



Gujarat Technological University

Master of Business Administration



Handbook

Of

COMPREHENSIVE PROJECT (CP)

(Applicable from Academic Year 2019 - 20 onwards)



Contents

Sr. No.	Topic	Page No.
1	Introduction: Comprehensive Project (CP)	3
2	Objectives: Comprehensive Project (CP)	3
3	Guidelines regarding contents and flow of the project – What is to be done	4
4	Criteria for evaluation of CP	5
5	Frequently Asked Questions (FAQs) for CP	5-7
6	Annexure I: Parameters for Evaluation	8
7	Annexure II: Format for Report Submission	9-11
8	Annexure III: Formatting Specification	12
9	Annexure IV:: Role of Director, Faculty Members & Students	13
10	Annexure V: Format for External Examiner certificate	14

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GUJARAT TECHNOLOGICAL UNIVERSITY,
AHMEDABAD

MASTER OF BUSINESS ADMINISTRATION (MBA)

GUIDELINES FOR COMPREHENSIVE PROJECT (CP)

1. INTRODUCTION:

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

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

2. OBJECTIVES:

CP undertaken with an organization:

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

CP undertaken independently:

- Provide students an opportunity to apply the knowledge and skills acquired in their courses to a specific problem or issue.
- Allow students to extend their academic experience into areas of personal interest, working with new ideas, issues and individuals.
- Students can undertake a study pertaining to an entire industry and develop a holistic and macro view of the environment.
- Students can undertake a fully-researched, costed and complete business plan for a new business venture which might justify investment against a predicted return. They shall still have to conduct a full literature review relevant to the type of business or proposition. This shall provide students an opportunity to simulate setting up of a new business venture.
- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills.



- The student should ensure that the data and other information used in the study report are obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization.

3. WHAT IS TO BE DONE?

- **The student has to undertake project individually or in a pair of two students. CP Report is to be submitted by every individual student / pair of students.**
- **How many students are allowed to undertake the project in the same organization?**

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

- If the CP is undertaken at an organization, the CP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- If the CP is undertaken independently, the student should identify a highly relevant topic in his/her domain area of specialization. He/she can then carry out a research-intensive project pertaining to the selected topic.
- Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the institute. Students may submit hard copy or soft copy of report to the organization / institute as per their requirement. The student **may** also obtain a certificate from the organization/s where the CP was done and attach the same with the copy submitted to the institute. **(Sample format of Certificate is attached in Annexure II). It is compulsory to attach the Institute Certificate in all reports.**
- The university will arrange the external viva - voce for CP. The student is expected to make a **15 – 20 minutes presentation** before the examiner regarding the CP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of CP report should be less than 30%.**
- **Institute's CP Coordinator (Faculty Member) has to submit the report to E-library portal of GTU as and when asked by the University.**

4. CRITERIA FOR EVALUATION OF CP

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

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



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

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

5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken either individually or in a pair . In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries 4 credits and of 200 marks .
6	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 CP.
7	What is the proportion of Internal and External marks in CP?	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.
8	Is it compulsory for the institutes to organize internal VIVA at institute before University CP VIVA?	Yes, it is mandatory for all the institutes to organize internal CP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
9	Is it required to attach company Certificate in the project report?	For those students who have undertaken the CP in an organization, it is desirable to attach the company certificate in the project report. But it is compulsory to attach the Institute's certificate, certifying the genuineness of the work done by the student. For those students who have carried out the CP independently, it is compulsory to attach their Institute's certificate, certifying the genuineness of the work done by the



		student.
10	Is it required to attach institute certificate in 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.
11	How much plagiarism/similarity is allowed in the CP report?	Upto 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	If plagiarism is above 30% the said report is not accepted for CP 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 CP.
13	Is it compulsory to attach Plagiarism report?	Yes, it is compulsory for all the students to attach plagiarism report in the CP report.
14	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.
15	What are the passing criteria in CP?	The passing criteria of CP are same like other subjects of MBA course.
16	How many copies of project report are required to submit?	It is compulsory for each student to bring one hard copy (spiral binding) of project at the time of University CP viva. Students are not required to submit hard copy at University. In case if institutes require then they may ask for hard copy submission. The submission of project report is required as under. 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) **Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- ii) **Literature Review:** Published studies, review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.
- iii) **Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- iv) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- v) **Presentation of the report, format of the report, flow of the report, style, language, etc.**
- vi) **Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.



Annexure II

7. FORMAT FOR REPORT SUBMISSION:

< **First Page/Title Page** >

COMPREHENSIVE Project Report

On

‘<**Title of Project**>’

At

<Name of Company / Organization> (If applicable)

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

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

Offered By

Gujarat Technological University

Ahmedabad

Prepared by:

<Name of Student>

< Enrolment No.>

MBA (Semester - IV)

Month & Year:

April 2019



< Second Page >

Date: __/__/__

Company / Organization Certificate <on Company's Letterhead >

To whomsoever it may concern

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

<Third Page>

Student(s)'s Declaration

(On separate page)

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

Enrollment no.	Name	Signature

Place:

Date:



<Fourth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Fifth Page>

Date: __/__/____

Institute Certificate<on Institute's Letterhead>

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

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

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

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

(By Faculty Guide)

Signature of the Faculty Guide/s

(Name and Designation of Guide/s)

Signature of Principal/Director with Stamp of Institute

(Name of Principal / Director)



< Sixth Page >

Date: __/__/__

External Examiner Report

PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT



Annexure III

8. FORMATTING SPECIFICATIONS FOR REPORTS:

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

GTUQuestionPapers.com



Annexure IV

8. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

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

ROLE OF CP COORDINATOR / FACULTY GUIDE:

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

ROLE OF STUDENTS:

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



Annexure V

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 :

ALL THE BEST



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Marketing Management

Subject Name: Services Marketing (SM)

Subject Code: 4549911

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>Develop</i> and <i>justify</i> marketing planning and control systems appropriate to service-based activities. • <i>Demonstrate</i> integrative knowledge of marketing issues associated with service productivity, perceived quality, and customer satisfaction and loyalty.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Conduct</i> an investigation of service delivery systems, collecting, analysing data, and synthesising information to provide valid conclusions.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Discuss</i> the influences of the multicultural marketplace and global trends in services on services marketing.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Discuss</i> the influences of business ethics and socially responsible marketing on services marketing.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Prepare</i>, communicate and <i>justify</i> marketing mixes and information systems for service-based organisations.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Exhibit</i> the capability to work effectively within a service team environment.

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 Services Marketing:</p> <ul style="list-style-type: none"> • Basic concept of services • Broad categories of services • Distinctions between services and goods; Services Marketing Mix – 7 Ps <p>Customer Behaviour in Service Encounter:</p> <ul style="list-style-type: none"> • Pre-purchase Stage • Service-Encounter Stage • Post-Encounter Stage • Customer Expectations and Perceptions of Services – Zone of Tolerance • Customer driven services marketing • Segmenting Service markets • Principles of positioning services 	10	18
II	<p>Services Marketing Mix:</p> <ul style="list-style-type: none"> • Service as a Product <ul style="list-style-type: none"> ○ Core and Supplementary Elements ○ Branding Service Firms ○ Products and Experiences ○ New Service Development 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Marketing Management

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With effective
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	<ul style="list-style-type: none"> • Pricing Services <ul style="list-style-type: none"> ○ Pricing Strategies ○ Role of Non-Monetary Costs ○ Revenue Management, Yield Management • Delivering the Services <ul style="list-style-type: none"> ○ Service Distribution, Role of Customers in Service Delivery ○ Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies 		
III	<p>Services Marketing Mix:</p> <ul style="list-style-type: none"> • Promoting Services <ul style="list-style-type: none"> ○ Strategic Service Communication ○ Promoting Tangibles and overcoming problems of intangibility ○ Crafting Effective Messages, Services Marketing Communication Mix <p>Services Marketing Mix - Expanded:</p> <ul style="list-style-type: none"> • People in Services <ul style="list-style-type: none"> ○ Role and importance of human resource in service delivery ○ Effective HRM Practices ○ Service Culture and Leadership • Service Process <ul style="list-style-type: none"> ○ Designing & documenting service processes ○ Service blueprinting ○ Service Process Redesign 	10	18
IV	<p>Services Marketing Mix - Expanded:</p> <ul style="list-style-type: none"> • Physical Evidence of Services- Purpose Service Environment, Dimensions and Consumer Response Theory. <p>Managing Capacity and Demand:</p> <ul style="list-style-type: none"> • Understanding Capacity • Demand Patterns • Strategies for Matching Capacity and Demands <p>Service Quality:</p> <ul style="list-style-type: none"> • Services Quality <ul style="list-style-type: none"> ○ Gaps Model; Measuring and Improving Service Quality. ○ Soft and hard measures of service quality <p>Complaint handling and Service Recovery:</p> <ul style="list-style-type: none"> • Customer complaining behaviour • Customer responses to effective service recovery • Principles of effective service recovery 	10	17



