



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Subject Name: Summer Internship Project (SIP)  
Subject Code: 4539200

With effective  
from academic  
year 2018-19

# **Gujarat Technological University**

## **Master of Business Administration**



# **Handbook**

of

## **SUMMER INTERNSHIP PROJECT (SIP)**

*(Applicable from Academic Year 2018-19 onwards)*

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**GUJARAT TECHNOLOGICAL UNIVERSITY,  
AHMEDABAD**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**GUIDELINES FOR SUMMER INTERNSHIP PROJECT  
(SIP)**

**1. INTRODUCTION:**

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

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

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

**2. OBJECTIVES:**

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



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

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

### **3. WHAT IS TO BE DONE?**

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

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

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



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

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

#### **4. CRITERIA FOR EVALUATION OF SIP**

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

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

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

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

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

#### **5. FREQUENTLY ASKED QUESTIONS (FAQS):**

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



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year 2018-19

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





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



## **Annexure I**

### **6. PARAMETERS FOR EVALUATION:**

**The marks will be awarded on the following aspects:**

**i) Study of Functional Departments:** Clear understanding and study of functional departments; understanding of the organization/unit/field.

**ii) Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).

**iii) Literature Review:** Published studies, review of similar studies

**iv) Details about the study:** Objectives, formulation of the problem, scope, and rationale of the Study.

**v) Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.

**vi) Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.

**vii) Contribution and learning from the project:** Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.

**viii) Acknowledgements:** References/Citations and Bibliography and help, if any, received from other individuals/organizations.

**ix) Presentation of the report, format of the report, flow of the report, style, language, etc.**

**x) Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.

#### **Note:**

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





## **Annexure II**

### **7. FORMAT FOR REPORT SUBMISSION:**

**< First Page/Title Page >**

**Summer Internship Project Report**

**On**

**‘<Title of Project>’**

**At**

**<Name of Company / Organization>**

**Submitted to**

**Institute Code: 123**

**Institute Name: (In Full)**

**Under the Guidance of**

**Name of Faculty**

**(Designation)**

**In partial Fulfilment of the Requirement of the award of the degree of**

**Master of Business Administration (MBA)**

**Offered By**

**Gujarat Technological University**

**Ahmedabad**

***Prepared by:***

**<Name of Student>**

**< Enrolment No.>**

**MBA (Semester - III)**

**Month & Year:**

**July 2019**



**GUJARAT TECHNOLOGICAL UNIVERSITY**

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**<Second Page>**

**Date: \_\_/\_\_/\_\_**

**Company / Organization Certificate<on Company's Letterhead >**

**To whomsoever it may concern**

**This is to certify that <Name of Student (Enrolment No.)>of<Name of  
Institute (Institute Code) > has successfully completed Summer Internship  
Project Report titled**

**“ .....  
.....” at <Name of Company with location > during <From .....  
to..... >.**



**<Third Page>**

**Student's Declaration**

(On separate page)

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

<b>Enrollment no.</b>	<b>Name</b>	<b>Signature</b>

Place: .....  
.....

Date:

**<Fourth Page>**

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

**The report is approved / not approved.**

Comments of External Examiner:

[illegible]

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

**(Examiner's Sign)**

Name of Examiner:

Institute Name:

Institute Code:

Date :

Place :



**<Fifth Page>**

**Plagiarism Report (Digital Receipt & Similarity Percentage Page)**

**<Sixth Page>**

**Date:** \_\_/\_\_/\_\_

**Institute Certificate<on Institute's Letterhead>**

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

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

**Rating of Project Report [A/B/C/D/E]:** \_\_\_\_\_

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

(By Faculty Guide)

**Signature of the Faculty Guide/s**

**(Name and Designation of Guide/s)**

**Signature of Principal/Director with Stamp of Institute**

**(Name of Principal / Director)**



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**PREFACE (SEPARATE PAGE)**

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**ACKNOWLEDGEMENT (SEPARATE PAGE)**

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**SUBJECT INDEX (SEPARATE PAGE)**

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**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 SIP viva. Student has to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.



