



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Business Analytics (BA)

Subject Code: 4529201

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Develop domain knowledge of various technology and its application to facilitates managerial decision /MIS</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Enhance capabilities for innovative use of I.T.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Understanding the significance of global platform for data retrieval/process among different business cultures of the world</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Understanding of ethics and prevention of fraud through technology, theft of data etc.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Enable communication for data driven decision making</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Encourage cross functional collaboration to enhance efficiency and productivity.</li> </ul>

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

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
<b>I</b>	<p><b>Business Intelligence:</b></p> <ul style="list-style-type: none"> <li>Definitions and Examples in Business Intelligence</li> <li>Need, Features and Use of Business Intelligence (BI)</li> <li>BI Components               <ul style="list-style-type: none"> <li>Data Warehouse</li> <li>Business Analytics</li> <li>Business Performance Management</li> <li>User Interface</li> </ul> </li> </ul> <p><b>Business Analytics:</b></p> <ul style="list-style-type: none"> <li>Introduction to Business Analytics (BA) – Need.</li> <li>Components (Business Context, Technology, Data Science).</li> <li>Types (Descriptive, Predictive and Prescriptive).</li> <li>Business Intelligence versus Business Analytics.</li> <li>Transaction Processing v/s Analytic Processing               <ul style="list-style-type: none"> <li>OLTP v/s OLAP</li> <li>OLAP Operations</li> <li>Data models for OLTP (ER model) and OLAP (Star &amp; Snowflake Schema)</li> </ul> </li> </ul>	10	18
<b>II</b>	<p><b>Types of Digital Data:</b></p> <ul style="list-style-type: none"> <li>Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data</li> </ul> <p><b>Data Warehouse:</b></p> <ul style="list-style-type: none"> <li>Definition, characteristics, framework</li> </ul>	10	18



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	<ul style="list-style-type: none"> <li>Data lake</li> </ul> <b>Business Reporting, Visual Analytics:</b> <ul style="list-style-type: none"> <li>Definition, concepts</li> <li>Different types of charts and graphs</li> <li>Emergence of data visualization and visual analytics</li> </ul>		
III	<b>Data Mining:</b> <ul style="list-style-type: none"> <li>Concepts and applications</li> <li>Data mining process</li> </ul> <b>Text &amp; Web Analytics:</b> <ul style="list-style-type: none"> <li>Text analytics and text mining overview</li> <li>Text mining applications</li> <li>Web mining overview</li> <li>Social media analytics</li> <li>Sentiment analysis overview</li> </ul> <b>Big Data Analytics:</b> <ul style="list-style-type: none"> <li>Definition and characteristics of big data</li> <li>Fundamentals of big data analytics</li> </ul>	10	17
IV	<b>Business Performance Management:</b> <ul style="list-style-type: none"> <li>Business performance management cycle</li> <li>KPI, Dashboard</li> </ul> <b>Analytics in Business Support Functions:</b> <ul style="list-style-type: none"> <li>Sales &amp; Marketing Analytics</li> <li>HR Analytics</li> <li>Financial Analytics</li> <li>Production and operations analytics</li> </ul> <b>Analytics in Industries:</b> <ul style="list-style-type: none"> <li>Telecom, Retail, Healthcare, Financial Services</li> </ul>	10	17
V	<b>Practical:</b> Students should prepare a detailed report on applications of analytics in different industries.	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	10 marks
B	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	Ramesh Sharda, Dursun Delen, Efraim Turban	Business Intelligence: A Managerial Perspective on Analytics	Pearson	3 <sup>rd</sup>
2	R.N.Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	2016
3	U. Dinesh Kumar	Business Analytics – The Science of Data Driven Decision Making	Wiley	2017
4	Anil Maheshwari	Data Analytics	McGraw Hill	2017
5	Jesper Thorlund & Gert H.N. Laursen	Business Analytics for Managers: Taking Business Intelligence Beyond	Wiley	Latest
6	Sahil Raj	Business Analytics	Cengage	Latest
7	James R. Evans	Business Analytics	Pearson	Latest

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

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

1. International Journal of Business Analytics
2. International Journal of Business Analytics and intelligence
3. International Journal on Consumer and Business Analytics
4. Analytics India – Magazine