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V	<p>Practical: The students are required to undertake the practical work related to services and relationship marketing from any of the below mentioned areas:</p> <ul style="list-style-type: none"> • Understand the current extended marketing mix of any service organization, identify the gaps in services and develop a new framework/plan/strategy of extended marketing mix for them. • A detailed study of any of the extended marketing mix element: viz: understanding the current strategy, identifying the gap and framing a new strategy for better outcome. • Study of the current blueprint of the service organization, identifying the gaps and developing a new service blueprint (This can be undertaken for those service organization that are in requirement of changing the blueprint). • Understanding the productivity trade-off of a service organization and developing new strategies to increase the productivity. • Conducting a small-scale research on finding the gaps in the service quality of the organization, analyze the data and suggest and find the managerial implications of the results. • Study the CRM of a large service organization. • Comparison of the loyalty programs of competing service organizations. • Students can use TOPSIS. • Any other area of interest of the student/s. 	---	(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:

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



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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee	Services Marketing: People, Technology, Strategy	Pearson	2017 / 8 th
2	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	2017 / 6 th
3	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw Hill	2018 / 7 th
4	K. Rama Mohan Rao	Services Marketing	Pearson	2011 / 2 nd
5	Rajendra Nargundkar	Services Marketing	McGraw Hill	2010 / 3 rd
6	Priyanka B. Joshi	Services Marketing	Everest	2015 / 1 st
7	R. Srinivasan	Services Marketing: The Indian Context	PHI	2014 / 4 th
8	Vasanti Venugopal, Raghu V. N.	Services Marketing	Himalaya	2015 / 1 st
9	K. Douglas Hoffman, John E. G. Bateson	Services Marketing: Concepts, Strategies and Cases	Cengage	2017 / 5 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. Journal of Services Marketing
2. Services Marketing Quarterly
3. Services Marketing Journal (IUP)
4. Journal of Financial Services Marketing
5. Indian Journal of Marketing
6. <https://nptel.ac.in/courses/110105038/15>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Finance Management

Subject Name: Corporate Restructuring and Valuation (CRV)

Subject Code: 4569921

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>Evaluate</i> the concepts related to valuation of business enterprises and various forms of corporate restructuring.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Analyze</i> the various models of Business Valuation. • <i>Identify</i> and <i>estimate</i> value of operational, financial, and managerial synergies and incorporate those into the deal value calculations.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Evaluate</i> the cultural differences between national and international Mergers and Acquisitions (M & A).
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Analyse</i> the rights of the affected employees and the responsibilities of the shareholders in M & A transactions.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Appraise</i> the importance of internal and external communication during pre and post period of M & A.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Analyse</i> and <i>develop</i> the leader's approach in implementing and integrating the strategies of M&A.

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>Corporate Restructuring:</p> <ul style="list-style-type: none"> • Concept, Reasons for Restructuring, Barriers to Restructuring <p>Types of Corporate Restructuring:</p> <ul style="list-style-type: none"> • Expansion: <ul style="list-style-type: none"> ○ Amalgamation, Absorption, Asset acquisition / Mergers & Acquisitions <ul style="list-style-type: none"> • Concept, Classification of Mergers • Motives behind M & A • Reasons for failure • Reverse Merger • Recent Examples of M & A in India • Concept of Acquisition and types of Acquisitions ○ Joint venture <ul style="list-style-type: none"> • Types, benefits ○ Cross border expansion <ul style="list-style-type: none"> • Reasons, benefits 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Finance Management

Subject Name: Corporate Restructuring and Valuation (CRV)

Subject Code: 4569921

With effective
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	<p>Contraction:</p> <ul style="list-style-type: none"> ○ Spinoff, Split-ups, Equity carve out ○ Divestiture / Asset sale <ul style="list-style-type: none"> ● Concept, benefits ● Types of Divestiture ● Reasons for Divestiture <p>Corporate controls:</p> <ul style="list-style-type: none"> ○ Going private ○ Buyback ○ Leveraged Buyouts <ul style="list-style-type: none"> ● Concept, types of LBOs ○ Takeover and Anti-takeover defence <ul style="list-style-type: none"> ● Concept ● Takeover Defence tactics ● Benefits and disadvantages of Takeover ○ ESOPs <ul style="list-style-type: none"> ● Concept (only theory) <p>Due diligence: Concept, types of Due Diligence</p>		
II	<p>Basics of Business Valuation: Introduction, Purpose of valuation, Role of Valuation, key, Concepts of value: Market Value, Book Value, Liquidation value Intrinsic Value, Replacement Value, Fair value, Valuation process</p> <p>Overview of various approaches to valuation (Theory & Numerical)</p> <p>Asset Based Valuation:</p> <ul style="list-style-type: none"> ● Net Asset Method <ul style="list-style-type: none"> ○ Book Value basis ○ Market Value basis ○ Liquidation Value basis <p>Income Based Valuation:</p> <ul style="list-style-type: none"> ● Discounted Cash Flow Method <ul style="list-style-type: none"> ○ Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFF models) ○ Dividend Yield Method ○ Capitalization Method 	10	18
III	<p>Market Based Valuation:(Theory & Numerical)</p> <ul style="list-style-type: none"> ● Comparable company and Transaction Analysis Method ● Fair Value Method 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Finance Management

Subject Name: Corporate Restructuring and Valuation (CRV)

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year 2018-19

	<p>Valuation Using Multiples:(Theory & Numerical)</p> <ul style="list-style-type: none"> Earnings Based Approach (Earnings - Capitalization Method, EPS, MPS, P/E Ratio), <p>Exchange Ratio and Synergy:(Theory & Numerical)</p> <ul style="list-style-type: none"> Concept ER based on EPS, MPS, PE Combined EPS, Combined MPS, Combined PE Minimum and Maximum Exchange Ratio based on MPS and EPS Market value of merged firm Cost and Benefits of a merger 		
IV	<p>Overview of Valuation of Intangible Assets (Only Theory) Definition of Intangibles, Reasons to Conduct Intangible Valuation, Recognition, Valuation of Goodwill, Brands and Human Resource</p> <p>Accounting for Mergers:</p> <ul style="list-style-type: none"> AS14 Methods of Accounting Balance Sheet Treatments after M & A <p>Discussion on the Practical Ecosystem for Corporate Restructuring through real Indian cases such as Split of Reliance Industries Limited, RIL-RPL merger, ICICI-ICICI Bank Merger, LIC-IDBI Bank, IDBI-IDBI Bank etc.</p>	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> Various Case Studies on Enterprise Valuation A case report correlating the theories and valuation model must be prepared by using the data and example of M&A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion) 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Finance Management

Subject Name: Corporate Restructuring and Valuation (CRV)

Subject Code: 4569921

With effective
from academic
year 2018-19

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

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

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

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4569921

With effective
from academic
year 2018-19

10. Finance India
11. http://www.aceanalyser.com/Analyst%20Meet/100325_20090302.pdf (RIL-RPL Merger)
12. https://www.ripublication.com/gjfm-spl/gjfmv6n9_02.pdf (Corporate Restructuring of RIL)
13. <https://www.icicibank.com/managed-assets/docs/investor/investor-presentations/2001/mergerpresentation.pdf> (ICICI-ICICI Bank)
14. <https://thewire.in/banking/explained-why-its-a-bad-idea-for-lic-to-buy-idbi-bank> (LIC-IDBI)
15. <http://www.icmrindia.org/Short%20Case%20Studies/Business%20Strategy/CLBS065.htm> (IDBI-IDBI Bank, Paid Resource)
16. https://www.iupindia.in/904/TM_IDBI_IDBI_Bank_60.html (IDBI-IDBI Bank, Paid Resource)

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Human Resource Management

Subject Name: Performance Management (PM)