## **Annexure IV**

### **9. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS**

#### **ROLE OF DIRECTOR/ PRINCIPAL / HOD:**

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

#### **ROLE OF SIP COORDINATOR / FACULTY GUIDE:**

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

#### **ROLE OF STUDENTS:**

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

**ALL THE BEST**



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## 1. Learning Outcomes:

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

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



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

#### 4. Pedagogy:

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

#### Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
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	<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</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>

## 5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty	Strategic Management: A South-Asian Perspective	Cengage Learning	2016 / 9 <sup>th</sup>
2	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases	McGraw Hill	2014 / 19 <sup>th</sup>
3	Robert Grant	Contemporary Strategic Analysis: Text and Cases	Wiley India Pvt. Ltd.	2015 / 8 <sup>th</sup>
4	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
5	W. Chan Kim and Renee Mauborgne	Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth	Macmillan	2017
6	Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill	2015 / 4 <sup>th</sup>
7	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson	2007 / 8 <sup>th</sup>
8	Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner	Exploring Strategy	Pearson	2017 / 11 <sup>th</sup>
8	Anil K. Gupta	Grassroots Innovation: Minds On The Margin Are Not Marginal Minds	Random Business	2016
9	Henry, Mintzberg, Joseph Lampel, Bruce Ahlstrand	Strategy Safari	Free Press, New York.	2005
10	Gary, Hamel, C.K. Prahalad	Competing for the Future	HBR Press	1995
11	Navi Radjou, Jaideep Prabhu, Simone Ahuja	Jugaad Innovation	Random Business	2012



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12	Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgatz	Managing in a VUCA World	Springer	2015
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**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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

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





**GUJARAT TECHNOLOGICAL UNIVERSITY**

**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**

**Subject Name: Multidisciplinary Action Project (MAP)**

**Subject Code: 4539202**

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

# **Gujarat Technological University**

## **Master of Business Administration**



# **Handbook**

**of**

## **MULTIDISCIPLINARY ACTION PROJECT (MAP)**

***(Applicable from Academic Year 2018-19 onwards)***

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# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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## GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD

### MASTER OF BUSINESS ADMINISTRATION (MBA)

### GUIDELINES FOR MULTIDISCIPLINARY ACTIONPROJECT (MAP)

#### 1. INTRODUCTION:

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

#### 2. OBJECTIVES:

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

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

The targeted outcomes from the MAP are:

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

#### 3. WHAT IS TO BE DONE?

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

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



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

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

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

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

#### 4. EVALUATION OF MAP

The total marks for the MAP project will be 200 and it carries 6 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 center.



**5. FREQUENTLY ASKED QUESTIONS (FAQS):**

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

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





## 6. NATURE OF THE PROJECT WORK:

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

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

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

## 7. COMPONENTS OF THE REPORT

Title page  
Company Certificate  
Students' Declaration  
Plagiarism report  
Institute's Certificate



Acknowledgement  
Executive Summary

Table of Content  
List of Tables  
List of Figures

Introduction  
Industry and Company Profile

**Diagnosis Phase:**

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

**Design and Analysis phase:**

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

**Implementation phase:**

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

Glossary (if needed)  
References  
Annexure and Appendix.

**8. PARAMETERS FOR EVALUATION:**

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

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

**1. Diagnosis Phase:**

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

**2. Design and Analysis Phase:**

- Rationale and approach adopted for gathering facts and data
- Creative and logical use of qualitative / quantitative research methods and tools



- Efforts undertaken to gather data and facts
- Soundness of data collection tools
- Objective and subjective analysis of collected data, facts and figures
- Appropriateness of data analysis and relevance of findings
- Due diligence ensured while conducting research

