Delivering Value		
5	Robert Vitale, WaldemarPfoertsch, Joseph Giglierano	Business to Business Marketing	Pearson	2011
6	Krishna K Havaldar	Business Marketing: Text and Cases	McGraw Hill	2014, 4 th ed.

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

Subject Code: 4559984

With effective
from academic
year 2018-19

1. Learning Outcomes:

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

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 Financial Planning: The Financial Planning Process, Developing Personal Financial Goals, Influences on Personal Financial Planning. Financial Aspects of Career Planning, Time Value of Money & Applications, Personal Financial Statements.	10	18
II	Investment Planning: Preparing for an Investment Program, Factors Affecting Choice of Investments, Asset Allocation & Investment Alternatives, Investing in Common Stocks, Bonds, Mutual Funds, Insurance, Derivatives, Real Estate, Commodities etc.	10	18
III	Retirement Planning: Setting personal financial goals. Life cycle approach to financial planning. Retirement Need Analysis, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Senior Citizen's Saving Scheme, Insurance Policy for Retirement, National Pension Schemes (NPS), Superannuation Fund, Gratuity, and Post-retirement counselling, Reverse Mortgage.	10	17
IV	Personal Tax Planning: Income-tax slabs for individuals, Tax Planning hints with reference to residential status, salary income, property income, capital gains.	10	17



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

Subject Code: 4559984

With effective
from academic
year 2018-19

	Overview of Deductions Under Chapter – VI (A) for Individuals 80C, 80CCC, 80CCD (1), 80CCD (1B), 80 D, 80 DD, 80 DDB, 80E, 80 EE, 80 G, 80 GG, 80 TTA, 80 TTB. Form 16 Structure, Overview of AS – 26, TDS Reconciliation Analysis & Correction Enabling System (TRACES) Filing of IT Return E-filing of IT Return.		
V	<ul style="list-style-type: none"> • Case-Study: Prepare a Financial Planning Statement, incorporating the provisions of 5 heads of income + deductions. The presentation should be carried out in front of internal faculty. • Practical Application with reference to strategic perspective: Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds. • Prepare a report/presentation on Basics of GST, CGST and IGST and input tax credit. • E-filing of Income tax return 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes	Personal Finance	McGraw Hill	Latest Edition
2	Prasanna Chandra	Investment Analysis and Portfolio Management	McGraw Hill	Latest Edition



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Subject Class: Functional Elective

Subject Name: Financial Planning and Taxation (FPT)

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With effective
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3	Vinod K Singhania Monica Singhania	Student's Guide to Income Tax	Taxman	Latest Edition
3	V.K.Singhania	Taxman's direct taxes planning and management	Taxman	Latest Edition
4	Keown A J	Personal Finance	Pearson	Latest Edition
5	Madura, Jeff	Personal Finance	Pearson	Latest Edition
6	Madhu Sinha	Financial Planning Ready Reckoner	Tata McGraw Hill	2008
7	Madhu Sinha	Retirement Planning A Guide for Financial Planner	Tata McGraw Hill	2011

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

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

1. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today
9. <http://incometaxmanagement.com/Pages/Gross-Total-Income/Salaries/Deduction-under-Chapter-VI-A.html>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4559985

With effective
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year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discover</i> best practices adopted by industry in the sphere of WCM.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Examine</i> the Barriers to using IT strategically and Strategic Planning Methodology for World Class Manufacturing.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Discuss</i> latest trends and developments in technology, systems and practices around the world pertaining to WCM.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Prioritize</i> the ethical treatment of people, data and resources while developing WCM strategies.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Determine</i> the needs of all stakeholders involved in enhancing performance and efficiency of manufacturing and service organizations. • <i>Develop</i> communication strategies and tools for effective implementation of WCM practices.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Implement</i> the World Class Manufacturing Plan across an organization.

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

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Philosophy of World Class Manufacturing:</p> <ul style="list-style-type: none"> • Evolution of WCM <ul style="list-style-type: none"> ○ Taiichi Ohno and Shigeo Shingo ○ Richard Schonberger <ul style="list-style-type: none"> ▪ Manufacturing assessment using customer focused principles ○ Toyota Production System (TPS) (briefly) <ul style="list-style-type: none"> ▪ Genesis and development ▪ Influence of Henry Ford, Taiichi Ohno, Eiji Toyoda, and Shigeo Shingo. ▪ <i>Muri, mura, muda</i> ▪ Conceptual pillars <ul style="list-style-type: none"> • Just-in-Time • <i>Jidoka (Autonomation)</i> ▪ Underlying principles of TPS <ul style="list-style-type: none"> • Continuous improvement <ul style="list-style-type: none"> ○ Challenge ○ Kaizen ○ Gemba and Genchi Genbutsu • Respect for People 	10	18



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Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4559985

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	<ul style="list-style-type: none"> ▪ Key tools and concepts within TPS <ul style="list-style-type: none"> • Kaizen • Kanban • Poka-yoke • 5S • Value Stream Mapping (VSM) ○ WCM model (temple) developed by FIAT and contributions of Hajime Yamashina. <ul style="list-style-type: none"> ▪ Ten technical pillars ▪ Ten managerial pillars ▪ Difference between FIAT's WCM and Schonberger's WCM • Gaining competitive edge through world class manufacturing 		
II	<p>Contemporary Practices (basic introduction):</p> <ul style="list-style-type: none"> • TOPP • AMBITE System • MRP II • Automated Production Systems <ul style="list-style-type: none"> ○ Fixed Automation Systems ○ Flexible Automation Systems (FAS) ○ Programmable Automation Systems • Service automation <p>Human Resource Management in WCM:</p> <ul style="list-style-type: none"> • Adding value to the organization • Organizational learning, Cross functional teams • People as problem solvers • Total Employee involvement • Human Integration movement • Motivation and reward in the age of continuous improvement. 	10	18
III	<p>Lean Production:</p> <ul style="list-style-type: none"> • Concept and core idea • Seven Deadly Wastes • Key tools <ul style="list-style-type: none"> ○ 5S ○ Andon (Visual Feedback) ○ Visual Factory ○ Bottleneck analysis ○ SMED (Single Minute Exchange of Dies) <p>Agile Manufacturing:</p> <ul style="list-style-type: none"> • Concept, Lean as a precursor to Agile • Effectiveness of Agile • Key elements of Agile <ul style="list-style-type: none"> ○ Modular Product Design 	10	17