Subject Code: 4569931

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>Discuss</i> the importance of performance management, organizational strategic planning and succession planning using KRAs. • <i>Explore</i> and identify ways to utilize the personal self as an instrument in the performance management process.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Design</i> specific Performance appraisal system tailor made for the organisation.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Analyse</i> the problems and difficulties encountered in appraisal methods followed in MNC and in Indian contexts.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Evaluate</i> the performance of employees and validation of scores ethically.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> how to best implement a performance management system.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Execute</i> the entire performance management model with the help of team members. • <i>Explain</i> the benefits of reward systems for team performance 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	Performance Management: <ul style="list-style-type: none"> • Aims, Characteristics • Developments in Performance Management • Concerns • Understanding PM • Performance Appraisal and Performance Management <ul style="list-style-type: none"> ○ PM and MBO ○ 7 rules of excellence ○ 7 sins of HR professionals 	10	17
II	Process of Performance Management: <ul style="list-style-type: none"> • Performance Management cycle • PM Sequence, Working of PM • Performance Management Activities • PM in action – feedback management in PM • Performance Counselling <ul style="list-style-type: none"> ○ Objectives; Process; ○ Conditions for Effective Performance Counselling and Planning ○ Performance Managing, 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: Human Resource Management

Subject Name: Performance Management (PM)

Subject Code: 4569931

With effective
from academic
year 2018-19

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

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Performance Management (PM)
Subject Code: 4569931

With effective
from academic
year 2018-19

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: International Business

Subject Name: International Commercial Laws (ICL)

Subject Code: 4569941

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>Analyze</i> the nature of international trade law within the structure of the international legal system, including the theory, relationships and influence of international laws.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Critically <i>reflect</i> and <i>evaluate</i> recent and future developments in the field of international commercial law.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Consider</i> the roles played by international organisations including the United Nations, the World Trade Organisation, UNCTAD, UNCITRAL, ICC. • <i>Demonstrate</i> a cultural understanding of issues raised in international commercial law.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Develop</i> and <i>express</i> high regards for ethical principles and the social context of international commercial laws.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Develop</i> effective skills, both orally and in writing, in the construction of legal argument and analysis on issues of international trade law.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Develop</i> or substantially <i>enhance</i> skills of independent learning, including the ability to plan, time-manage and execute a multi-stage project execution in a project team.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Commercial Law:</p> <ul style="list-style-type: none"> • Nature of commercial law • Three definitions <ul style="list-style-type: none"> ○ Commercial law ○ Transnational commercial law ○ <i>Lex Mercatoria</i> • Transnational Commercial Law <ul style="list-style-type: none"> ○ Nature ○ Sources • <i>Lex Mercatoria</i> <ul style="list-style-type: none"> ○ Sources ○ General principles ○ Use in international commercial arbitration <p>Conflict of laws:</p> <ul style="list-style-type: none"> • Meaning and nature of conflict of laws • Issues 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: International Business

Subject Name: International Commercial Laws (ICL)

Subject Code: 4569941

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> ○ Jurisdiction ○ Rules v 'approaches' ○ Contracts ○ Property ○ Characterization ○ Public policy <ul style="list-style-type: none"> ● Comparative law, private law conventions 		
II	<p>Harmonization of Commercial Laws:</p> <ul style="list-style-type: none"> ● Meaning, reasons ● Instruments of international harmonization ● Institutions in the Harmonization of Commercial Law (preamble and general principles) <ul style="list-style-type: none"> ○ The Hague Conference on Private International Law ○ UNIDROIT ○ UNCITRAL ○ International Chamber of Commerce ● International Sales and Vienna Sale Convention <ul style="list-style-type: none"> ○ Genesis of the convention ○ Origin of CISG (Contracts for the International Sales of Goods) ○ Formation of contracts ○ Types of contracts covered ○ UNIDROIT principles of International Commercial Contracts ○ Role of Good Faith ○ Rights and duties of the parties ○ Remedies and Exemptions, <i>Force Majeure</i> 	10	17
III	<p>Carriage of Goods by sea:</p> <ul style="list-style-type: none"> ● Meaning and role of carriage in international trade ● Conflict of interests ● Laws regulating carriage by sea (general principles) <ul style="list-style-type: none"> ○ The Hague Rules, 1924 ○ The Hague – Visby Rules, 1968 ○ The Hamburg Rules, 1978 ○ The Rotterdam Rules, 2008 ● Bill of Lading <ul style="list-style-type: none"> ○ Functions ○ B / L as evidence of contract ○ B / L as a receipt ○ B / L as a document of title <p>Carriage of Goods by air:</p> <ul style="list-style-type: none"> ● International liability framework <ul style="list-style-type: none"> ○ Warsaw system of Conventions (brief) ○ Montreal Conventions, 1999 ○ Determination of applicable Convention 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: International Business

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With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> ○ “international carriage” as per the Conventions ● Air Way Bill <ul style="list-style-type: none"> ○ Form and purpose ○ Consignor’s and consignee’s rights ○ Air carrier’s liability <p>Legal framework pertaining to Agency and Distribution:</p> <ul style="list-style-type: none"> ● UNIDROIT Convention on Agency ● UNIDROIT model Franchise Disclosure Law 		
IV	<p>International Law for E-Commerce:</p> <ul style="list-style-type: none"> ● UNCITRAL Model Law on E-Commerce ● The United Nations Conventions on the use of Electronic Communications in Electronic Contracts ● Electronic Transactions and security issues <p>International payments, dispute settlement and Insurance:</p> <ul style="list-style-type: none"> ● Rules of banking practice and ICC ● UCP and eUCP: Documentary Credits ● Uniform Rules for Demand Guarantees (URDG) <ul style="list-style-type: none"> ○ Purpose and nature ○ Different from L/C ● Marine and Aviation Insurance ● International Commercial Arbitration <ul style="list-style-type: none"> ○ Nature and distinguishing features ○ Arbitration and litigation ○ Applicability ○ UNCITRAL Model Law ○ Arbitral Awards 	10	17
V	<p>Practical: Select any topic/case related to international commercial law, study a topic/case involved and prepare a report under the guidance of your subject faculty.</p>	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Functional Area Specialization: International Business

Subject Name: International Commercial Laws (ICL)

Subject Code: 4569941

With effective
from academic
year 2018-19

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	Roy Goode, Herbert Kronke, Ewan McKendrick, Ewan Mckendrick	Transnational Commercial Law: Texts, Cases and Materials	Oxford Publication	2015 / 2 nd
2	Roy Goodey	Commercial Law	Oxford Publication	Latest Edition
3	Daniel C. K. Chow, Thomas J. Schoenbaum	International Business Transactions: Problems, Cases, and Materials (Aspen Casebook)	Wolters Kluwer Law & Business	2015 / 3 rd
4	Ralph Folsom, Michael van Alstine, Michael Ramsey	Principles of International Business Transactions	West Academic Press	2017 / 4 th
5	Larry A. Dimatteo	International Business Law and the Legal Environment: A Transactional Approach	Routledge	2016 / 3 rd

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

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

1. Journal of International Commercial Law & Technology
2. International Commercial Law Review
3. Journal of International Trade Law and Policy & All the Journals of International Commercial Law.
4. https://www.nyulawglobal.org/globalex/Unification_Harmonization.html
5. Carriage of Goods by Air: https://unctad.org/en/Docs/sdtetlb20061_en.pdf



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Information Technology Management

With effective
from academic
year 2018-19

Subject Name: Cloud Computing (CC)

Subject Code: 4569951

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"> Analyse how business processes, and workflows can be managed using cloud computing.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Critically evaluate the different managerial challenges related to implementation, migration, vendor and end user management.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Appraise global development in cloud computing technologies and data science
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Prioritize ethical consideration associated with data management and analysis
Effective Communication (EC)	<ul style="list-style-type: none"> Creates reports to analyse the performance of cloud computing
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Exercise and managing leadership position by upgrading cloud computing technology