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: **Corporate Finance (CF)**

Subject Code: **4529202**

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

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

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

## 3. Course Contents:

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



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



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V	<p>Application: Select suitable organization and study:</p> <ul style="list-style-type: none"> <li>The role and functions of Finance department;</li> <li>Select Scrip or bonds and do the valuation of its Securities;</li> <li>Study the investment decisions, working capital policy and cash budgeting etc.</li> </ul>	---	(30 marks CEC)
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## 4. Pedagogy:

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

## 5. Evaluation:

Students shall be evaluated on the following components:

	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	Prasanna Chandra	Financial Management, theory and Practice	McGraw - Hill	Latest Edition
2	I M Pandey	Financial Management	Vikas	Latest Edition
3	M. Y. Khan and P. K. Jain	Financial Management	McGraw - Hill	Latest Edition
4	Rajiv Srivastava & Anil Misra	Financial Management	Oxford	Latest Edition
5	Ravi Kishore	Financial Management – Problems and Solutions	Taxmann	Latest Edition
6	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
7	P. V. Kulkarni and B. G. Satyaprasad	Financial Management	Himalaya	14 <sup>th</sup> Revised Edition
8	Eugene F. Brigham	Financial Management: Theory and Practice	South Western College	14 <sup>th</sup> Edition
9	Vyuptakesh Sharan	Fundamentals of Financial Management	Pearson	3 <sup>rd</sup> Edition
10	R. P. Rastogi	Financial Management	Taxmann	Latest Edition



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11	V Patabhi Ram and S D Bala	Strategic Financial Management	Snow white	Latest Edition
12	Dr. J.B. Gupta	Strategic Financial Management	Taxmann	Latest Edition

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

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

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





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Marketing Management (MM)

Subject Code: 4529203

With effective  
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year 2018-19

## 1. Learning Outcomes:

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

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

## 3. Course Contents:

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





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



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

#### 4. Pedagogy:

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



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## 5. Evaluation:

Students shall be evaluated on the following components:

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

## 6. Reference Books:

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

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

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

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

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

## 3. Course Contents:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

With effective  
from academic  
year 2018-19

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

#### 4. Teaching Method:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

With effective  
from academic  
year 2018-19

## 6. Reference Books:

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

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

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

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





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
Subject Name: Production and Operations Management (POM)  
Subject Code: 4529205

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Acquire the necessary knowledge and experience in order to recognize the production management and planning problems.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Ability to analyse and select the most appropriate methods and tools for the solution of problems related to production planning, shop floor scheduling and inventory control.

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

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction of Production &amp; Operation Management:</b> <ul style="list-style-type: none"><li>• System and function view of organizations, scope, Evolution and future of production and operation management.</li><li>• Process design-different types of process with its. merits and demerits, process classification based on order, process selection, different type of manufacturing process, process performance and evaluation etc.</li><li>• Product design; types of products and designing, evaluation of design</li></ul>	10	17
II	<b>Facility location; (theoretical concept only)</b> <b>Plant Layout:</b> <ul style="list-style-type: none"><li>• Different types of layout.</li></ul> <b>Aggregate Production Planning (APP):</b> <ul style="list-style-type: none"><li>• Objective, strategies and cost of APP, master production schedule, Rough cut capacity planning etc.(theoretical concept only)</li></ul> <b>Material Requirement Planning (MRP) (theoretical concept only)</b> <b>Inventory Management (theory and numerical)</b>	10	18
III	<b>Operations scheduling:</b> <ul style="list-style-type: none"><li>• Definition, Objectives, Types</li><li>• Sequencing (n-jobs on m machine) (theory and numerical)</li><li>• Queuing systems (Waiting Line Analysis) (theory and numerical)</li><li>• Line Balancing(theoretical concept only)</li><li>• Project management; Project scheduling by using network PERT/CPM, (theory and numerical)</li></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
**Subject Name: Production and Operations Management (POM)**  
**Subject Code: 4529205**