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Subject Class: Functional Elective

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	<ul style="list-style-type: none"> ○ Information Technology ○ Corporate Partners ○ Knowledge Culture <p>Short Interval Control:</p> <ul style="list-style-type: none"> ● Concept, key features and elements, benefits <p>Hoshin Kanri (Policy Deployment):</p> <ul style="list-style-type: none"> ● Concept, core principles 		
IV	<p>Six Sigma:</p> <ul style="list-style-type: none"> ● Value of Six Sigma ● Design for Six Sigma (DFSS) <ul style="list-style-type: none"> ○ DMAIC, IDOV, FMEA, DMADV ● <u>DMAIC (in brief)</u> ● Define Phase <ul style="list-style-type: none"> ○ Create Project Charter, Process mapping, identifying customers, translating customer requirements. ○ Commonly used tools – Force field analysis, Risk Priority Number (RPN), SIPOC Diagram. ● Measure Phase <ul style="list-style-type: none"> ○ Process measurement, AS IS Value Stream Map, Process inputs and outputs ○ Preparing data collection plan, assessing process capabilities (process capability and performance indices) ○ Process performance v/s specification. ● Analyze Phase <ul style="list-style-type: none"> ○ Identify critical inputs, data analysis, and process analysis, determining and prioritizing root causes. (This is done through various statistical tests. It is not required to perform any numerical analysis. Students should be just apprised of the significance of statistical testing during this phase). ● Improve Phase <ul style="list-style-type: none"> ○ Priority list of solutions, applying lean Six Sigma best practices, creating TO BE value stream map, risk assessment, pilot testing of solution. ● Control Phase: <ul style="list-style-type: none"> ○ Creating the process control plan, developing Standard Operating Procedures (SOPs), training, transition of ownership, project storyboard. 	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> ● Use case studies of world class manufacturing 	---	(30 marks CEC)



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	<p>companies.</p> <ul style="list-style-type: none"> • Students can simulate process improvements in their surroundings. Students can also carry out projects in organizations which have implemented Six Sigma. • Students can also undertake Kaizen and 5S projects in small SMEs or service organizations. 		
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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	B.S. Sahay, K B C Saxena, Ashish Kumar	World Class Manufacturing - Strategic Perspective	Laxmi	2018 / 1 st
2	Jeffrey Liker	The Toyota Way	McGraw Hill	2017 / 1 st
3	Richard J. Schonberger	World Class Manufacturing: The Next Decade: Building Power, Strength, and Value	Free Press	2013
4	Stephen Haag, Paige Baltzan, Amy Phillips	Business Driven Technology	McGraw Hill	2019 / 8 th
5	Ron Moore	Making Common Sense Common Practice	Butterworth-Heinemann	2013 / 4 th
6	Adeel Hejaaji	World Class Manufacturing	Lambert	2015
7	James M. Morgan, Jeffrey Liker	Designing the Future	McGraw Hill	2019 / 1 st



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: World Class Manufacturing (WCM)

Subject Code: 4559985

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8	Phillip Ledbetter	The Toyota Template: The Plan for Just-In- Time and Culture Change Beyond Lean Tools	Productivity Press	2018 / 1 st
9	Edward H. Frazelle	World Class Manufacturing and Material Handling	McGraw Hill	2016 / 2 nd
10	P. James Womack, T. Daniel Jones, Daniel Roos	The Machine That Changed the World	Simon & Schuster	2007
11	Mikell P. Groover	Automation, Production Systems, and Computer- Integrated Manufacturing	Pearson	2016 / 4 th
12	Roderick A. Munro, Govindarajan Ramu and Daniel J. Zrymiak	The Certified Six Sigma Green Belt Handbook, Second Edition	ASQ Quality Press	2015
13	Michael L. George, David Rowlands, Bill Kastle	What is Lean Six Sigma?	McGraw Hill	2003

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

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

Subject Code: 4559993

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 knowledge, skill, aptitude and capable of analysing, undertaking research and initiating labour and welfare development.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Create innovative solutions in terms of grievance handling and labour management practices.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Insights into labour welfare practices across the world and evaluation of how change is needed as per the country
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Expertise in labour and welfare practices and administration.
Effective Communication (EC)	<ul style="list-style-type: none"> Effective communication of norms which are to be followed as mandated, to employees
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop team work among the labour and formulate collective bargaining 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>Labour Laws:</p> <ul style="list-style-type: none"> Nature and Need Objectives and Principles of Labour Laws Social Justice Fundamental Rights Directive Principles Judicial Activism and Labour Welfare in India Impact of Liberalization and Globalization Labour Policy of India <p>Labour Welfare:</p> <ul style="list-style-type: none"> Meaning, Definition, Scope Theories, Principle & Approaches Statutory & Non-Statutory labour welfare Intra Mural – Extra Mural Agencies of labour Welfare <ul style="list-style-type: none"> State, Employer, Trade Unions, Voluntary Agencies. <p>Industrial Employment Standing Order Act, 1946:</p> <ul style="list-style-type: none"> Introduction, Objectives Definitions Model Standing Orders Procedure for approval of standing orders, appeal, 	12	18



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Subject Class: Sectoral _ Elective