**3. Implementation Phase:**

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

**Note:**

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



**Annexure I**

**FORMAT FOR REPORT SUBMISSION:**

**< First Page/Title Page >**

**Multidisciplinary action Project Report**

**On**

**‘<Title of Project>’**

**At**

**<Name of Company / Organization>**

**Submitted to**

**Institute Code: 123**

**Institute Name: (In Full)**

**Under the Guidance of**

**Name of Faculty**

**(Designation)**

**In partial Fulfilment of the Requirement of the award of the degree of**

**Master of Business Administration (MBA)**

**Offered By**

**Gujarat Technological University**

**Ahmadabad**

***Prepared by:***

**<Name of Students>**

**< Enrolment Nos.>**

**MBA (Semester - III)**

**Month & Year:**

**NOVEMBER 2019**



**<Second Page>**

**Students' Declaration**

(On separate page)

I hereby declare that the **Multidisciplinary Action Project** titled  
“\_\_\_\_\_”

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

<b>Enrollment no.</b>	<b>Names</b>	<b>Signature</b>

Place: .....

.....

Date:



<Third Page>

Date: \_\_/\_\_/\_\_

**Institute Certificate<on Institute's Letterhead>**

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

“This is to Certify that this **Multidisciplinary Action Project Titled**  
“ .....  
.....” is the bonafide work of <**Name of Student (Enrolment No.)**>, who have carried out 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)**





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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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< Fourth Page >

Date: \_\_/\_\_/\_\_

**Company / Organization Certificate <on Company's Letterhead >**

**To whomsoever it may concern**

**This is to certify that <Name of Student (Enrolment No.)> of <Name of Institute (Institute Code) > have successfully completed the Multidisciplinary Action Project titled**

**“ .....  
.....” at <Name of Company with location > during <From .....  
to..... >. The project was satisfactorily carried out by the students.**

**Signature of the Organization Head  
(Name and Designation of Head)**



# **GUJARAT TECHNOLOGICAL UNIVERSITY**

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## **<Fifth Page>**

**Plagiarism Report (Digital Receipt & Similarity Percentage Page)**

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**ACKNOWLEDGEMENT (SEPARATE PAGE)**

**EXECUTIVE SUMMARY (SEPARATE PAGE)**

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**SUBJECT INDEX (SEPARATE PAGE)**

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**FULL REPORT**



## **Annexure II**

### **FORMATTING SPECIFICATIONS FOR REPORTS:**

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Students have to bring one hard copy at the time of External MAPviva. Students have 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.
- Maximum 50 pages, excluding annexure and appendix.
- References – APA Style



### **Annexure III**

## **ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS**

### **ROLE OF DIRECTOR/ PRINCIPAL / HOD:**

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

### **ROLE OF MAP COORDINATOR / FACULTY GUIDE:**

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

### **ROLE OF STUDENTS:**

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

**ALL THE BEST**



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Consumer Behaviour (CB)**  
**Subject Code: 4539211**

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

**1. Learning Outcomes:**

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

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

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>Understanding the Consumer:</b> <ul style="list-style-type: none"><li>• Consumer Behaviour and the Marketing Concept</li><li>• Levels of consumer decision making</li><li>• Customer Value, Satisfaction, Trust and Retention</li><li>• The Impact of New Technology on Marketing</li></ul>	10	17
<b>II</b>	<b>Consumer as an Individual - I:</b> <ul style="list-style-type: none"><li>• Consumer Motivation</li><li>• Consumer Perception</li><li>• Personality and Self-image, Lifestyle</li></ul>	10	18
<b>III</b>	<b>Consumer as an Individual - II:</b> <ul style="list-style-type: none"><li>• Consumer Learning</li><li>• Consumer Attitude Formation</li><li>• Attitude Change</li></ul>	10	18
<b>IV</b>	<b>Socio-Cultural settings and Consumer Behaviour:</b> <ul style="list-style-type: none"><li>• Reference groups</li></ul>	10	17