With effective  
from academic  
year 2018-19

IV	<b>Quality management:</b> <ul style="list-style-type: none"> <li>• Definition, experts' views on quality.</li> <li>• Dimensions of quality.</li> <li>• Cost of quality and quality cost audit.</li> <li>• Statistical process control, control charts (<b>theory and numerical</b>), Total quality management (TQM), Six sigma, ISO 9000 and other ISO series.</li> <li>• Lean and Just in Time production system (<b>theoretical concept only</b>)</li> </ul> <b>Industrial safety</b>	10	17
V	<b>Practical</b> <ul style="list-style-type: none"> <li>• Students should visit manufacturing / service organizations and <ul style="list-style-type: none"> <li>○ Identify the production planning and control systems, procedures and techniques. For service organizations, they can learn about how services are produced and how existing capacity is matched with demand.</li> <li>○ Identify operations scheduling in any system and suggest more efficient ways of doing work.</li> <li>○ Understand the significance of existing plant or service layouts.</li> <li>○ Identify materials and inventory management practices in organized and unorganized sectors.</li> <li>○ Simulate a production capability / facility with the optimum use and application of concepts.</li> </ul> </li> </ul>	---	(30 Marks CEC)

## 4. Pedagogy:

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

## 5. Evaluation:

Students shall be evaluated on the following components:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
Subject Name: Production and Operations Management (POM)  
Subject Code: 4529205

With effective  
from academic  
year 2018-19

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar, N.MeenakshiP.	Production and Operation Management	Cengage	Latest
6	Heizer, Jay and Render, Barry	Operations Management	Pearson	Latest
7	Elwood S. Buffa and Rakesh K.Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R. Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest

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

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

1. International Journal of Production Economics
2. Journal of Production Research and Management
3. Journal of Operations Management



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Research Methodology (RM)

Subject Code: 4529206

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Familiarize the students with the types of problems often faced by Business Organizations
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Understand the importance of systematic approach to problem solving
Global Exposure and Cross-Cultural Understanding (GECCU)	• Gain exposure to globally accepted theories and methodologies of conducting business research
Effective Communication (EC)	• Understanding the crucial aspects of effective communication and interpretation of research findings.

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

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Business Research Fundamentals:</b> Research – meaning and types of business research – basic, applied, comparative, absolute, problem solving, problem identifying, qualitative, quantitative, characteristics of good research. Hypothesis, Types of hypothesis – Descriptive, Relational – Correlational and Causal, null and alternate. Brief Introduction to Business Research Process	10	17
II	<b><u>Steps in Business Research Process - I:</u></b> 1. Problem Identification / Problem statement 2. Review of Literature (including citation and bibliography / references). 3. Research Questions & Research Objectives 4. Hypothesis formulation 5. <b>Research Design:</b> <b>Exploratory Research Design:</b> Difference between Qualitative and Quantitative Research. <u>Qualitative Research:</u> Observation, Focus Group, Depth Interview, Projective Techniques.	10	18
III	<b>Conclusive Research Design:</b> <u>Quantitative Research:</u> Descriptive research – survey, survey methods. Causal research – Experimentation – labs v/s field experiments, with and without control,	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

**Subject Name: Research Methodology (RM)**

**Subject Code: 4529206**

With effective  
from academic  
year 2018-19

	before and after.		
	<b><u>Steps in Business Research Process - II:</u></b> 6. Sampling Design – Probabilistic and non-probabilistic sampling. 7. Sources of data – primary and secondary Measurement and Scaling. Validity and reliability. Questionnaire designing.		
IV	<b><u>Steps in Business Research Process - III:</u></b> 8. Data Preparation – preliminary questionnaire screening, editing, coding and data entry (using statistical software). 9. Research Writing: - Research Proposal Synopsis, Research Report	10	17
V	<b><u>Practical:</u></b> A group of two students (Maximum) has to work on a Minor Research Project on the topic selected from the beginning of the semester in line with all the steps of Research Design starting from Identification of Research Problem to Findings & Conclusion and has to submit a Report to the concerned faculty member.	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest
2	Naresh Malhotra and Satyabhusan Dash	Marketing Research – An applied orientation	Pearson	Latest
3	Donald R. Cooper and Pamela S. Schindler	Business Research Methods	TMH	Latest



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Research Methodology (RM)