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>Cloud Computing Foundation: Introduction to Cloud Computing- Basics, History, Characteristics; Move to Cloud Computing- Advantages/ Disadvantages, Technologies in Cloud Computing, Migrating into Cloud, SLA, Challenges in Cloud Computing ; Types of Cloud; Working of Cloud Computing- Trends, Cloud Service Models</p> <p>Cloud Computing Architecture: Cloud Computing Technology – Lifecycle, Reference Model for Cloud Computing, Industry Standards; Cloud Architecture; Cloud Modelling and Design, Cloud Ecosystem, Cloud Governance- - Monitoring Business Processes, IT Cost Management</p> <p>Business Values of Cloud Business Case for implementing a Cloud</p>	10	18
II	<p>Virtualization: Foundation, Types, Architecture And Software, Benefits And Challenges, Virtualization In Grid and Cloud</p> <p>Data Storage And Cloud Computing: Enterprise Data Storage, Data Storage Management, File System, Cloud Data Stores, Grids For Data Storage</p> <p>Cloud Computing Services: Web Based Application, Web Based Services, Infrastructure Services, On Demand Computing</p>	10	18
III	Cloud Computing and Security:	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Information Technology Management

With effective
from academic
year 2018-19

Subject Name: Cloud Computing (CC)

Subject Code: 4569951

	Risk in Cloud Computing; Data Security in Cloud Computing; Cloud Security Services SOA And Cloud Computing: SOA Foundation; Business Process Management and Cloud		
IV	Cloud Computing Tools: Tools and Technologies; Cloud Mashups; Apache Hadoop; Cloud Tools Cloud Application: Moving Application To Cloud; Microsoft Cloud Services; Google Cloud Application; Amazon Cloud Services; Other Cloud Applications Future Cloud: Future Trends; Mobile Cloud; Multimedia Cloud; Energy Aware Cloud Computing; Jungle Cloud	10	17
V	Practical <ul style="list-style-type: none"> • Assignment related to cloud computing may be given in groups or individual • Hand-on/ lab experiment assign to students • Relevant case studies should be discussed in class room. 		

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	A Srinivasan , J Suresh	Cloud Computing : A practical approach for learning and implementation	Pearson	Latest Edition
2	Anthony T Velte, Toby J Velte, Robert	Cloud Computing a practical approach	McGraw-Hill	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Information Technology Management

With effective
from academic
year 2018-19

Subject Name: Cloud Computing (CC)

Subject Code: 4569951

	Elsenpeter			
3	Rajkumar Buyya, Christian Vecchiola,S.Thamarai Selvi	Mastering Cloud Computing	McGraw-Hill	Latest Edition
4	Michael Miller,	Cloud Computing - Web Based application,	Pearson	Latest Edition
5	Judith Hurwitz , Bloor Robin , Marcia Kaufman & Fern Halper	Cloud Computing for Dummies	Wiley	Latest Edition
6	David S. Linthicum, ,	Cloud Computing and SOA Convergence in Your Enterprise	Addison Wesley	Latest Edition
7	Dan Kusnetzky	Virtualization: A Manager's Guide	O'Reilly	Latest Edition
8	Barrie Sosinsky	Cloud Computing Bible	Wiley	Latest Edition

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Entrepreneurship and Family Business

With effective
from academic
year 2018-19

Subject Name: New Venture Creation (NVC)

Subject Code: 4569961

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 various opportunities available for business; understand the various market and industry structure & Business Idea development.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Analyze the firm's external environment, competitive environment, and opportunities available and preparing DPR to tap the same. Identify the areas of risk in research commercialization and/or introducing new technologies or other innovations into a market
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Evaluating the various strategies for expansion of the business and growth of a business at global level among different economies and culture
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Prioritize social sensitivities and ethical considerations while creating new ventures.
Effective Communication (EC)	<ul style="list-style-type: none"> Develop better communication focused on the solutions offered to the target market segment. Articulate a new venture investment proposition and communicate ideas and concepts effectively.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Develop individual leadership traits required for entrepreneurial ventures.

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>Business Idea:</p> <ul style="list-style-type: none"> New venture typologies Creating and identifying opportunities Techniques for exploring change Techniques for exploring product inadequacies <p>Getting Sensitized with industry and market:</p> <ul style="list-style-type: none"> Defining the market / industry Market / industry concentration and geographic spread Estimating market size SWOT analysis Screening and selecting appropriate option <p>Value proposition and market segmentation:</p> <ul style="list-style-type: none"> New venture creation framework Generic business models and competitive advantage Niche business model Internet business model Characteristics of good business model 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Entrepreneurship and Family Business

With effective
from academic
year 2018-19

Subject Name: New Venture Creation (NVC)

Subject Code: 4569961

	<ul style="list-style-type: none">• Low cost market testing		
II	<p>Value proposition and branding:</p> <ul style="list-style-type: none">• Identifying target customers• Defining value proposition• Differentiation through branding• Sustainable entrepreneurship• Mission statement <p>Developing marketing mix:</p> <ul style="list-style-type: none">• Product features and benefits• Channels of distribution• Cost, price and volume; pricing decisions• Sales force planning and allocation <p>Communicating the value proposition:</p> <ul style="list-style-type: none">• Communications media• Social networks• Guerilla marketing• Publicity, PR and advertising• Developing a communications campaign• CRM	10	18
III	<p>Growth and expansion:</p> <ul style="list-style-type: none">• Market development• Sales agencies and franchisees• Entering into foreign markets• Product development, product portfolio• Diversification, acquisition <p>Managing operations:</p> <ul style="list-style-type: none">• Marketing activities• Retail activities• Internet business activities• Service business activities <p>Managing and leading people:</p> <ul style="list-style-type: none">• Attracting the right people• Using professional advisors• Team building• Organizational structure, design and control• Shaping Culture• Leadership and management• Entrepreneurial leadership	10	18
IV	<p>Preparing and using financial forecasts:</p> <ul style="list-style-type: none">• Forecast sales turnover, income statement and costs• Forecast breakeven point• SMART Performance metrics• Valuing the business <p>Business Plan:</p> <ul style="list-style-type: none">• Difference between business model and business plan• Purpose of a business plan	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Entrepreneurship and Family Business

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from academic
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Subject Name: New Venture Creation (NVC)

Subject Code: 4569961

	<ul style="list-style-type: none"> • Structure and components of a business plan • Using the business plan to seek finance • Harvesting the business • Effective business presentation 		
V	Practical: Students should prepare a business plan for a hypothetical new business venture.	---	(30 marks CEC)

4. Pedagogy:

The course will use the following pedagogical tools:

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

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	Paul Burns	New Venture Creation: A Framework for Entrepreneurial Start-ups	MacMillan	Latest edition
2	David H. Holt	Entrepreneurship: New Venture Creation	Pearson	Latest edition
3	Marc H. Meyer, Frederick G. Crane	New Venture Creation: A n Innovator's Guide to Entrepreneurship	MacMillan	Latest edition
4	A Sahay, V Sharma	Entrepreneurship and new Venture Creation	Excel	Latest edition
5	Bruce R. Barringer, R. Duane Ireland	Entrepreneurship: Successfully Launching New Ventures	Pearson	Latest edition
6	Bruce R. Barringer	Preparing Effective Business Plans: An Entrepreneurial Approach	Pearson	Latest edition
7	Inge Hill	Start-Up: A Practice Based Guide For New Venture Creation	MacMillan	Latest edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Entrepreneurship and Family Business

With effective
from academic
year 2018-19

Subject Name: New Venture Creation (NVC)

Subject Code: 4569961

8	Stephen Spinelli, Robert J. Adams	New Venture Creation: Entrepreneurship for the 21st Century	McGraw Hill	Latest edition
9	Arya Kumar	Entrepreneurship: Creating and Leading an Entrepreneurial Organization	Pearson	Latest edition
10	Kathleen R. Allen	Launching New Ventures: An Entrepreneurial Approach	Cengage	Latest edition
11	Kuratko	New Venture Management: The Entrepreneur's Roadmap	Pearson	Latest edition

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

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

- a. Indian Journal of Entrepreneurship
- b. The IUP Journal of Entrepreneurship
- c. Sumedha Journal of Management
- d. The Journal of Entrepreneurship



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4569971

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

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>Defining and Understanding Quality:</p> <ul style="list-style-type: none"> • Perspectives of defining quality <ul style="list-style-type: none"> ○ Product, User, Value, Manufacturing, Customer, Transcendental ○ Quality of design, performance and conformance • Costs of quality <ul style="list-style-type: none"> ○ Prevention, appraisal, internal and external failure, hidden failure costs • Customer Driven Quality <ul style="list-style-type: none"> ○ Meeting Customer needs and Expectations ○ Kano Model • Quality and Productivity • Quality Philosophies <ul style="list-style-type: none"> ○ W. Edward Deming's philosophy <ul style="list-style-type: none"> ▪ Deming Cycle (PDCA) ▪ 14 – point philosophy ▪ Seven deadly diseases of management ○ Philip B. Crosby's Philosophy <ul style="list-style-type: none"> ▪ Four absolutes of quality management ▪ 14 points for quality improvement ○ Joseph M. Juran's philosophy 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Production and Operations Management