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

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	<p>modification of standing orders, Certifying Officer, subsistence allowance</p> <ul style="list-style-type: none">• Offences and penalties		
II	<p>Factories Act, 1948:</p> <ul style="list-style-type: none">• Objectives, definitions• Provisions regarding<ul style="list-style-type: none">○ Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties <p>Contract Labor (Regulation & Abolition) Act, 1970:</p> <ul style="list-style-type: none">• Application, Establishments• Definitions, jurisdiction of government• Central and State advisory boards• Registration of establishments and licensing of contractors• Prohibition of employment of contract labor• Welfare and health of contract labor• Liabilities of the Principal employer• Inspecting Staff, offences and penalties, etc. <p>The Child Labour (Prohibition and Regulation) Act, 1986:</p> <ul style="list-style-type: none">• Object and Scope; Definition;• Prohibition of employment of children in certain occupations and processes• Regulation of Conditions of Work of Children Weekly holidays• Notice to Inspector; Maintenance of register; Display of notice• Penalties	8	18
III	<p>Apprentice Act, 1961:</p> <ul style="list-style-type: none">• Statements of objects• Period of apprenticeship training• Essential ingredient of contract of apprenticeship• Registration of contract of apprenticeship• Obligations of apprentices• Hours of work, leave, violation of the act of an employee• Termination of apprenticeship contract• Stipend to the apprentices <p>Industrial Disputes Act, 1947:</p> <ul style="list-style-type: none">• Introduction, Objectives, Definitions• Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of	10	17



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Subject Class: Sectoral _ Elective

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

Subject Code: 4559993

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	<p>conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Tribunal, National Tribunal</p> <ul style="list-style-type: none"> • Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure • Offences and penalties, unfair labor practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment. 		
IV	<p>Workers' Participation in Management:</p> <ul style="list-style-type: none"> • Concept, Objectives, evolution • Statutory and Non-Statutory Forms of WPM • Level of WPM • Assessment of WPM in India • Necessary conditions for effective working of WPM <p>Discipline:</p> <ul style="list-style-type: none"> • Meaning and definitions, Characteristics • Objectives of discipline • Code of Discipline <ul style="list-style-type: none"> ○ Disciplinary proceedings - procedure for disciplinary action - Misconduct - Charge sheet - service of charge sheet - power to suspend pending enquiry - procedure to conduct a Domestic Enquiry -Report of the enquiry officer - punishment intervention by a tribunal. <p>Grievance Handling:</p> <ul style="list-style-type: none"> • Meaning, definition, Causes • Importance of grievance handling • Formal Grievance handling mechanism <p>Sexual harassment of women in workplace:</p> <ul style="list-style-type: none"> • Nature of problem • Supreme Court's guidelines on this issue. 	10	17
V	<p>Practical:</p> <p>Student should study at least one of the above mentioned or related Industrial Law / Act as applied in any one Company / SME in above mentioned areas</p> <p>Students can make presentations on the major strikes which happened in India (Maruti, etc)</p>	---	(30 marks CEC)

4. Pedagogy:

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



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

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

Subject Code: 4559993

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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	P K Padhi	Labour and Industrial Laws	PHI	Latest Edition.
2	C S VenkataRatnam N.D.Kapoor	Industrial Relations Handbook of Industrial Law	Oxford Sultana Chand & Sons	Latest Edition
3	B D Singh	Industrial Relations and Labour Laws	Excel	Latest Edition
4	Mamoria	Dynamics of Industrial Relations	Himalaya	Latest Edition
5	SC Srivastava	Industrial Relations and Labour Laws	Vikas	Latest Edition
6	B D Singh	Industrial Relations- Emerging paradigms	Excel	Latest Edition
7	AM Sarma	Industrial Relations- Conceptual & legal framework	Himalaya	Latest Edition
8	G M Kothari,	A Study of Industrial Law	Wahdwa Publication	Latest Edition
9	H.L.Kumar	Laws Everyone should know+	Universal law Publishing.	Latest Edition.

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

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

1. Journal of Management of Industrial Relations, Human Capital
2. e-bulletin : Available on ICSI website - www.icsi.edu
3. Chartered Secretary: The ICSI, New Delhi-110 003. (Monthly)
4. All India Reporter: All India Reporter Ltd., Congress Nagar, Nagpur D.O. Sethi J: Commentaries of Industrial Disputes Act, 1947. Vol., 1& 2, Law Publishing House, Allahabad. 6. K.D. Srivatsava : The Law of Industrial Disputes.
5. ILL.: Labour Law and Labour relations Cases and Materials, (Edited by Anand Prakash. S.C. Srivatsava, P. Kalpakam), N.M.Tripoti Pvt. Ltd , Bombay



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

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

Subject Code: 4559993

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Articles Recommended:

- Recommended Readings Indian Institute of Personal Management:
- Personal Management in India. India Industrial of Management: Readers in Personal Management.
- Pigors and Sayles: Personnel Administration.
- Strauss and Sayles: Personal, Human problems of management Daver, R.S.: A Guide to Job Analysis, Basie, London.
- Boydell, T.E.: A Guide to Job Analysis, BACEL, London
- Ghosh, P.: Personal Management.
- Report of the national commission on Labor 1969 of Personal Management.
- Journal of Indian Institute of Personal Management, Calcutta
- Industrial Relation: Journal of the Shri Ram Institute of Industrial Relation, New Delhi. Indian Labour Journal,
- Central Labour Bureau, Simla. Kapoor, T.N.: Personal Management and Industrial Relation in India.
- Paradigm Shift of Industrial Relations In INDIA by Dr. Anupriyo Malik.

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Tourism and Hospitality Management (THM)

Subject Code: 4559994

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"> Detailed understanding of the tourism and hospitality as an industry.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Ability to apply various concepts of management for a successful venture in hospitality and tourism sector.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Appreciate the global nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Understanding of the conduct of tourism activity which results in the economic and social upliftment of people and environment protection in different destinations.
Effective Communication (EC)	<ul style="list-style-type: none"> Application of communication skills in client acquisition and servicing.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Development of skills required for better people management, a necessary aspect of services driven industry.