Subject Code: 4529206

With effective  
from academic  
year 2018-19

4	Zikmund Willium	Business Research Methods	Thomson	Latest
5	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
6	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest
7	D. K. Bhattacharyya	Research Methodology	Excel	Latest
8	J. K. Sachdeva	Business Research Methodology	Himalaya	Latest
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel	Latest
10	Alan Bryman	Business Research Methods	Oxford University Press	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 Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

Subject Name: Entrepreneurship

Subject Code: 4529207

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"><li>Understanding of the evolution of industries and economies and the role of the entrepreneur</li></ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"><li>Understanding the components of a business plan</li><li>Ability to scan the environment and assess opportunities and threats</li><li>Develop creativity and innovation in thought and action</li></ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"><li>Sincere consideration of the ethical and environmental issues and responsibilities which managers take into account when making decisions</li></ul>
Effective Communication (EC)	<ul style="list-style-type: none"><li>Develop clarity of thought to be able to communicate ideas with passion and conviction</li></ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"><li>Inculcate the spirit and essence of an effective leader</li></ul>

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

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Entrepreneurship:</b> Concepts, Importance; Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mind-set, Theories & Types of Entrepreneur, Forms of business organizations (Sole Proprietorship, Partnership, HUF, Private limited, Public limited, LLP). Creativity, Innovation and Entrepreneurship, Gujarati Entrepreneur and Contribution to India and World Economy Introduction to international entrepreneurship, modes of entry.	8	14
II	Formalities For Setting Up of A Small Business Enterprise: Identifying The Business Opportunity; Growth of a Business Idea; Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile), Decide on the Constitution, Registration, Clearances from specific Departments, Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure, Prepare Project Report, Apply & Obtain Finance, Implement the Project & Obtain Final Clearances	12	21





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

**Subject Name: Entrepreneurship**

**Subject Code: 4529207**

With effective  
from academic  
year 2018-19

<b>III</b>	Understanding of Ecosystem & MSME: Introduction to Central – level Institutions, State –level Institutions, Other Institutions (NABARD, TCOs, SIDBI) supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes Micro, Small, and Medium Enterprises (MSME): Concept, Role and Definitions of MSME, Growth & Development of MSME in India and Gujarat, Problems facing the MSME Sector	10	18
<b>IV</b>	Government Support for Entrepreneurship Development: Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem, Stand-up India: Women and Minority Entrepreneurship. Ease of Doing Business (EoDB) – Overview, Ranking, Determinants of EoDB	10	17
<b>V</b>	<b>Practical:</b> Project/ presentation on any of the following; Survey of Entrepreneurs from local area Preparing a Business plan for dream business/project Identifying success stories of various Entrepreneurs, Case study on entrepreneurship Experience sharing with entrepreneurs by visiting industry, guest talks and live projects.	---	(30 marks CEC)

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Poornima M. Charantimath	Entrepreneurship Development and Small Business Enterprises	Pearson	Latest Edition



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester

**Subject Name: Entrepreneurship**

**Subject Code: 4529207**

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

2	P. C. Jain	Hand book for New entrepreneurs	Oxford University Press	Latest Edition
3	Arya Kumar	Entrepreneurship: Creating and Leading an Entrepreneurial Organization	Pearson	Latest Edition
4	Donald F Kuratko and T V Rao	Entrepreneurship – A South-Asian Perspective	Cengage Learning	Latest Edition
5	Rajeev Roy	Entrepreneurship	Oxford	Latest Edition
6	Michael Schaper, Thierry Volery, Paull Weber and Kate Lewis	Entrepreneurship and Small Business	Wiley	Latest Edition
7	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	McGraw-Hill	Latest Edition

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

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

1. Harvard Business Review
2. Business India / Business Today / Business World, University News
3. The Journal Of Enterprenuership by SAGE Publisher, [journals.sagepub.com/home/joe](http://journals.sagepub.com/home/joe)
4. The journal of Enterprenuership and Innovation in Emerging Economies by SAGE Publisher, [journals.sagepub.com/home/eie](http://journals.sagepub.com/home/eie).
5. International Journal of Enterprenuership and Small Business by inderscience Publishers, [www.inderscience.com/ijesb](http://www.inderscience.com/ijesb)
6. Vikalp Prabandhan