With effective
 from academic
 year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4569971

	<ul style="list-style-type: none"> ▪ Quality trilogy 		
II	<p>Quality Improvement Tools:</p> <ul style="list-style-type: none"> • Kaizen and Gemba Kaizen, 5S • Quality Function Deployment <ul style="list-style-type: none"> ○ Introduction, reasons to implement QFD ○ QFD implementation (four phases) <ul style="list-style-type: none"> ▪ Product Definition ▪ Product Development ▪ Process Development ▪ Process Quality Control ○ House of Quality • Total Productive Maintenance <ul style="list-style-type: none"> ○ Overall Equipment Effectiveness <ul style="list-style-type: none"> ▪ Six losses ▪ Underlying components – Availability, Performance, Quality ▪ Calculating OEE, OEE benchmarks • Failure Mode and Effect Analysis <ul style="list-style-type: none"> ○ Design FMEA and Process FMEA ○ Why, When and How to perform FMEA ○ Stages of FMEA ○ Risk Priority Number (RPN) • Taguchi Loss Function <ul style="list-style-type: none"> ○ Concept ○ Nominal, smaller-the-better, larger-the-better ○ Formula • Benchmarking <ul style="list-style-type: none"> ○ Concept, reasons to benchmark, benchmarking process • Pareto diagrams, flowcharts, scatter plots 	10	18
III	<p>Statistical Quality Control (theory only):</p> <ul style="list-style-type: none"> • Statistical Process Control <ul style="list-style-type: none"> ○ Variations and causes, patterns in control charts ○ Basis for sampling, sampling size and frequency ○ Location of control limits • Control charts for Variables <ul style="list-style-type: none"> ○ Variation between samples (X- bar chart) ○ Variation within samples (R – chart) • Control charts for Attributes <ul style="list-style-type: none"> ○ Yes/No data <ul style="list-style-type: none"> ▪ p, np charts ○ Counting data <ul style="list-style-type: none"> ▪ c, u charts <p>Quality Management Systems:</p> <ul style="list-style-type: none"> • Concept, obstacles to QMS and overcoming them • Standardized systems (in brief – most important 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4569971

	<p>feature)</p> <ul style="list-style-type: none">○ ISO certifications, such as ISO 9000/9001, ISO 13485, ISO 14000/14001, ISO 14971, ISO 17025, ISO 22000, HACCP, TS 16949; TL 9000; AS9100; cGxP, 21 CFR Part 11, QSR Title 21 Part 820, A2LA, or OHSAS 18001 Capability Maturity Model (CMM).● Six Sigma (in brief)<ul style="list-style-type: none">○ Principles of six sigma, meaning of DMAIC● Quality Circles● TQM <p>International Quality Excellence Programs:</p> <ul style="list-style-type: none">● Balridge Excellence Framework and Award● Deming Award (for TQM)● Rajiv Gandhi National Quality Award● China Quality Award● Kitemarks		
IV	<p>Total Quality Management:</p> <ul style="list-style-type: none">● History, Concept, Benefits● Eight Principles of TQM● Quality training and education● Quality engineering & quality control● Quality culture<ul style="list-style-type: none">○ Quality in design○ Quality in procurement○ safety aspect in Quality (specially petroleum industries)○ Quality in service○ Quality in manufacturing○ Quality in marketing○ Quality in after sales service● Generic strategy model for implementing TQM● TQM strategies<ul style="list-style-type: none">○ TQM element approach○ Guru approach○ Organization model approach○ Japanese total quality approach○ Award criteria approach○ Business Process Reengineering (BPR)	10	17
V	<p>Practical:</p> <ul style="list-style-type: none">● Analyze quality department procedure and tests conducted for product of any manufacturing industry.● Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.● Study and benchmarking of customer satisfaction for	---	(30 marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4569971

	<p>any four life insurance industry/ Banking companies.</p> <ul style="list-style-type: none">• Prepare a report suggesting an zero defect program by use of quality tools for any industry• Prepare a report with parameters study (for quality assurance in manufacturing process / raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits.		
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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	R. Paneerselvam, P. Sivasankaran	Quality Management	PHI	2014
2	James R. Evans, William M. Lindsay	Managing for Quality and Performance Excellence	South Western	2015 / 9 th
3	James R. Evans	Quality and Performance Excellence	Cengage	2012 / 6 th
4	Kanishka Bedi	Quality Management	Oxford University Press	2006
5	Rajesh K. Jain, Himanshu M. Trivedi	Quality Management for Zero Defect and Zero Effect : A Compendium of Case Studies and Best Practices	ASQ India	2018 / 1 st



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester
Functional Area Specialization: Production and Operations Management

With effective
from academic
year 2018-19

Subject Name: Quality Management (QM)

Subject Code: 4569971

6	Howard Gitlow, Rosa Oppenheim, Alan Oppenheim, David Levine	Quality Management	McGraw Hill	2017 / 3 rd
7	James R. Evans	Total Quality Management	Cengage	2007
8	Sunil Sharma	Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence	Sage	2018 / 1 st
9	Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, Mary Besterfield, Hemant Urdhwareshe, Rashmi Urdhwareshe	Total Quality Management	Pearson	2018 / 5 th
10	Poornima M. Charantimath	Total Quality Management	Pearson	2017 / 3 rd
11	Amitava Mitra	Fundamentals of Quality Control and Improvement	Wiley	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 Productivity and Quality Management
2. Quality Management Journal
3. The TQM Journal
4. International Journal for Quality Research
5. Quality Management Magazine
6. Quality India Magazine
7. Quality Council of India - <https://www.qcin.org/>
8. National Quality / Business Excellence Awards in different countries: <https://www.nist.gov/document/nationalqualitybusinessexcellenceawardsindifferentcountriesxls>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4569901

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Defining rural markets.</p> <p>Rural marketing environment:</p> <ul style="list-style-type: none"> • Evolution of rural marketing in India. • Rural environment: <ul style="list-style-type: none"> ○ Demographic, Physical, political ○ Social, Cultural, Technological <p>Rural Economic Structure:</p> <ul style="list-style-type: none"> • Farm Sector • Non-farm sector and rural industries. • Drivers of rural economy: governmental provisions <p>Rural Infrastructure:</p> <ul style="list-style-type: none"> • Connectivity, Electricity, communication, healthcare, education. <p>SEC and NCCS – classifying Indian households</p> <p>Rural Consumer Behaviour:</p> <ul style="list-style-type: none"> • Consumer buying Behaviour model • Factors affecting rural consumer Behaviour: <ul style="list-style-type: none"> ○ Cultural, social, personal, psychological • Buying decision process • Product adaptation and diffusion of innovation 	10	18
II	<p>Rural Marketing Research:</p> <ul style="list-style-type: none"> • The rural marketing research process 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4569901

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> • Participatory rural appraisals • Scaling tools for quantitative research in rural markets <p>4A's of rural marketing:</p> <ul style="list-style-type: none"> • Affordability, availability, awareness, acceptability <p>Agriculture Marketing:</p> <ul style="list-style-type: none"> • Definition, scope and Objectives • Concept of agricultural inputs, types of agro inputs • Feed manufacturing for livestock • Storage, transportation and marketing of livestock <p>Segmenting and targeting rural and agricultural markets:</p> <ul style="list-style-type: none"> • Heterogeneity • Pre-requisites for effective segmentation • Degrees of segmentation • Bases for segmenting rural markets <ul style="list-style-type: none"> ○ Single attribute bases ○ Multi attribute bases <ul style="list-style-type: none"> ▪ Thompson Rural market Index ▪ MICA Rural Market Ratings • Evaluation and selection of segments • Choosing a coverage strategy <p>Positioning:</p> <ul style="list-style-type: none"> • Identifying, selecting, developing and communicating the positioning concept <p>Product Strategy:</p> <ul style="list-style-type: none"> • Product concept and classification • Product decision and strategies • Branding, Packaging, warranties and after-sales service <p>Pricing Strategies:</p> <ul style="list-style-type: none"> • Pricing in rural areas • Consumer psychology and pricing • Setting the price and price setting strategies • Pricing strategies for rural markets. 		
<p style="text-align: center;">III</p>	<p>Distribution strategies:</p> <ul style="list-style-type: none"> • Channel dynamics and rural channel members • Rural retail environment • Channel Behaviour in rural areas <p>Distribution models in rural markets:</p> <ul style="list-style-type: none"> • FMCGs, Durables, Agri-inputs. • Haats, Vans • Cooperative societies, NGOs • Commodity Markets (COSAMB, NAFED, National Cooperative Development Corporation, PDS, FCI, 	<p style="text-align: center;">10</p>	<p style="text-align: center;">17</p>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4569901