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	Fundamentals of Tourism as an Industry <ul style="list-style-type: none"> Definition and Concept Phases of Tourism Components of Tourism Why do People Travel & Tourist Destinations Tourism Infrastructure Constituents of Tourism Industry Major Trends (Past, Present and Future) Types of Tourism & Its various forms India as a tourist place Global Scenario of the industry 	10	17
II	Tourism Products <ul style="list-style-type: none"> Elements of Tourism Product & Characteristics Tourism Product Life Cycle Tourism Services <ul style="list-style-type: none"> Travel Agencies & their roles Types of Travel Agencies Tour Operators & their roles Differences between travel agency and tour operator Role of Other Agencies in Tourism viz. UNWTO (World Tourism Organization), IATO, TAAI, 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Tourism and Hospitality Management (THM)

Subject Code: 4559994

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	FHRAI, IHA, IATA Global Code of Ethics for Tourism		
III	Hospitality Industry Overview <ul style="list-style-type: none">• Origin, Nature & Importance• Organizational Structure & Management of various types of hotels Star Categories of Hotels <ul style="list-style-type: none">• Grading Systems and Criteria Classification of Hotels <ul style="list-style-type: none">• Basis of Classification & Checklist	10	18
IV	Hotels & Restaurants Operations <ul style="list-style-type: none">• Departments of a Hotel & Coordination between them• Hotels Revenue Centres and Cost Centres• Food and Beverages Operations• Housekeeping, Front Office & Reservation Management, Room Servicing Event Management: <ul style="list-style-type: none">• MICE (Meetings, Incentives, Conventions, Exhibitions), Business Events and Functions etc.• Event Planning and Organizing• Site & Infrastructure Management• Human Resource Planning• Crisis Management• Event Marketing and Sponsorships	10	17
V	Practical <p>Students can study the Current & Future Trends in Hospitality and Tourism Industry.</p> <ul style="list-style-type: none">• Tourism Promotions and Marketing.• State / Country as a Tourism Product.• Role and impact of online tour planning and booking companies.• Changing policies and practices of hotels and tour operators to meet the real time needs of the customers. Eg.) Hourly booking for hotel rooms and its management, customized packages etc.• Role of Government in enhancing tourism industry.• GST structure for different categories of hotels and restaurants.	---	(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 tourism and hospitality sector can be invited frequently to share practical knowledge.



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Tourism and Hospitality Management (THM)

Subject Code: 4559994

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5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4559995

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"> • Able to demonstrate enterprising skills, identify and discuss the impact
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Develop skills required for analyzing the effectiveness of social media for business purposes
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Develop a global perspective regarding different social media platforms used and their impact on firm's business processes.
Social Responsiveness and Ethics (SRE)	-
Effective Communication (EC)	<ul style="list-style-type: none"> • Develop, write, and present analytical findings to the stakeholders of the firm regarding the impact of extent of social media usage.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Critically evaluate the opportunities, challenges, and issues related to strategic competitiveness of a business enterprise by utilizing social media analytics' skills acquired

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 Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas</p> <p>Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization</p>	10	18
II	<p>Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity.</p> <p>Web analytics tools and techniques: Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis</p>	10	18
III	<p>Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post-performance on FB, Use of Facebook Business Manager;</p>	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4559995

With effective
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year 2018-19

	Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc.		
IV	Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification. Applications in Advertising and Game Analytics (Use of tools like Unity30 / PyCharm). Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.	10	17
V	Practical: Students should analyze the social media of any ongoing campaigns and present the findings.	---	(30 marks CEC)

4. Pedagogy:

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

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	Mathew Ganis, Avinash Koivrkar	Social Media Analytics	IBM Press	2015 / 1 st
2	Jim Sterne	Social Media Metrics	Wiley	Latest
3	Oliver Blanchard	Social Media ROI	Que Publishing	Latest
4	Marshall Sponder, Gorah F. Khan	Digital Analytics for Marketing	Routledge	2017 / 1 st
5	Marshall Sponder	Social Media Analytics	McGraw Hill	Latest
6	Tracy L. Tuten, Michael R. Solomon	Social Media Marketing	Sage	2018 / 3 rd



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Social Media Analytics (SMA)

Subject Code: 4559995

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7	Gohar F. Khan	Creating Value With Social Media Analytics	CreateSpace Independent Publishing	2018 / 1 st
8	Alex Gonsalves	Social Media Analytics Strategy	Appress	2017 / 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. Indian Journal of Marketing
1. The Journal of Social Media in Society
1. Journal of Digital and Social Media Marketing
1. Social Media Marketing (Magazine)
1. Brand Equity – Economic Times
1. <https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics>
1. <https://analytics.facebook.com>
1. <https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html>
1. https://www.jetbrains.com/pycharm/features/scientific_tools.html



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4559986

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• <i>Analyse</i> the basic concepts of control and structure of control process in an organization.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• <i>Design</i> control system for business organization considering business specific problems.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• <i>Evaluate</i> different management control strategies for MNC at corporate level.• Analyse transfer pricing strategies used by MNCs in context of tax savings.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• <i>Design</i> Management Control System for Non for profit organizations so as to make them socially responsible.
Effective Communication (EC)	<ul style="list-style-type: none">• <i>Prepare</i> strategies to remove communication gaps in designing control system for a company.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• <i>Analyse</i> role of leaders in terms of goal setting and goal congruence in corporate management.

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 Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	10	18
II	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	10	18
III	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	10	17
IV	The Process Part of Management Control: - Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4559986

With effective
from academic
year 2018-19

V	Practical: Application of MCS in the following: a. Service organization b. Non-profit organization c. Projects d. Defining control variables and check point forevent management.	---	(30 marks CEC)
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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	Robert Anthony and Vijay Govindarajan	Management Control Systems	Tata McGraw Hill	Latest
2	Pradip Kumar Sinha	Management Control Systems	Excel	Latest
3	N. Ghosh	Management Control Systems	PHI	Latest
4	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest
5	Ravindhra Vadapalii	Management Control Systems	Excel	Latest