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
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**Functional Area Specialization: Marketing Management**  
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	<ul style="list-style-type: none"> <li>The Family and Social Class</li> <li>Influence of Culture on Consumer Behaviour</li> <li>Cross-cultural Consumer Behaviour.</li> </ul> <p><b>Consumer Decision Making:</b></p> <ul style="list-style-type: none"> <li>Diffusion of Innovation</li> <li>Consumer Decision Making</li> <li>CBB models- Howard Sheth Model</li> <li>Consumerism</li> <li>Brief overview of Neuromarketing</li> </ul>		
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>Students should carry out a primary, qualitative / quantitative research on any dimension related to consumer behavior.</li> <li>Students can identify how marketers are addressing the various components and stages of the decision making process.</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:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• 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	Leslie Lazar Kanuk, S. Ramesh Kumar, Leon Schiffman	Consumer Behaviour	Pearson	2014 / 11 <sup>th</sup>
2	Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar	Consumer Behaviour	Pearson	2018 / 12 <sup>th</sup>
3	S. Ramesh Kumar	Consumer Behaviour: The Indian Context (Concepts and Cases)	Pearson	2017 / 2 <sup>nd</sup>
4	S. Ramesh Kumar	Case Studies in Consumer Behaviour	Pearson	2014 / 1 <sup>st</sup>



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5	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	2016 / 12 <sup>th</sup>
6	David Loudon, A. J. Della Bitta	Consumer Behaviour: Concepts and Applicaitons	McGraw Hill	Latest Edition
7	MajumudarRamanuj	Consumer Behavior: Insights from Indian Market	PHI	Latest Edition
8	Martin M. Evans, Gordon Foxall, Ahmad Jamal	Consumer Behaviour	Wiley	2009 / 2 <sup>nd</sup>
9	Roger D. Blackwell, Paul W. Miniard, James F. Engel	Consumer Behaviour	Cengage	2017 / 10 <sup>th</sup>

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

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

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Marketing Management**  
**Subject Name: Integrated Marketing Communications (IMC)**  
**Subject Code: 4539212**

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

**1. Learning Outcomes:**

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

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

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<b>An Overview of Integrated Marketing Communications:</b> <ul style="list-style-type: none"><li>• Marketing Communication Objectives, concepts, terms</li><li>• Promotional Mix Elements<ul style="list-style-type: none"><li>▪ The Tools of Marketing Communications (brief characteristics)</li></ul></li><li>• (Media Advertising, Direct Response Advertising, Place Advertising, Store Signage and Point-of-Purchase Advertising, Trade- and Consumer-Oriented Promotions, Event Marketing and Sponsorships, Public Relations and Publicity, Personal Selling, Social Media, Online Marketing)</li></ul>	<b>10</b>	<b>18</b>