With effective
from academic
year 2018-19

	Directorate of Marketing and Inspection, National Institute of Agricultural Marketing and SHGs). Communication strategies: <ul style="list-style-type: none">• Challenges• Developing effective rural communication• Sales promotion, events, experiences		
IV	Rural Services: Telecommunication in rural areas. Information and Communication Technology (ITC). Financial Services: <ul style="list-style-type: none">• Banking• Microfinance and credit services, agricultural credit• Insurance, crop insurance Healthcare services. Corporate initiatives in rural and agricultural markets. Opportunities in rural and agricultural markets: <ul style="list-style-type: none">• Social entrepreneurship.• Food processing and manufacturing	10	17
V	Practical: <ul style="list-style-type: none">• Institutes can identify a nearby village and involve their students with the village, on a long-term basis on projects pertaining to rural marketing; with the intention of uplifting the overall standard of living.• Students should carry out a primary, qualitative / quantitative research on any dimension related to consumer behavior.• Students can identify how marketers are addressing the various components and stages of the decision making process.• Students can visit villages / rural markets to learn agri-inputs marketing.• The impact of various communication channels on rural consumption can be explored.• Students can undertake research to identify potential for cottage industry, poultry sector, dairy industry, and horticulture.• Corporate initiatives for rural markets can also be explored.	---	(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), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Rural and Agricultural Marketing (RAM)

Subject Code: 4569901

With effective
from academic
year 2018-19

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Pradeep Kashyap	Rural Marketing	Pearson	2016 / 3 rd
2	Ravindranath V. Badi & Narayansa V. Badi	Rural Marketing	Himalaya	2013
3	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	Rural Marketing – Text and Cases	Pearson	2010 / 2 nd
4	Balram Dogra, Karminder Ghuman	Rural Marketing: Concepts and Practices	McGraw Hill	2007
5	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	Cases in rural marketing: an integrated approach	Pearson	Latest
6	K.S. Habeeb-Ur-Rahman	Rural marketing in India	Himalaya	Latest
7	R. Krishnamoorthy	Introduction to Rural Marketing	Himalaya	Latest
8	S.S. Acharya, N.L. Agarwal	Agricultural Marketing in India	Oxford & IBH	2019 / 6 th
9	Pingali Venugopal	Agri-input Marketing in India	Sage	2014 / 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. Prabhandan: Indian Journal of Management
2. Indian Journal of Marketing
3. Rural Marketing – Magazine
4. Journal of Rural Studies
5. Agricultural Marketing
6. Annual Report – Ministry of Rural Development, GoI.
7. http://www.indusedu.org/pdfs/IJRMEC/IJRMEC_1298_67352.pdf



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4569982

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>Evaluate</i> the role of banking, use of internet banking and mobile banking in an emerging economy. • <i>Analyse</i> the mechanism of digital financial services and its importance in business.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Evaluate</i> problems of non-performing businesses and suggest measures of recovery of loans.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Compare</i> the Indian banking standards with other countries.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Categorize</i> do's and don'ts of digital financial services for safety and security of funds.
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	<p>Retail Banking, Wholesale Banking, International Banking and Internet Banking:</p> <ul style="list-style-type: none"> • Retail Banking: <ul style="list-style-type: none"> ○ Concept of retail banking, retail products and services, drivers of retail business in India, Opportunities of retail banking in India. • Wholesale Banking: <ul style="list-style-type: none"> ○ Concept of wholesale banking, products and services. • International Banking: <ul style="list-style-type: none"> ○ Introduction, Needs of Exporters and importers, Remittance services. ADR & GDR, Participatory Notes. Internet Banking: Need, Advantages, Security, Difference between Corporate & Retail Internet Banking. • Banker Customer Relationship: <ul style="list-style-type: none"> ○ Debtor – Creditor relationship, Bank as a trustee, bailee-bailor, agent-principal, lessor-lessee. Anti-Money Laundering: Concept, Stages, Objectives. Know-Your Customer: key elements, KYC Verification for individuals, companies, partnership firms, trusts and foundations. • Deposit Products and Services: 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4569982

With effective
from academic
year 2018-19

	<ul style="list-style-type: none">○ Demand deposits & time deposits, features, merchant banking, lease financing, plastic money (debit card and credit card), ATM card.		
II	<p><u>Loans and Advances – I:</u></p> <ul style="list-style-type: none">• Principles of Sound Lending – Study of the Borrower-Types of Borrowers: Individual, Firms, Companies, Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Un-Secured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment. <p><u>Loans and Advances – II:</u></p> <ul style="list-style-type: none">• Credit Card: Benefits & Disadvantages, Guidelines on Credit Card Operations. Home Loans: Procedure & Documentation. Personal Loans: Procedure and Important Aspects. Consumer Loans. <p>Social Banking:</p> <ul style="list-style-type: none">• Microfinance – Products & Services, Delivery Mechanism – Self Help Groups (SHGs) in India.	10	18
III	<p><u>Recovery of Advances:</u></p> <ul style="list-style-type: none">• Methods –Classification of assets as Standard, Non-Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA's – Debt Recovery Tribunals – Lok Adalats. Major Provisions of Insolvency & Bankruptcy Code in India (with special reference to NPA).	10	17
IV	<p>Payment & Settlement System – New Age Clearing:</p> <ul style="list-style-type: none">• Electronic Funds Transfer (EFT):<ul style="list-style-type: none">○ Scope, Benefits & Charges. Electronic Clearing Service (ECS)○ Credit Transfer and Debit, Charges.○ Electronic Core Banking Solutions: Concept & Benefits.○ Cheque Truncation: Concept & Benefits <p>Payment & Settlement System – National Gateways Real Time Gross Settlement (RTGS):Concept, RTGS Vs EFT or NEFT, Processing Charges, Impact.</p> <p>Digital Financial Services: Unified Payments Interface (UPI): Concept, Mechanism & Services Covered. Digital Wallets (E-Wallets): Features, Benefits and Types.</p>	10	17
V	<ul style="list-style-type: none">• Presentations on Digital Financial Services and FinTech products.	---	(30 marks CEC)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4569982

With effective
from academic
year 2018-19

	<ul style="list-style-type: none">• Case studies on Business Failures resulting in Non-Performing Assets and Loan Defaults.• Live Projects on Creating Awareness of Digital Products (Digital Literacy) in Rural and Semi-Urban Areas.• Orientation of banking functions with software application.		
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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/Organization	Name of the Book	Publisher	Year of Publication / Edition
1	Vijayaragavan Iyengar	Introduction to Banking	Excel	2007
2	Indian Institute of Banking & Finance (IIBF)	Principles and Practices of Banking	MACMILLAN	2015
3	K C Shekhar & Lekshmy Shekhar	Banking Theory & Practice	Vikas Publishing	2013
4	Naboshree Bhattacharya & Sandeep Kaur	Banking Law & Operations	Vikas Publishing	2015
5	R Muraleedharan	Modern Banking: Theory & Practice	PHI	2014

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Business Reporting Data Visualization (BRDV)

Subject Code: 4569983

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

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	Basics of Business Reporting: Reporting perspectives for organization – Functional, Internal / external, Role, Nature, Purpose, Content, Timeframe; Reporting standards and practices, Report layouts and characteristics, KPI's, Balance scorecards and Dashboards.	6	7
II	Introduction to Data Visualization: Acquiring Data, Visualizing Data, Simultaneous Acquisition and Visualization, Applications of Data Visualization (Uses in the Public Sector, Business-to-Business and inter-Business Uses, Business-to-Consumer Uses), Control of Presentation, Faster and Better JavaScript Processing, Rise of HTML5, Lowering the Implementation Bar Data Visualization Foundation: Exploring the Visual Data Spectrum- Charting Primitives (Data Points, Line Charts, PerfChart, Seasonality Chart, Bar Charts, Pie Charts, Donut Charts, Area Charts), Exploring advanced Visualizations (Candlestick Charts, Bubble Charts, Surface Charts, Map Charts, Heat Maps, Gantt Chart, Polygon Maps, Infographics).	14	21
III	Introduction to Tableau: Home, Overview, Environment Setup, Getting Started,	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Business Reporting Data Visualization (BRDV)