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4559987

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome(Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Detailed <i>assessment</i> of the institutional infrastructure available for promoting foreign trade in India and the world.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <i>Identify</i> opportunities for facilitating foreign trade. <i>Assess</i> the various schemes facilitating foreign trade.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Comprehension of the role of international trade blocs, agreements and institutions in facilitating foreign trade.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <i>Judge</i> global opportunities in trade through the prism of social accountability and ethics.
Effective Communication (EC)	<ul style="list-style-type: none"> <i>Develop</i> written and verbal client-focused communication styles and strategies.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <i>Combine</i> multifaceted teams for capitalizing on global trade 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>Trade Facilitation:</p> <ul style="list-style-type: none"> Meaning Pillars of trade facilitation <ul style="list-style-type: none"> Transparency, simplification, harmonization, standardization <p>Role of International Institutions / Agreements/ Associations specific to trade facilitation:</p> <ul style="list-style-type: none"> Organization for Economic Cooperation & Development (OECD) Association of South East Nations (ASEAN) South Asian Association of Regional Cooperation (SAARC) Asia Pacific Economic Cooperation (APEC) Consumers International (CI) International Chamber of Commerce (ICC) D-8 Organization for Economic Cooperation World Customs Organization (WCO) BRICS International Air Transport Association International Maritime Organization World Bank Group UNCTAD and UNCITRAL WTO <ul style="list-style-type: none"> Trade Facilitation Agreement 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4559987

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II	<p>Government framework (Basic overview pertaining to FT):</p> <ul style="list-style-type: none"> Ministry of Commerce and Department of Commerce Directorate General of Commercial Intelligence and Statistics (DCI&S) Agricultural and Processed Food Products Development Authority (APEDA) Marine Products Export Development Authority (MPEDA) Export Promotion Councils (EPCs) Commodity Boards (CBs) Indian Institute of Foreign Trade (IIFT) Federation of Indian Export Organizations (FIEO) 	10	18
III	<p><u>Institutional Facilitation:</u> Finance and Insurance:</p> <ul style="list-style-type: none"> Role of commercial banks in export finance Role of EXIM Bank in export finance ECCG <p>Packaging and Labelling:</p> <ul style="list-style-type: none"> Indian Institute of Packaging <p>General provisions of National Trade Facilitation Action Plan: 2017-2020 (India).</p>	10	18
IV	<p><u>Incentives:</u> Duty Exemption and Duty Remission Schemes:</p> <ul style="list-style-type: none"> Objective, schemes Advance Authorization Export obligation Duty Free Import Authorization Schemes for exports of Gems & Jewellery EPCG <p>SEZ, EOUS, EHTPs, STPs, BTPs. Deemed Exports.</p>	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> Students can visit various institutions and understand how they facilitate foreign traders. Students can visit existing exporters and identify the nuances of export incentives and schemes being availed by them. 	---	(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.



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Foreign Trade Facilitation (FTF)

Subject Code: 4559987

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5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Paras Ram, Nikhil Garg	Export -What-Where-How	Anupam	2017
2	Pierre A. David	International Logistics: The Management of International Trade Operations	Cengage	2017
3	Justin Paul, Rajiv Aserkar	Export Import Management	Oxford	2013
4	Kishan Barai	Export Import Made Very Easy: Learn Import Export Business like ABCD	Barai Overseas	2015
5	O.P.Arora, C.P.Goyal, A.K.Sinha & Mayank Sharma	Special Economic Zones, EOUs, EHTPs & STPs - Law & Practice	JBA	2018
6	Nabhi's board of Editors	How to EXPORT	JBA	2018
7	Nabhi's board of Editors	How to IMPORT	JBA	2018
8	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	Latest Edition

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

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

1. EXIM India
2. International Journal of Export Marketing
3. Economic Times
4. Exim News
5. Global Trade Review
6. Business Standard
7. <http://www.cbic.gov.in/resources/htdocs-cbec/implmntin-trade-facilitation/national-trade-facilitation.pdf;jsessionid=34DC7A129C1E40032657672930024406>
8. <https://www.unece.org/tradewelcome/outreach-and-support-for-trade-facilitation/trade-facilitation-implementation-training.html>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4559989

With effective
from academic
year 2018-19

1. Learning Outcomes:

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

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	Strategic Perspective of IT: <ul style="list-style-type: none"> Strategic IT Planning Business value of IT investments via digitization of business processes IT decision making and governance Business architecture and change management IT and business risk and IT-driven business agility and innovation. 	10	18
II	Process view of organization: Make to stock and Make to order cycles ERP Introduction: <ul style="list-style-type: none"> Origin, Evolution and Structure and Benefits: Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP 	10	17
III	ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, and The changing ERP Market.	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4559989

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	<p>ERP- Functional Modules:</p> <ul style="list-style-type: none"> Introduction, Functional Modules of ERP Software – Sales and Distribution, Accounting & Finance, Production & Materials Management, Plant Maintenance, Quality Management, Human Resource Management, CRM and any other latest development. <p>Integration of ERP, Supply chain and Customer Relationship Applications.</p>		
IV	<p>ERP Implementation:</p> <ul style="list-style-type: none"> Business Process mapping and re-engineering, ERP Implementation Life Cycle, Role of Consultants, Vendors and Employees. <p>Critical Success Factors:</p> <ul style="list-style-type: none"> Guiding Selection and Evaluation of ERP, Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure 	10	17
V	<p>Practical Module: ERP & E-Commerce, Future Directives- in ERP, Integrating ERP into organizational culture. Using an open source ERP tool for orienting students to ERP</p>	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	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 / Edition
1	Alexis Leon	Enterprise Resource Planning	McGraw Hill	Latest Edition
2	David L. Olson	Managerial Issues of Enterprise Resource Planning Systems	McGraw-Hill	Latest Edition
3	Jill O'Sullivan	Enterprise Resource	McGraw-Hill	Latest Edition



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Enterprise Resource Planning (ERP)