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



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**Subject Code: 4539212**

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



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	<ul style="list-style-type: none"> <li>▪ Privacy and Other Concerns</li> <li>▪ Measurement of Social Media Campaigns</li> </ul> <p><b>Direct Marketing:</b></p> <ul style="list-style-type: none"> <li>▪ Concept, advantages and disadvantages</li> <li>▪ Direct-Response Advertising</li> <li>▪ Direct Mail</li> <li>▪ Telemarketing (outbound and inbound)</li> </ul> <p><b>Other Media:</b></p> <ul style="list-style-type: none"> <li>• Brand Placements, Yellow-Pages Advertising, Video-Game Advertising, Cinema Advertising</li> </ul> <p><b>Measuring Advertising Effectiveness:</b></p> <ul style="list-style-type: none"> <li>• Concept of pre-testing, concurrent testing, post-testing</li> <li>• <u>Pre-testing:</u> <ul style="list-style-type: none"> <li>○ Focus Group, individual interview, ante-room trailer, consumer juries, ethnography, on-air testing</li> <li>○ Theater test, portfolio test, dummy advertising vehicles, readability tests</li> <li>○ Physiological measures</li> </ul> </li> <li>• <u>Con-current testing:</u> <ul style="list-style-type: none"> <li>○ Coincidental surveys</li> <li>○ Attitude tests</li> <li>○ Tracking studies</li> </ul> </li> <li>• <u>Post-testing:</u> <ul style="list-style-type: none"> <li>○ Recognition – Starch test, Bruzzone test</li> <li>○ Recall – Day-After-Recall</li> <li>○ Inquiry tests</li> <li>○ Sales test</li> <li>○ Comprehensive measures</li> </ul> </li> <li>• Measuring overall IMC</li> </ul>		
<b>V</b>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Students can create IMC campaigns for real / hypothetical products /services / brands.</li> <li>• Students can analyze and interpret communication materials available in open domain.</li> <li>• Students can identify the promotional eco-system existing in the country, and in their geographical area.</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	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth E. Clow, Donald E. Baack	Integrated Advertising, Promotion and Marketing Communications	Pearson	6 <sup>th</sup>
2	Terence A. Shimp, J. Craig Andrews	Advertising Promotion and Other Aspects of Integrated Marketing Communications	Cengage	9th
3	Kruti Shah	Advertising and Integrated Marketing Communications	McGraw Hill	1st
4	George E. Belch, Michael A. Belch, KeyoorPurani	Advertising and Promotion	McGrawh Hill	9th
5	Niraj Kumar	Integrated Marketing Communication	Himalaya	Latest
6	S. N. Murthy, U. Bhojanna	Advertising: An IMC Perspective	Excel Books	3 <sup>rd</sup>
7	Jonathan Hardy, Iain Mercury, Helen Powell	The Advertising Handbook	Routledge	2014

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

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

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Marketing Management  
Subject Name: Sales and Distribution Management (SDM)  
Subject Code: 4539213

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year 2018-19

**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Demonstrate an understanding of Sales & Distribution function and examine its role as an integral part of marketing function.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Ability to analyse differences in business selling and consumer selling and find innovative ways to increase market sales.
Global Exposure and Cross-Cultural Understanding (GECCU)	• Interpret the global nature of sales function and illustrate how culture plays a vital role in the differences in sales practices.
Social Responsiveness and Ethics (SRE)	• Recommend and practice ethical sales practices while conducting business.
Effective Communication (EC)	• Assess the importance of business communication while conducting the sales and distribution activities.
Leadership and Teamwork (LT)	• Collaborate amongst the sales team and improve the team's performance to maximize sales.

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

**3. Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Sales Management:</b> <ul style="list-style-type: none"><li>• Nature and Importance of sales management</li><li>• Role of a Sales Manager</li><li>• Types of sales management positions</li><li>• Theories of personal selling</li><li>• Personal selling objectives</li><li>• Sales forecasting methods</li><li>• Sales Related Marketing Policies</li></ul> <b>Organizing &amp; Driving Sales Efforts:</b> <ul style="list-style-type: none"><li>• Personal Selling Process</li><li>• Kind and Size of the Sales Force</li><li>• Sales Organization Structures</li><li>• Sales Territories &amp; Quotas</li><li>• Sales Budgets</li></ul>	10	18
II	<b>Sales Force Management</b> <ul style="list-style-type: none"><li>• Sales Job Analysis</li><li>• Sales Force Compensation Structure</li><li>• Sales Force Motivation</li><li>• Sales Contests</li></ul> <b>Sales Force Supervision:</b> <ul style="list-style-type: none"><li>• Sales Expenses</li></ul>	10	17



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



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**Subject Code: 4539213**

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

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

**5. Evaluation:**

Students shall be evaluated on the following components:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
<b>A</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:**

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

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





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

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





**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Finance Management**  
**Subject Name: Security Analysis and Portfolio Management (SAPM)**  
**Subject Code: 4539221**