Subject Code: 4569983

With effective
from academic
year 2018-19

	Navigation, Design Flow, File Types, Data Types, Show Me, Terminology Tableau data sources: Data Sources, Custom Data View, Extracting Data, Fields Operations, Editing Metadata, Data Joining, Data Blending Tableau Worksheets Add Worksheets, Rename Worksheet, Save & Delete Worksheet, Reorder Worksheet, Paged Workbook Tableau Calculations Operators, Functions, Numeric Calculations, String Calculations, Date Calculations, Table Calculations, LOD Expressions Tableau Sort & Filters Basic Sorting, Basic Filters, Quick Filters, Context Filters, Condition Filters, Top Filters, Filter Operations		
IV	Visualization in Tableau: Charts - Bar Chart, Line Chart, Pie Chart, Crosstab, Scatter Plot, Bubble Chart, Bullet Graph, Box Plot, Tree Map, Bump Chart, Gantt Chart, Histogram, Motion Charts, Waterfall Charts Advanced - Tableau Dashboard, Formatting, Forecasting, Trend Lines	10	17
V	Practical: Develop a complete business report with KPI's and Dashboards using all the features covered in the syllabus.	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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 Practical Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1.	R N Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	Latest



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Business Reporting Data Visualization (BRDV)

Subject Code: 4569983

With effective
from academic
year 2018-19

2.	Jon Raasch, Graham Murray, Vadim Ogievetsky, Joseph Lowery	JavaScript and JQuery for Data analysis and visualization	Wiley	Latest
3.	Daniel G. Murray	Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software	Wiley	Latest
4.	Ryan Sleeper	Practical Tableau	O'Reilly	Latest

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

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

1. <https://www.tutorialspoint.com/tableau/index.htm>
2. Data Visualization with Tableau Specialization- Visualize Business Data with Tableau.
Create powerful business intelligence reports -
<https://www.coursera.org/specializations/data-visualization>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Healthcare and Hospital Management (HHM)

Subject Code: 4569984

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

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 Healthcare Sector <ul style="list-style-type: none"> Historical Background of Healthcare Management in India Current State of Healthcare in India and Growth/developments in the Healthcare Industry Healthcare System in India - Characteristics, Classification of Hospitals, Structure, Issues and Challenges Developments in Public and Private Healthcare in India Public Healthcare Insurance in India Medical Laws applicable to healthcare sector in India Healthcare Infrastructure Role of Hospitals in Healthcare Sector 	10	17
II	Hospital Management Function <ul style="list-style-type: none"> Operations Management Finance and Cost Management HR Management Materials Management Information Technology Support Services 	10	18
III	Service Quality and Accreditations <ul style="list-style-type: none"> Quality Delivery and Control Six Sigma & NABH 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Healthcare and Hospital Management (HHM)

Subject Code: 4569984

With effective
from academic
year 2018-19

	Principles of Medical Ethics Healthcare Promotion <ul style="list-style-type: none"> The Marketing Communication Mix Marketing of Hospitals in the Modern Era Role of Marketing and PR Knowledge-based Marketing: Modern Way of Healthcare Marketing – Social Media, Web based marketing 		
IV	Recent Trends in Healthcare Sector <ul style="list-style-type: none"> Re-engineering, Tele-medicine, Artificial Intelligence, HMIS, Euthanasia, Medical Tourism, Outsourcing, Medical Transcription, Preventive and Social Medicine, Epidemiology, Robotics, integrated health care delivery, PPP Models, Home Care. 	10	17
V	Practical: <ol style="list-style-type: none"> Students can visit a hospital (general/specialty) and prepare a report on the department and operations of the hospital. Students can compare the government hospital with the private hospital and prepare a report on the comparison. Students can carry out a patient satisfaction survey. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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	Ashvini Arun Vora	Hospital management from Service Sector Perspective	Jaypee	Latest Edition
2	K V Ramani	Hospital Management: Text and Cases	Pearson	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

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Subject Code: 4569984

With effective
from academic
year 2018-19

3	Pradeep Bhardwaj	Healthcare Management	Jaypee	Latest Edition
4	Dr. D L Ramchandra	Essentials of Hospital Management and Administration	Educreation Publishing	Latest Edition
5	Edited By Kieran Walshe & Judith Smith	Healthcare Management	McGraw Hill	Latest Edition
6	Yashpal Sharma, R K Sarma, Libert Anil Gomes	Hospital Administration: Principles and Practice	Jaypee	Latest Edition

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Global Supply Chain Management (GLSCM)

Subject Code: 4569985

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>International Logistics and Supply Chain Management:</p> <ul style="list-style-type: none"> • International Logistics • Difference between domestic and international logistics • International Supply Chain • International Reverse Logistics • Factors driving global SCM <p>International Infrastructure:</p> <ul style="list-style-type: none"> • Transportation infrastructure • Port infrastructure • Canals and waterways infrastructure • Airport infrastructure • Rail and road infrastructure • Warehousing infrastructure • Communications infrastructure 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Global Supply Chain Management (GLSCM)

Subject Code: 4569985

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> Logistics infrastructure 		
II	<p>Global Logistics and Transport Management:</p> <ul style="list-style-type: none"> Global logistics chain Choosing the logistics operator Containerization, types of containers, container classification, FCL and LTL Intermediaries <ul style="list-style-type: none"> Customs brokers, Freight forwarders, consolidators, Customs House Agents, shipping agents, shippers, airlines, air integrators, ports. Container Freight Stations and Inland Container Depot Global Ocean transportation <ul style="list-style-type: none"> Types of service Size of vessels Type of vessels / ships Flag Cargo inspections Shipping Conference Carrier, conference shipping and non-conference shipping Ocean Freight rates and calculations Freight Adjustments <ul style="list-style-type: none"> Currency Adjustment Factor Bunker Adjustment Factor Important Sea Routes <ul style="list-style-type: none"> North Atlantic, Mediterranean, Indian Ocean, Panama Canal, Cape Route, Suez Canal, South Atlantic Major sea ports of India, World, Port Codes Global Air transportation <ul style="list-style-type: none"> Cargo airlines Types of service Types of aircraft, Unit Load Devices Air freight tariff Air carriers TIACA – role, tariff structures International air cargo security Role of IATA 	10	18
III	<p>Global Logistics and Transport Management:</p> <ul style="list-style-type: none"> Global land and multimodal transportation <ul style="list-style-type: none"> Truck transportation Rail transportation Intermodal transportation Pipelines <p>Packaging and Warehousing:</p> <ul style="list-style-type: none"> Packaging 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

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Subject Code: 4569985

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> ○ Functions and objectives ○ Material requirements for ocean and air cargo ○ Markings ○ Legal issues in packaging ● Warehousing <ul style="list-style-type: none"> ○ Warehouse functions ○ Warehouse ownership ○ Warehouse activities ○ Warehouse locations <p>Information and Communication Technology:</p> <ul style="list-style-type: none"> ● IT and cost efficiency ● Digital transformation of Supply Chain 		
IV	<p>Global Supply Chain Finance (in brief)</p> <p>Network Design of Global Supply Chains</p> <ul style="list-style-type: none"> ● Network flow models <p>Contemporary Issues:</p> <ul style="list-style-type: none"> ● Supply Chain Risks ● Supply Chain Analytics ● Supply Chain Sustainability 	10	17
V	<p>Practical:</p> <ul style="list-style-type: none"> ● Use case studies of world class manufacturing companies. ● 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. 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Global Supply Chain Management (GLSCM)

Subject Code: 4569985

With effective
from academic
year 2018-19

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Alan E. Branch	Global Supply Chain Management and International Logistics	Routledge	2009 / 1 st
2	Pierre A. David	International Logistics	Cicero	2017 / 5 th
3	S. Sudalaimuthu, S. Anthony Raj	Logistics Management for International Business: Text and Cases	PHI	2009
4	Ram Singh	International Trade Logistics	Oxford	2015 / 1 st
5	Michael Hugos	Essentials of Supply Chain Management	Wiley	2018 / 4 th
6	John Mangan, Chandra L. Lalwani	Global Logistics and Supply Chain Management	Wiley	2016 / 3 rd
7	Sunil Chopra	Supply Chain Management	Pearson	2019 / 7 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. Operations and Supply Chain Management
2. International Journal of Physical Distribution and Logistics Management
3. Global Supply Chain Management
4. EXIM Newsletter
5. <http://eximin.net/>
6. Daily Shipping Times: www.dst.news
7. <https://shippingandfreightresource.com/>
8. <https://incodocs.com/>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4569986