Subject Code: 4559989

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	and Gene Caiola	Planning		
4	S. Sadagopan	ERP-A Managerial Perspective	McGraw-Hill	Latest Edition
5	F. Robert Jacobs and D. Clay Whybark	Why ERP? A primer on SAP Implementation	McGraw-Hill	Latest Edition
6	Mahadeo Jaiswal, Ganesh Vanapalli	Enterprise Resource Planning	Macmillan India Ltd	Latest Edition
7	Jyotindra Zaveri	Enterprise Resource Planning	Himalaya Publication	Latest Edition
8	Mr. C.S.V. Murthy	Enterprise Resource Planning (ERP) Text and Case Studies	Himalaya Publication	Latest edition
9	S Kelkar	Strategic IT Management: A concise study	PHI	Latest edition
10	Keri E. Pearlson	Strategic Management of Information Systems	Wiley	Latest

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4559988

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Assessing the fundamental legal principles relating to confidential information, copyright, patents, designs, trademarks and unfair competition. Compare and contrast the different forms of intellectual property protection in terms of their key differences and similarities.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Assess current and emerging issues relating to the intellectual property protection, including those relating to indigenous knowledge or culture, information technology especially the distribution of material on the internet, biotechnology and international trade.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Develop commitment to rules regarding disclosure of information to the appropriate authorities.
Effective Communication (EC)	<ul style="list-style-type: none"> Create a substantial piece of written work that engages in thoughtful analysis of an intellectual property issue.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Motivate individuals and teams to develop sensitivity towards protecting the confidentiality of intellectual property.

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 Intellectual Property: Introduction to IPR Need for intellectual property right (IPR) WTO provisions under TRIPs World Intellectual Property Organization (WIPO) IPR in India – Genesis and Development of IPR, Regulatory and institutional framework.	10	17
II	Patents: Need for patent, Macro-economic impact of the patent system, Classification of patents in India, Classification of patents by WIPO, Categories of Patent, Special Patents, Patent document, granting of patent, Rights of a patent, Patent Searching, Patent Drafting, filing of a patent, different layers of the international patent system, Utility models. Copyright: Overview of Copyright, Importance of Copyrights, Process for	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4559988

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	copyright, Related rights. Industrial Designs: Overview of Industrial Designs, Protection of Industrial Designs		
III	Trademarks & Trade Secret: Overview of Trademarks & Trade Secret, Importance of Trademarks & Trade-secret, Rights of Trademark & Trade Secret, Types of Trademarks, Registration process for Trademark & Trade Secret, Duration of Trademark and trade secret. Geographical Indications: Overview of Geographical Indications, Importance of Geographical Indication Protection.	10	18
IV	IPR for MSME in India. Enforcement of intellectual property rights: Infringement of intellectual property rights Enforcement Measures Intellectual property Audit Emerging Trends in IPR.	10	17
V	Practical: • Students should identify Indian case studies and Indian Court cases filed by entrepreneurs in relation to IPRs.	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	David Bainbridge	Intellectual Property	Pearson	2018
2	Dr. R. Karuppasamy, H.C. Bindusha	A Practical Approach to Intellectual Property Rights	Himalaya	Latest Edition
3	Bharti S. Dole, Dilip M. Sarwate	Management Perspectives on IPR	Vishwakarma Publications	2016



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Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Functional Elective

Subject Name: Intellectual Property Rights (IPR)

Subject Code: 4559988

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4	Subbaram N.R.	Handbook of Indian Patent Law and Practice	S. Vishwanathan	Latest Edition
5	R. Anita Rao & Bhanoji Rao	Intellectual Property Rights – A Primer.	Eastern BookCo.	Latest Edition
6	Vishnu S. Warriar	Understanding Patent Law	Lexis Nexis	Latest Edition
7	The Law Of Intellectual Property Rights	Shiv Sahai Singh	Eastern BookCo.	Latest Edition

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

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

1. Journal of Intellectual Property Rights
2. Indian Journal of Intellectual Property Law
3. International Journal of Intellectual Property Rights
4. https://www.bits-pilani.ac.in/uploads/Patent_ManualOct_25th_07.pdf



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Retailing and Franchising (R & F)

Subject Code: 4559991

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Understand the ways that retailers use marketing tools and techniques to interact with their customers.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Understanding the critical aspects of managing retail operations, retail stores and customer service.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Appraisal of the global trends in retailing and how retailing is subjected to the influence of culture.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Develop an understanding of the ethical considerations in retail management.
Effective Communication (EC)	<ul style="list-style-type: none">Demonstrate strong verbal and non-verbal communication abilities to observe identify and interact with retail customers.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Analyze the different roles and responsibilities involved in the functioning of a retail organization.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Retailing, Global and Indian Retail Scenario, types of retail formats (store and non-store), multi-channel and Omni channel retailing, retail market strategy.	10	18
II	Retail locations, Site selection, Retailing Merchandising Planning and Procurement, Category management, Private Labels / Store Brands as a strategy tool.	10	18
III	Store layout, design and visual merchandising, Store atmospherics, customer service, Managing Human Resource as a key to store management.	10	17
IV	Introduction to franchising, advantages and disadvantages of franchising to franchisee and franchisor, types of franchises, Franchise agreement and Franchise Disclosure Document, Risks in franchising, Indian and global franchising scenario	10	17
V	Practical: Students have to visit retail store(s) and identify the retail management strategies and tactics adopted in that store.	---	(30 marks CEC)

4. Pedagogy:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Retailing and Franchising (R & F)

Subject Code: 4559991

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Financial Markets and Services (FMS)

Subject Code: 4559992

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 awareness of the current structure and regulation of the Indian financial services sector.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop insights regarding concept and mechanism of various financial markets and services. Evaluate and create strategies to promote financial products and services.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understand the international financial instruments and services and the mechanics and conventions of global financial markets.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Aims to help students understand and practice the highest standards of ethical behaviour associated with the profession of management of financial markets and services. Identify conflicts of interest between market participants and between principal and agents.
Effective Communication (EC)	<ul style="list-style-type: none"> Develop the ability to discuss and write about the financial instruments and their role in financial planning.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop skills to evaluate an individual's assets, needs and prepare plans for efficient wealth management.