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**1. Learning Outcomes:**

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

**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)
<b>I</b>	<b>Introduction to Investment:</b> <ul style="list-style-type: none"> <li>Introduction</li> <li>Investment vs. Speculation, Investment vs. Gambling</li> <li>Investment Objectives, Investment Attributes</li> <li>Investment Process</li> <li>Security Analysis vs. Portfolio Management</li> <li>Portfolio Management Process</li> <li>Meaning and Types of Returns <ul style="list-style-type: none"> <li>Holding Period return (<b>Theory and numerical</b>).</li> <li>Expected return–Annualized return – measurement of return.</li> </ul> </li> <li>Risk – Types of Risk – Measurement of Risk (<b>Theory and numerical</b>).</li> </ul>	10	18
<b>II</b>	<b>Security analysis:</b> <ul style="list-style-type: none"> <li>Fundamental Analysis: <ul style="list-style-type: none"> <li>Economic, Industry and Company Analysis, Forecasting earnings, Efficient Market Hypothesis, Different Forms of EMH and their Empirical Tests</li> </ul> </li> <li>Technical Analysis: <ul style="list-style-type: none"> <li>Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory</li> </ul> </li> <li>Introduction to Behavioral Finance</li> </ul>	10	18
<b>III</b>	<b>Selection / Construction of Securities by applying</b>	10	17



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



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**Subject Code: 4539221**

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**6. Reference Books:**

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

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

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

Subject Code: 4539222

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

Subject Code: 4539222

With effective  
from academic  
year 2018-19

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

Subject Code: 4539222

With effective  
from academic  
year 2018-19

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

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component</li> </ul>	30 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Financial Derivatives (FD)

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With effective  
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	• 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	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	2011 / 1 <sup>st</sup>
2	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	2014 / 2 <sup>nd</sup>
3	R. Madhumathi, M. Ranganatham	Derivatives & Risk Management	Pearson	2014 / 2 <sup>nd</sup>
4	John C. Hull	Fundamentals of Futures and Options Market	Pearson	2016 / 8 <sup>th</sup>
5	Verma	Derivatives & Risk Management	Tata McGraw hill	2008
6	Vohra & Bagri	Futures and Options	McGraw Hill	2017 / 2 <sup>nd</sup>
7	David A. Dubofsky, Thomas W. Miler	Derivatives: Valuation and Risk Management	Oxford University Press	Latest Edition
8	A. Maheshwari, D. Chugh	Financial Derivatives	Pearson	2012 / 1 <sup>st</sup>

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

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

1. Indian Journal of Finance
2. International Journal of Financial Markets and Derivatives
3. Business Standard
4. The Economic Times
5. Financial Express
6. NSE & BSE, SEBI, FMC, RBI Websites
7. ICAI journal of Derivative Market
8. Business Today
9. Business India
10. Business World
11. Finance India
12. Treasury Management
13. Financial Risk Management





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4539223

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

**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><b>Introduction to Risk:</b></p> <ul style="list-style-type: none"><li>• Meaning of Risk and Uncertainty, loss, perils, hazards</li><li>• Types of Risks<ul style="list-style-type: none"><li>• Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk</li></ul></li><li>• Risks for Financial Institutions</li><li>• Classifying Pure risks.</li></ul> <p><b>Risk Management:</b></p> <ul style="list-style-type: none"><li>• Risk Management Process, Risk management objectives</li><li>• Risk retention and risk transfer</li><li>• Levels of risk management</li><li>• Corporate risk management</li><li>• Management of risk by individuals</li></ul> <p>Measures of Risk – Mathematical, Subjective (<b>Only theory</b>)</p>	10	18





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4539223

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4539223

With effective  
from academic  
year 2018-19

	provision, Risk Margin  <b>Reinsurance:</b> <ul style="list-style-type: none"> <li>Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company</li> </ul>		
V	<b>Practical:</b> <ul style="list-style-type: none"> <li>Students can explore and compare the insurance products of insurance service providers.</li> <li>Students can visit general insurers and learn assessment of risk and fixation of insurance premium.</li> <li>Students can visit life and non-life insurance companies and can prepare a report on their functioning.</li> <li>Students can carry out research to identify how individuals undertake their decision – making for availing insurance.</li> <li>Students should study and compare various investment options with insurance plans.</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:

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

#### 6. Reference Books:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Finance Management

Subject Name: Insurance and Risk Management (IRM)