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

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 <ul style="list-style-type: none"> • Data Analytics: Definition and Significance • Application of Analytics in Business Functions • Big Data Analytics – Overview • Big Data Life Cycle 	10	17
II	Basics of Financial Analytics <ul style="list-style-type: none"> • Introduction • Need of Financial Analytics in Business • Overview of Predictive Sales Analytics, Cash Flow Analytics and Product Profitability Analytics • Application of Analytics in Financial Process 	8	14
III	The Role of Analytics in HRM <ul style="list-style-type: none"> • Introduction of HR Analytics • Different Phases of Development of Data-driven HR Decision: Descriptive and Predictive HR Decision Making • Analytics Vs. Metrics • Importance of HR Analytics • Steps to Implement HR Analytics HR Decision Making and HR Analytics <ul style="list-style-type: none"> • Changing Need for HR Decision-making 	12	21



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4569986

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> • Framework of HR Analytics • Aligning Human Resources to Business Through HR Analytics • HRIS for HR Decision-making • Ethical Issues in HR Analytics 		
IV	Marketing Analytics <ul style="list-style-type: none"> • An Introduction to Marketing Analytics • Benefits of Marketing Analytics • Marketing Analytics: Tools • Segmenting the Market • Analysing Customer Life Time Value • Understanding Digital Analytics Concepts 	10	18
V	Practical: Group projects on the application of Analytics in selected areas of HR, Marketing and Finance domain	---	(30 marks CEC)

4. Pedagogy:

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

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	Dipak Kumar Bhattacharyya	HR Analytics – Understanding Theories and Applications	Sage Publication	Latest
2	Wayne L. Winston	Marketing Analytics -Data-Driven Techniques with Microsoft Excel	John Wiley & Sons	Latest

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

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

1. Journal of Marketing Analytics, Springer
2. Financial Analysts Journal, Taylor & Francis



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Advanced Data Analytics (ADA)

Subject Code: 4569986

With effective
from academic
year 2018-19

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

GTUQuestionPapers.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4569987

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

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	Customer Relationship Management Fundamentals: <ul style="list-style-type: none">• Theoretical perspectives of relationship• Evolution of relationship marketing• Stages of relationship, Issues of relationship, Purpose of relationship marketing• Paradigm shift from transactional to relationship approach• CRM Definitions• Emergence of CRM practice• CRM cycle• Stakeholders in CRM, Significance of CRM• Types of CRM, Success Factors in CRM	10	17
II	Customer Experience: <ul style="list-style-type: none">• Understanding value• Sources of customer value• Customization• Customer experience meaning and concepts• Managing customer experience• Difference between customer experience management and CRM	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4569987

With effective
from academic
year 2018-19

	Customer Satisfaction: <ul style="list-style-type: none">• Meaning, Definition, Significance of Customer Satisfaction• Components of Customer Satisfaction• Measuring Customer Satisfaction• Reducing customer churn		
III	Operational CRM: <ul style="list-style-type: none">• Marketing automation<ul style="list-style-type: none">○ Meaning, benefits, some software applications• Sales force automation<ul style="list-style-type: none">○ Meaning, SFA ecosystem, SFA adoption,• CRM in Services<ul style="list-style-type: none">○ Service automation, benefits, software applications Analytical CRM: <ul style="list-style-type: none">• Database Management<ul style="list-style-type: none">○ Developing a customer related database○ Analytics for CRM strategy and tactics○ Big data analytics in CRM○ Data Mining procedures○ Use of AI, machine learning and deep learning	10	18
IV	Customer Relationship Management: <ul style="list-style-type: none">• Technology Dimensions<ul style="list-style-type: none">○ E- CRM in Business CRM: A changing Perspective○ Features of e-CRM○ Advantages of e-CRM○ Technologies of e-CRM○ Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals Implementing CRM: <ul style="list-style-type: none">• Develop the CRM strategy• Build CRM foundations• Needs specification and partner selection• Project implementation• Performance evaluation	10	18
V	Practical: <ul style="list-style-type: none">• Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Customer Relationship Management (CRM)

Subject Code: 4569987

With effective
from academic
year 2018-19

- 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	Francis Buttle, Stan Maklan	Customer Relationship Management: Concepts and Technologies	Routledge	2015 / 3 rd
2	Jill Dyche	The CRM Handbook	Pearson	Latest
3	William G. Zikmund, Raymond Mcleod, Faye W. Gilbert	Customer Relationship Management	Wiley	2010
4	Paul Greenberg	CRM at the Speed of Light	McGraw Hill	2017 / 4 th
5	Jagdish N Sheth, Parvatiyar Atul, G Shainesh	Customer Relationship Management: Emerging Concepts, Tools and Applications	McGraw Hill	2017 / 1 st
6	Alok Kumar Rai	CRM: Concepts and Cases	PHI	2012

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 6th Semester

Subject Class: Sectoral Elective

Subject Name: Leadership

Subject Code: 4569988

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	• <i>Evaluate</i> the leadership qualities essential for business and organizational stewardship.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• <i>Critically</i> evaluate the problems emerging in businesses and solve them through leadership acumen.
Global Exposure and Cross-Cultural Understanding (GECCU)	• <i>Compare</i> and <i>contrast</i> cultural differences and global approaches to managing those differences.
Social Responsiveness and Ethics (SRE)	• <i>Analyze</i> social accountability and hence improve delivery on SRE.
Effective Communication (EC)	• <i>Develop</i> crucial and appropriate Communication style adaptive to heterogeneous groups.
Leadership and Teamwork (LT)	• <i>Develop</i> abilities to lead teams through efficient leadership.

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	Individual As a Leader: <ul style="list-style-type: none">• Who is a Leader• Leadership Ethics & Traits• Leadership Motivation & behavioral Theories• Contingency Theories in leadership	10	18
II	Team Leadership: <ul style="list-style-type: none">• Coaching, Communication and Conflict Skills• Followership and Leader-Member Exchange• Self Managed Teams and Team Leadership	10	18
III	Leadership in Organizations: <ul style="list-style-type: none">• Transformational and Charismatic Leadership• Leadership of Ethics, Diversity and culture• Change Management and Strategic Leadership• Leadership in Learning Organization and Crisis Leadership	10	17
IV	Important Perspectives in Leadership: <ul style="list-style-type: none">• Influencing: Politics, Power, Negotiation and Networking• Developing Leadership Skill• Leadership Styles of Indian Manager• Women & leadership	10	17
V	Practical:	---	(30 marks)



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	<ol style="list-style-type: none"> 1. Assignment should be given to study auto biography of great International and national Business Leaders like; Bill Gates, Steve Jobs, Ratan Tata, Godrej, Birla, Karshan Bhai Patel, Dhirubhai Ambani, Narayan Murthi, Aziz Premji, etc. 2. A surveys can be designed to identify and verify the traits of successful Business leader of Local /regional Industry, area. 3. Case studies may be given to understand and analyze leadership dilemmatic situation 		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
C	Mid-Semester examination	(Internal Assessment-30 Marks)
	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1.	Achua, Lussier	Effective Leadership	CENGAGE	Latest Edition
2.	A. Chandramohan	Leadership and Management	Himalaya	Latest Edition
3.	Gary Yukl	Leadership in Organisation	Pearson	Latest Edition
4	Peter G. Northouse	Introduction to Leadership, Concepts & practices	SAGE	Latest Edition
5.	Afsaneh Nahavandi	The Art & Science of Leadership	Prentice Hall	Latest Edition
6.	Julian Barling	The Science of Leadership; Lessons from Research for organizational leader	Oxford University Press	Latest Edition
7.	Micheal G. Rumsey	The Oxford Handbook of Leadership	Oxford University Press	Latest Edition



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8.	Bhargava & Bhargava	Team Building & Leadership	Himalaya	Latest Edition
9.	Dr. D.K.Tripathi	Team Building & Leadership	Himalaya	Latest Edition
10	Kevin Dalton	Leadership & Management Development; Developing Tomorrow's Manager	Pearson	Latest Edition

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

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

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