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 Financial Services: Meaning, Characteristics, Distinctiveness and Classification of Financial Services.</p> <p>Introduction to Indian Financial System Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion</p> <p>Types of Financial Markets <i>Money Market</i> and Instruments, <i>Capital Market</i>: Primary and Secondary Market, Overview of Foreign Exchange Market</p> <p>Regulation of Financial System: Role of RBI, SEBI, IRDA</p>	10	18
II	Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management, Stock Broking, Credit Rating, Custodial and Depository Service, Leasing and	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: Financial Markets and Services (FMS)

Subject Code: 4559992

With effective
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	Hire Purchase		
III	Banking: Introduction to Banking Structure NBFCs: Types and Overview of regulations for NBFCs in India Specialized Financial Services – Microfinance, Venture Capital, Private Placement, Private Equity, Securitization & Asset Reconstruction Company. Overview of Credit Information Reporting.	10	17
IV	Mutual Fund: Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP. Crowdfunding: Concept of crowdfunding, types of crowdfunding platforms, crowdfunding in India. Basics of Crypto currency	10	17
V	Practical: 1. To prepare a report on the penetration digital financial services (online banking, virtual wallets and crowdfunding) in different countries of the world. 2. Understanding of various scams in Financial Markets 3. Learning from movies (e.g.: GAFLA, The Wall Street, Fall of Lehman Brothers etc.) 4. Any real life case related to Indian Financial System	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	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	Thummuluri Siddaiah	Financial Services	Pearson	2011
2	Bharti Pathak	Indian Financial System	Pearson	2018 / 5 th
3	K Sasidharan, Alex K Mathews	Financial Services & System	McGraw Hill	2008



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Subject Class: Sectoral _ Elective

Subject Name: Financial Markets and Services (FMS)

Subject Code: 4559992

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4	M Y Khan	Financial Services	McGraw Hill	2015 / 8 th
5	M Y Khan	Indian Financial Systems	McGraw Hill	2017 / 10 th
6	E. Gordon & K. Natarajan	Financial Markets & Services	Himalaya Publication	2016 / 10 th
7	L M Bhole, JitendraMahakud	Financial Institution and Markets	McGraw Hill	2017 / 6 th
8	Sujatra Bhattacharyya	Indian Financial System	Oxford	2017 / 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 Financial Services Research
2. Chartered Financial Analyst
3. Economic Times
4. Business Standard
5. Financial Express
6. Harvard Business Review



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4559996

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"> Evaluate and justify the various documents for processing export and import orders.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop a critical perspective to examine the EXIM policy framework. Developing analytical skills for identifying export opportunities and undertaking export marketing in countries offering export potential for wide ranging products of Indian origin.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understand the implications of foreign trade policy.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate the legal implications in the area of exports and imports.
Effective Communication (EC)	<ul style="list-style-type: none"> Clarity in understanding the various ex-im documents, and ability to clearly communicate specific details in written and oral communication.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Understand how to export strategically as an entrepreneur.

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>Regulatory Framework Governing Exports and Imports:</p> <ul style="list-style-type: none"> Laws governing India's export-import (general provisions) <ul style="list-style-type: none"> Foreign trade (Development and Regulation) Act, 1992 Foreign trade (Development and Regulation) Amendment Bill, 2010. DGFT The Customs Act GST Act Export Inspection Council Overview of Foreign Trade Policy (2015-2020) <ul style="list-style-type: none"> Legal basis and duration of FTP Handbook of Procedures E-IEC General Provisions EDI Bonded Warehouses Free exports Objective of MEIS & SEIS Towns of Export Excellence 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 5th Semester

Subject Class: Sectoral _ Elective

Subject Name: EXIM Procedures (EXIM)

Subject Code: 4559996

With effective
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	▪ Specific Input-Output Norms (SION)		
II	<p>INCO Terms</p> <p>Methods of Payment:</p> <ul style="list-style-type: none">• Open account, consignment, D/A, D/P• Letter of Credit (L/C) <p>International Trade Documents:</p> <ul style="list-style-type: none">• Aligned Documentation System (ADS)• Proforma Invoice• Commercial Invoice• Packing List• Shipping Bill• Certificate of Origin• Consular Invoice• Certificate of Origin vs. Consular Invoice• Commercial Invoice vs. Consular Invoice• Mate's Receipt• Bill of Lading• Mate's Receipt vs. Bill of Lading• Guaranteed Remittance (GR) Form• Bill of Exchange• Airway Bill• Import Documents <p>Role of Customs House Agent, Freight forwarders and Shipping Agents (in brief).</p>	10	18
III	<p><u>Export Procedure:</u></p> <ul style="list-style-type: none">• Registration Procedure• Pre-shipment Procedure• Shipment Procedure• Post-shipment Procedure (Realization of Export Proceeds)• Excise Clearance for Exportable Goods / GST provisions <p>Quality Control and Pre-shipment Inspection</p> <ul style="list-style-type: none">• Objectives of Quality Control and Pre-shipment Inspection• Methods of Quality Control and Pre-shipment Inspection• Procedure for Pre-shipment Inspection• Procedure for Shipping and Customs Clearance <p>Marine Insurance Policy:</p> <ul style="list-style-type: none">• Procedure for Marine Insurance Policy• Types of Marine Insurance Policies• Procedure for Filing Marine Insurance Claim• Registration-cum-Membership Certificate (RCMC)• Role of Customs House Agents (CHAs)	10	17



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IV	Import Procedure: <ul style="list-style-type: none"> • Categories of Importers • Import License • Import of Samples • Import Contract • Pre-import Procedure • Legal Dimensions of Import Procedure • Retirement of Import Documents • Customs Clearance for Imported Goods • Warehousing of Imported Goods • Exchange Control Provisions for Imports • Import Risks • Import Duties • Valuation for Customs Duty • Import Incentives under Special Schemes • Import of Personal Baggage • Import of Gifts 	10	17
V	Practical: <ul style="list-style-type: none"> • Students can visit exporters and importers and understanding the practical processes and formalities involved. • Students can also simulate an export order and create a detailed process involving all documentation and procedural aspects. 	---	(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	Mahajan M. I.	Export Policy, Procedures and Documentation	Snowwhite Publications	2015