Subject Code: 4539223

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

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

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

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Functional Area Specialization: Human Resource Management**  
**Name: Change Management and Organization Development (CMOD)**  
**Subject Code: 4539231**

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Human Resource Management

Name: Change Management and Organization Development (CMOD)

Subject Code: 4539231

With effective  
from academic  
year 2018-19

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Human Resource Management

Name: Change Management and Organization Development (CMOD)

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

#### 4. Pedagogy:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

A	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component</li> </ul>	30 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Functional Area Specialization: Human Resource Management

Name: Change Management and Organization Development (CMOD)

Subject Code: 4539231

With effective  
from academic  
year 2018-19

	• 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	Donald R. Brown	An experiential Approach to Organization Development	Pearson	2010 / 8 <sup>th</sup>
2	Kavita Singh	Organization Change & development	Excel Books	2010 / 2 <sup>nd</sup>
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	2017 / 6 <sup>th</sup>
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	2014 / 10 <sup>th</sup>
5	Tupper Cawsy, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	2011 / 2 <sup>nd</sup>
6	P. G. Aquinas	Organization Structure and Design: Applications and Challenges	Excel	2008
7	Joan V. Gallos, Edgar H. Schein	Organization Development: A Jossey-Bass reader	Jossye – Bass	2006 / 1 <sup>st</sup>
8	Bhupen Srivastava	Organization Design and Development: Concepts and Application	Biztantra	2007
9	Mark Hughes	Managing Change: A Critical Perspective	Kogan Page	2010 / 2 <sup>nd</sup>
10	Robert Golembievsky	Organization Development: Ideas and Issues	Routledge	2017 / 1 <sup>st</sup>
11	Patrick Dawson, Costas Andriopoulos	Managing Change, Creativity and Innovation	Sage	2017 / 3 <sup>rd</sup>

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

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

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





**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Compensation Management (CM)  
Subject Code: 4539232

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

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





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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
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**Subject Code: 4539232**

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**4. Pedagogy:**

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

**5. Evaluation:**

Students shall be evaluated on the following components:

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

**6. Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Armstrong	Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward	Kogan Page	2019 / 6 <sup>th</sup>
2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2014 / 2 <sup>nd</sup>
3	George Milkovich, Jerry Newman, C.S. Venkataratnam	Compensation: Special Indian Edition	McGraw	2017 / 9 <sup>th</sup>
4	Tapomoy Deb	Compensation Management: Text and Cases	Excel	2008 / 1 <sup>st</sup>
5	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	2012 / 1 <sup>st</sup>
6	H. L. Kumar	Labour Laws Everybody Should Know	Universal Law Publishing	2015 / 1 <sup>st</sup>

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

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

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



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**Articles Recommended:**

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester  
Functional Area Specialization: Human Resource Management  
Subject Name: Human Resource Audit (HRA)  
Subject Code: 4539233

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**1. Learning Outcomes:**

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

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



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
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**Functional Area Specialization: Human Resource Management**  
**Subject Name: Human Resource Audit (HRA)**  
**Subject Code: 4539233**

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



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**Subject Name: Human Resource Audit (HRA)**  
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	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Areas to be Concentrated</li> <li>• A Comprehensive Coverage of the Entire Human Resource Practices</li> <li>• A Sample Internal Human Resource Audit Questionnaire</li> </ul>		
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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:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
<b>A</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	T. V. Rao	HRD Audit: Evaluating the Human Resource Function for Business Improvement	Sage	2014 / 2 <sup>nd</sup>
2	Udai Pareek, T. V. Rao	Designing and Managing Human Resource Systems	Oxford	2017 / 3 <sup>rd</sup>
3	Peter Reilly, Marie Strebler, Polly Kettley	The Human Resource Function Audit	Cambridge Strategy	2011
4	Dr. Sibram Nisonko	HR Audit: Audit Your Most Precious Resources	Independently published	2017
5	Rajni Gyanchandani, Durdana Ovais	HR Audit	Everest	2017
6	Kelli W. Vito	Auditing Human Resources	The IIA Research Foundation	2015 / 2 <sup>nd</sup>
7	John McConnell	Auditing Your Human Resources Department	AMACOM	2011 / 2 <sup>nd</sup>
8	Vanessa Nelson	7 Easy Steps to Conduct a Human	Lulu.com	2016