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2	Paul Justin and Rajiv Aserkar	Export Import Management	Oxford	2013
3	D C Kapoor	Export Management	Vikas	Latest Edition
4	Parul Gupta	Export Import Management	McGraw Hill	2017
5	Dr. Khushpat S. Jain, Dr. Apexa V. Jain	Foreign Trade – Theory, Procedures, Practices and Documentation	Himalaya	Latest Edition
6	Kumar Aseem	Export and Import Management	Excel	Latest Edition
7	Nabhi's board of Editors	How to EXPORT	JBA	2018
8	P.Veera Reddy & P.Mamatha	Manual on EXPORT Documentation	JBA	2018
9	Ankita Pal	Master Key Law of Export Import Regulation	Amar Law	Latest Edition

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

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

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



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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 the ability to analyze, structure and discuss situations to identify problems in the field of LSCM and evaluate their complexity.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Demonstrate ability to address LSCM problems holistically by considering all resources available.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • Develop a sound understanding of the important role of supply chain management in today's business environment.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology.
Effective Communication (EC)	<ul style="list-style-type: none"> • Present and elaborate strong arguments to convince and motivate decision makers and select the proper LSCM partners, practices and policies.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • Plan and coordinate projects to implement 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>Logistics and Supply Chain Management – An Overview:</p> <ul style="list-style-type: none"> • Logistics, SCM and the difference between logistics and SCM. • Supply chain and value chain • Mission of logistics management • Value addition by logistics • Drivers of supply chain performance <p>Supply Chain Strategy and Performance Measures:</p> <ul style="list-style-type: none"> • Customer service and cost trade-offs <ul style="list-style-type: none"> ▪ Impact of out-of-stock ▪ Setting customer service objectives and priorities • Supply chain performance measures • Enhancing supply chain performance <p>Outsourcing: Make versus Buy.</p>	10	18
II	<p>Logistics Management:</p> <ul style="list-style-type: none"> • Role of Logistics in Supply Chain Management • Logistics Service Providers 3PL's & 4PL's • Logistics Activities • Marketing and logistics interface 	10	18



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	<ul style="list-style-type: none"> Logistics cost analysis and total cost analysis Reducing logistics lead time Packaging and materials handling <p>Designing Transportation Network:</p> <ul style="list-style-type: none"> Drivers of transportation decisions Modes of transportation Design options <ul style="list-style-type: none"> Direct shipment network Direct shipping via milk run Distribution centre Cross docking Shipping via DC using milk runs Tailored network Routing, scheduling and sequencing in transportation. Vehicle Routing Problems. Route sequencing procedure <ul style="list-style-type: none"> Farthest insert, nearest insert, nearest neighbor, Sweep Route improvement procedure <ul style="list-style-type: none"> 2-OPT and 3-OPT. <p>Reverse Logistics:</p> <ul style="list-style-type: none"> Definition, reasons, benefits Elements of reverse logistics Closed loop supply chain 		
III	<p>Network Design:</p> <ul style="list-style-type: none"> Define the network design process Perform a LSCM Audit Examine the LSCM network alternatives Conduct a Facility Location analysis Make decisions regarding network and facility locations Develop an implementation plan. Modeling Approaches: <ul style="list-style-type: none"> Optimization and simulation models Facility Location <p>Supply Chain Integration:</p> <ul style="list-style-type: none"> Internal and External Integration <p>Supply Chain Restructuring.</p>	10	17
IV	<p>Synchronous Supply Chain:</p> <ul style="list-style-type: none"> Virtual supply chain and the extended enterprise Quick response logistics Role of information 	10	17



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	<p>Agile Supply Chains.</p> <p>Introduction to use of Technology in SCM</p> <ul style="list-style-type: none"> • Role of Technology in Supply Chain Management • Key Application Tools <p>Strategic Challenges for supply chains.</p> <p>Sustainable Supply Chain Management.</p>		
V	<p>Practical: Assignment/Presentation based on the above topics or the selected Industry or Firm.</p>	---	(30 marks CEC)

4. Pedagogy:

The course will use the following pedagogical tools:

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

5. Evaluation:

Students shall be evaluated on the following components:

A	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	Martin Christopher	Logistics and Supply Chain Management	FT Publishing	2016 / 5 th
2	Donald J Bowersox, David J Closs,. M. Bixby Cooper, John C. Bowersox	Supply Chain Logistics Management	McGraw Hill	2018 / 4 th
3	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack	Managing Supply Chain: A Logistics Approach	Cengage	2013 / 9 th
4	Janat Shah	Supply Chain Management: Text and Cases	Pearson	2016 / 2 nd
5	Chopra Sunil, Peter Meindl,	Supply Chain Management :	Pearson	2016 / 6 th



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	Kalra DharamVir	Strategy, Planning, and Operation	Publishers	
6	Mr.V.Anandaraj, Dr.S.Ramachandran, Mr.S.Kumaran, Mr.Ishanka Saikia	Supply Chain and Logistics Management	Airwalk	2018 / 1 st
7	D. K. Agarwal	Textbook of Logistics and Supply Chain Management	Trinity	2015
8	Chase Richard B, Shankar Ravi, Jacobs F Robert	Operations and Supply Chain Management	McGraw Hill	2014
9	Russell and Taylor	Operations and Supply Chain Management	Wiley	2016 / 9 th
10	Bhat Shridhara K	Supply Chain Management	Himalaya	2010
11	Wisner, Keong Leong and Keah-Choon Tan	Principles of Supply Chain Management A Balanced Approach	Cengage	2018 / 5 th
12	James Stevens	Supply Chain Management: Strategy, Operation & Planning for Logistics Management (Logistics, Supply Chain Management, Procurement)	Shepal	2016

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

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

1. The International Journal of Logistics Management
2. International Journal of Logistics Research and Applications
3. Journal of Supply Chain Management, Logistics and Procurement
4. Logistics and Supply Chain Practices in India
5. Supply Chain Management Review
6. Inbound Logistics