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**Functional Area Specialization: Human Resource Management**  
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		Resources Audit and Protect Your Company		
9	P. Subba Rao	Personnel and Human Resource Management	Himalaya	2010

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

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

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





# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

Subject Code: 4539284

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

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

## 3. Course content:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

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

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

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Subject Name: Social Entrepreneurship (SE)

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- Practical / live assignment
- Interactive class room discussions

## 5. Evaluation:

Students shall be evaluated on the following components:

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

## 6. Reference Books:

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

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

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

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

### 4. Extra Reading:

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



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Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Social Entrepreneurship (SE)

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	• Demonstrate the ability to analyze, structure and discuss situations to identify problems in the field of LSCM and evaluate their complexity.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	• Demonstrate ability to address LSCM problems holistically by considering all resources available.
Global Exposure and Cross-Cultural Understanding (GECCU)	• Develop a sound understanding of the important role of supply chain management in today's business environment.
Social Responsiveness and Ethics (SRE)	• Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology.
Effective Communication (EC)	• Present and elaborate strong arguments to convince and motivate decision makers and select the proper LSCM partners, practices and policies.
Leadership and Teamwork (LT)	• Plan and coordinate projects to implement solutions.

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

## 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Logistics and Supply Chain Management – An Overview:</b> <ul style="list-style-type: none"> <li>Logistics, SCM and the difference between logistics and SCM.</li> <li>Supply chain and value chain</li> <li>Mission of logistics management</li> <li>Value addition by logistics</li> <li>Drivers of supply chain performance</li> </ul> <b>Supply Chain Strategy and Performance Measures:</b> <ul style="list-style-type: none"> <li>Customer service and cost trade-offs <ul style="list-style-type: none"> <li>Impact of out-of-stock</li> <li>Setting customer service objectives and priorities</li> </ul> </li> <li>Supply chain performance measures</li> <li>Enhancing supply chain performance</li> </ul> <b>Outsourcing: Make versus Buy.</b>	10	18
II	<b>Logistics Management:</b> <ul style="list-style-type: none"> <li>Role of Logistics in Supply Chain Management</li> <li>Logistics Service Providers 3PL's &amp; 4PL's</li> <li>Logistics Activities</li> <li>Marketing and logistics interface</li> </ul>	10	18



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**Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester**  
**Subject Class: Sectoral \_ Elective**  
**Subject Name: Logistics and Supply Chain Management (LSCM)**  
**Subject Code: 4539297**

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

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Sectoral \_ Elective

Subject Name: Logistics and Supply Chain Management (LSCM)

Subject Code: 4539297

With effective  
from academic  
year 2018-19

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

#### 4. Pedagogy:

The course will use the following pedagogical tools:

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

#### 5. Evaluation:

Students shall be evaluated on the following components:

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

#### 6. Reference Books:

Sr . No.	Author	Name of the Book	Publisher	Year of Publication
1	Martin Christopher	Logistics and Supply Chain Management	FT Publishing	2016 / 5 <sup>th</sup>
2	Donald J Bowersox, David J Closs,, M. Bixby Cooper, John C. Bowersox	Supply Chain Logistics Management	McGraw Hill	2018 / 4 <sup>th</sup>
3	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack	Managing Supply Chain: A Logistics Approach	Cengage	2013 / 9 <sup>th</sup>
4	Janat Shah	Supply Chain Management: Text and Cases	Pearson	2016 / 2 <sup>nd</sup>
5	Chopra Sunil, Peter Meindl,	Supply Chain Management :	Pearson	2016 / 6 <sup>th</sup>





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

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

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

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